

PART
3

KEY DIMENSIONS OF THE DEPARTMENT

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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/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.

The Department operates 17 Public Prison institutions and the Auckland Central Remand Prison (which is managed by Australasian Correctional Management), 12 Community Probation Service 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 unit blocks
- 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 is a new service incorporating the Community Probation Service, the Psychological Service and a new entity, the Service Delivery Organisation.

- **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, and also provides reports to courts and the New Zealand Parole Board.

- *Service Delivery Organisation*. The Department is in the process of establishing a Service Delivery Organisation; this will be responsible for the scheduling and delivery of motivational and criminogenic programmes across the Department.

CORRECTIONS FACILITIES LOCATIONS

Public Prisons Service

Auckland Region

- A Auckland Prison
- A Mt Eden Prison
- A Mt Eden Women's Prison

Waikato/Central Region

- B Ohura Prison
- C Tongariro/Rangipo Prison
- D Waikeria Prison

Midland Region

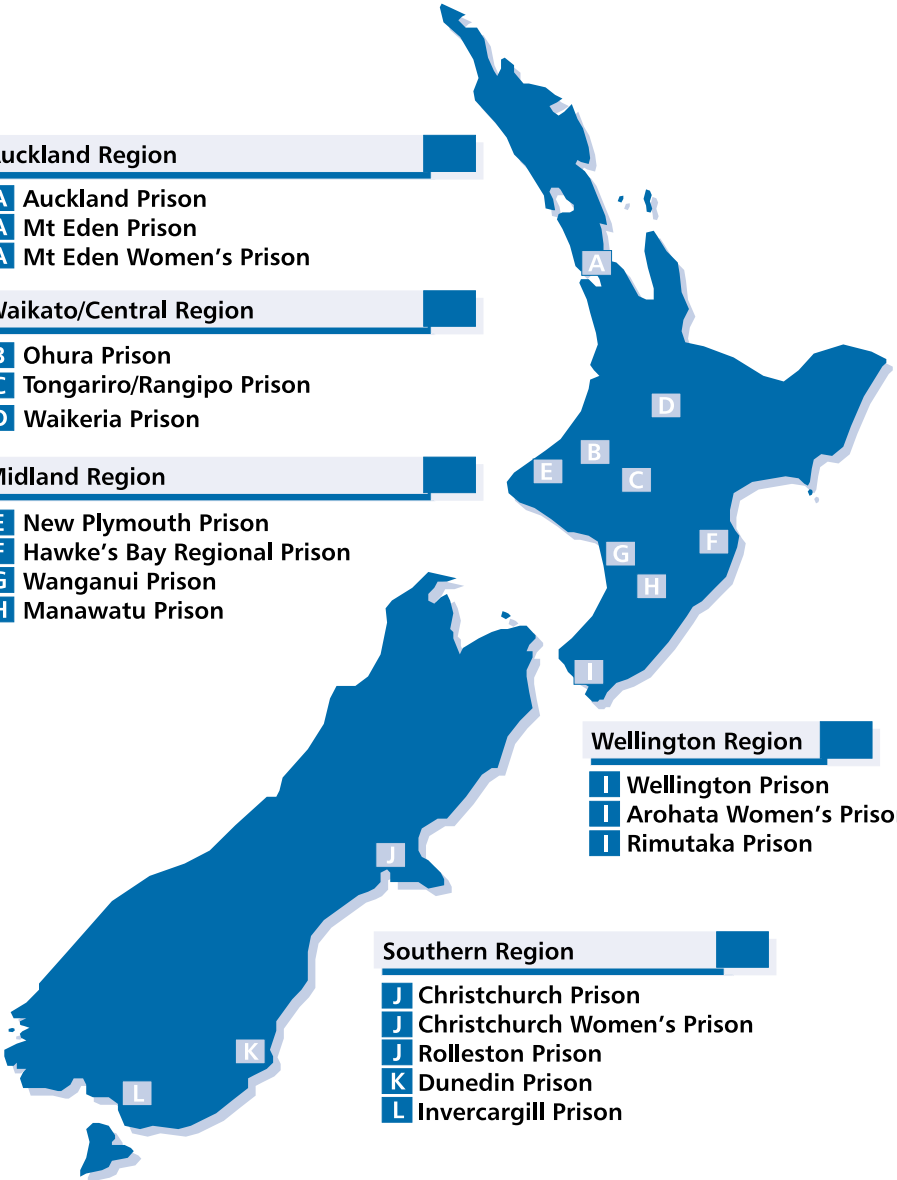
- E New Plymouth Prison
- F Hawke's Bay Regional Prison
- G Wanganui Prison
- H Manawatu Prison

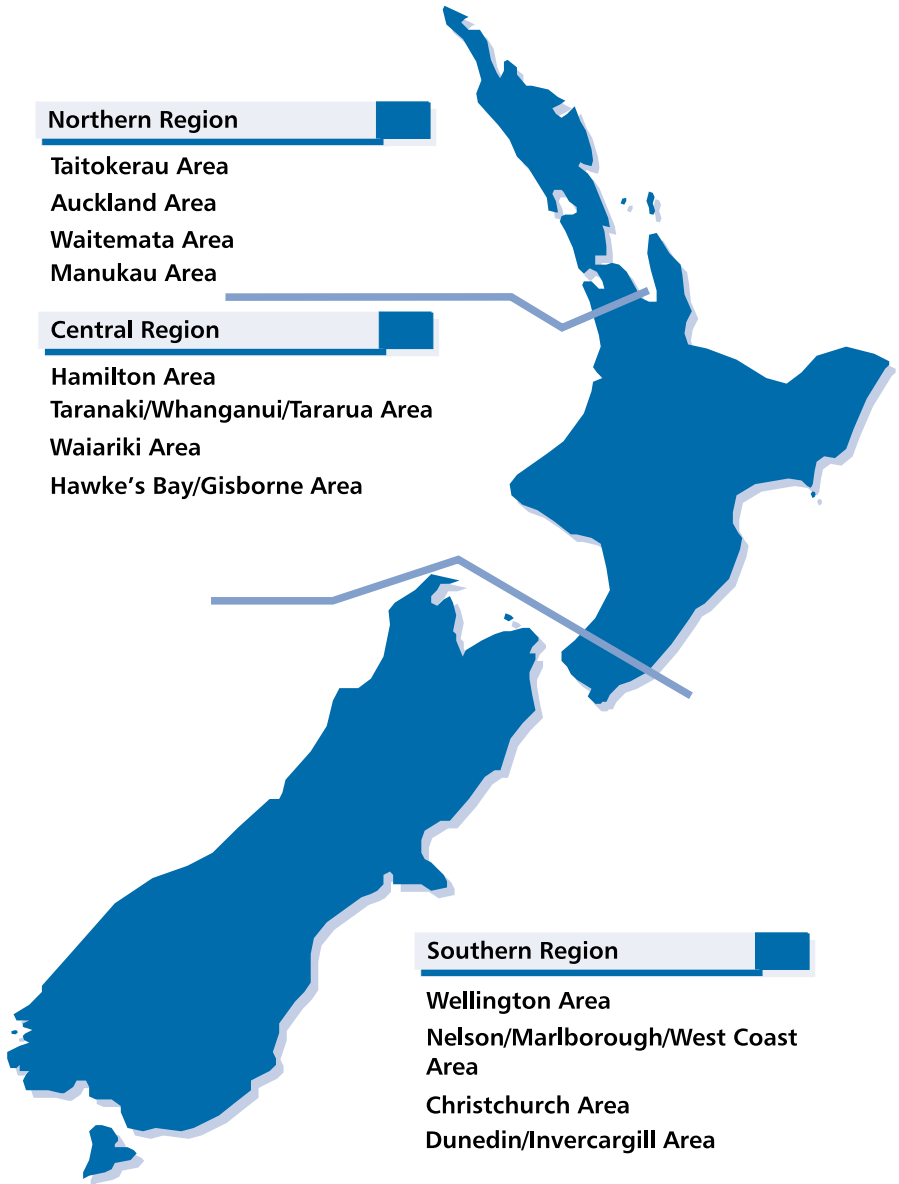
Wellington Region

- I Wellington Prison
- I Arohata Women's Prison
- I Rimutaka Prison

Southern Region

- J Christchurch Prison
- J Christchurch Women's Prison
- J Rolleston Prison
- K Dunedin Prison
- L Invercargill Prison





Northern Region

- Auckland Office
- Te Piriti Special Treatment Unit (Auckland Prison)
- Hamilton Office
- Palmerston North Office
- Rotorua Office
- Hawke's Bay Office

Southern Region

- Wellington Office
- Violence Prevention Unit (Rimutaka Prison)
- Christchurch Office
- Kia Marama Special Treatment Unit (Rolleston Prison)
- Dunedin Office

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 **Cultural Perspectives 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.

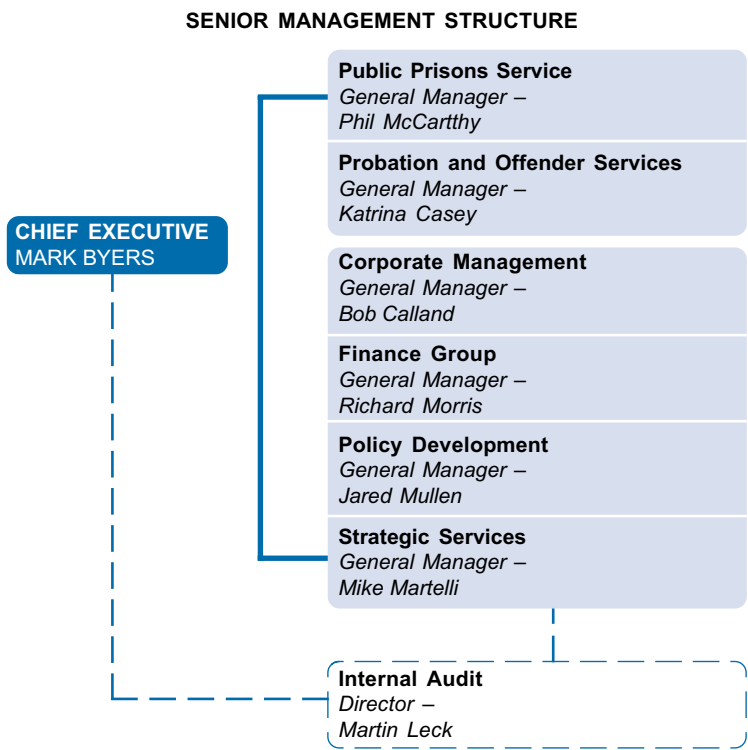
Corporate Management provides a range of services and advice to the Department. The group incorporates **Information Technology** which is responsible for the development and ongoing maintenance of the Information Technology strategy and business critical applications; **Purchase and Monitoring** which 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** who 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; the **Internal Audit** group which provides assurances 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

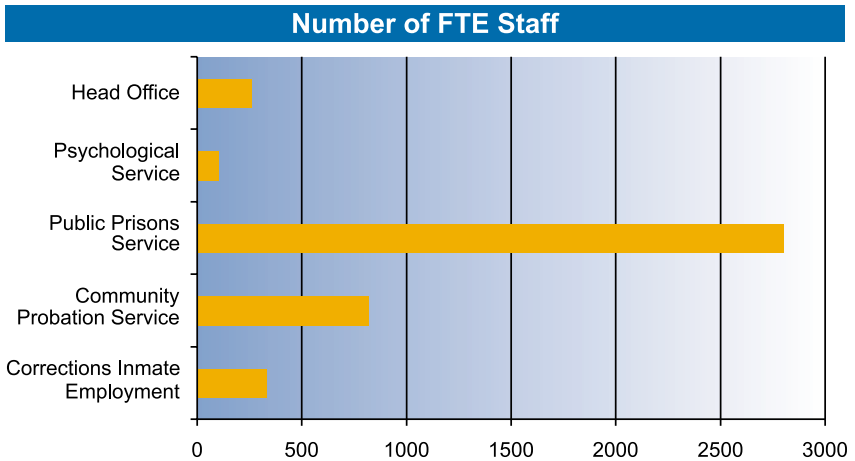
supervision of corrections officers, in areas such as joinery, catering, farming and forestry. The Finance Group also includes the project team charged with the design and construction of four new prisons. Once new prison sites are available for use, the [Regional Prisons Development Project](#) team works towards the design, commissioning and construction of the new prisons. The [Assets and Property](#) team acts as “landlord” to land and buildings worth over \$600 million. The 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; it also manages the budget process and the Department’s interface with Treasury.

The structure of the Department’s senior management is shown in the diagram below.



HUMAN RESOURCE STATISTICS

The Department of Corrections employs 4,314 full time equivalent (FTE) staff (as at 31 December 2002). The distribution of staff throughout the services and head office groups is shown below.



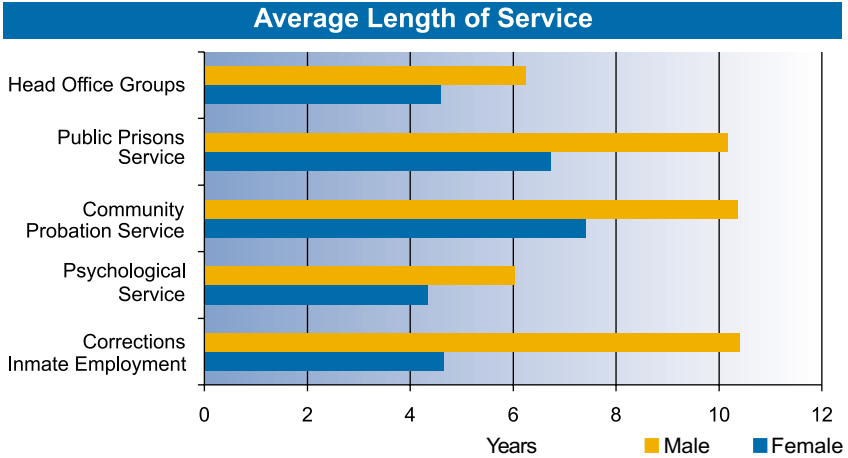
Staff directly employed in the administration of community-based and custodial sentences, including the provision of rehabilitation and reintegrative services, comprise 74.13 percent of total employees. Staff include corrections officers, Probation Officers, psychologists, instructors and managers. The Department also employs 339 work party supervisors (as at 31 December 2002), who are responsible for supervising offenders participating in work parties as part of completing a sentence of community work.

Staff-related Costs

In 2003/2004 the Department's Annual Operating Budget is \$464.854 million. Of this amount 48.59 percent is budgeted for staff-related costs.

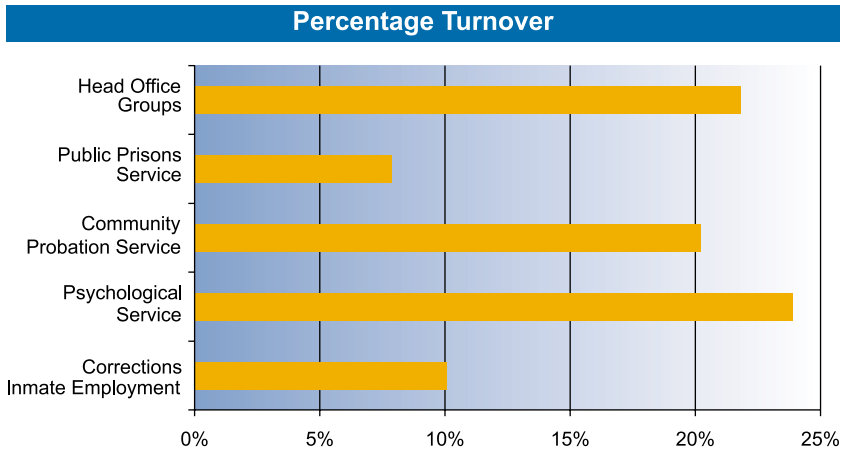
Average Length of Service

The illustrations below show the breakdown of the average length of service of staff by service or group, and by gender.



Staff Turnover

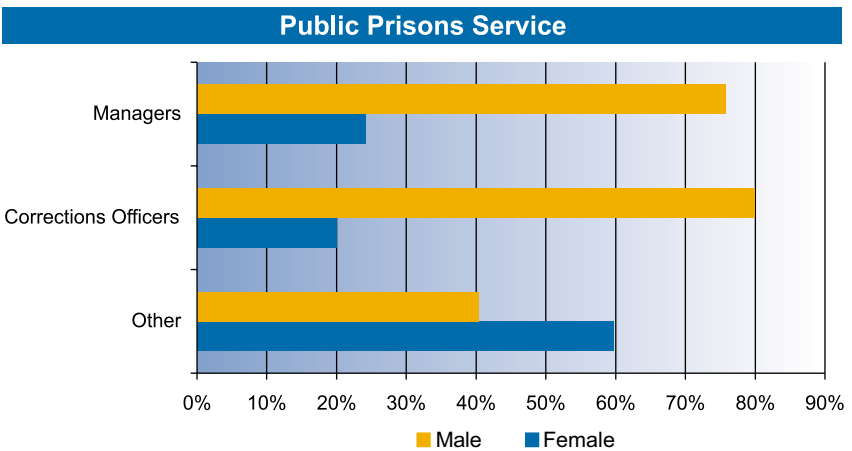
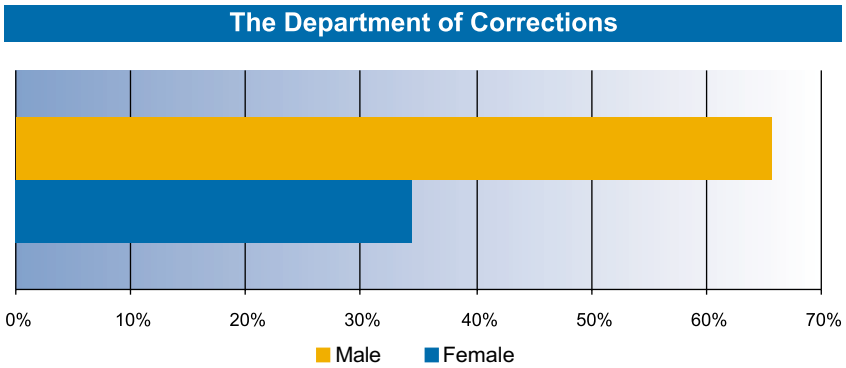
The following graph shows the percentage turnover for each service and the head office groups.



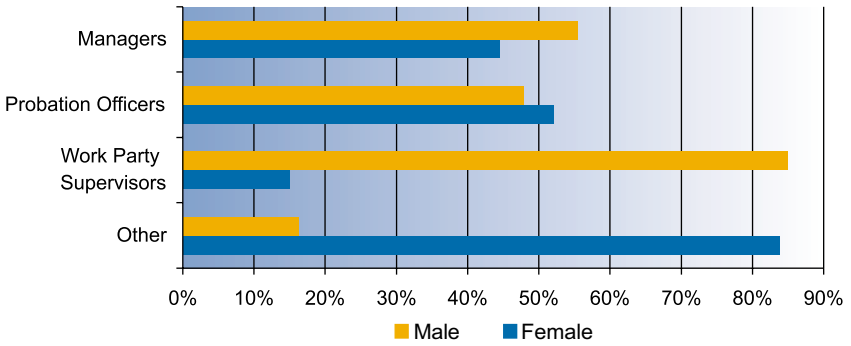
Total Employees by Gender and Ethnicity

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

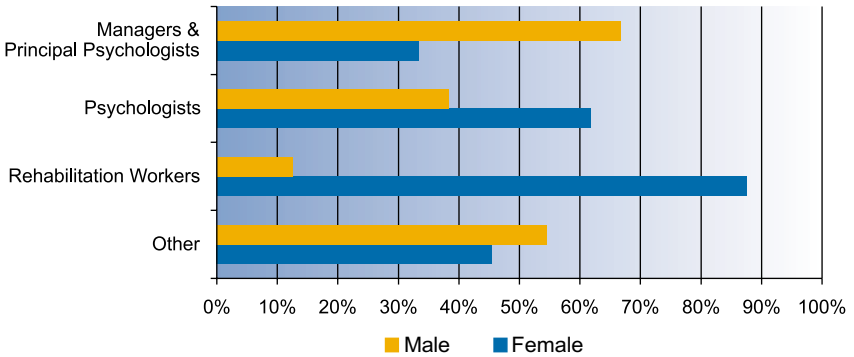
Of the 4,314 FTE staff, 66% are male and 34% female. The distribution of staff by gender across the Department's groups and services is shown in the following graphs.



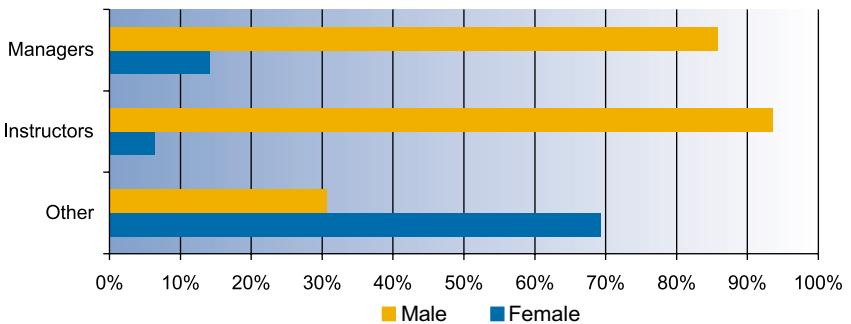
Community Probation Service



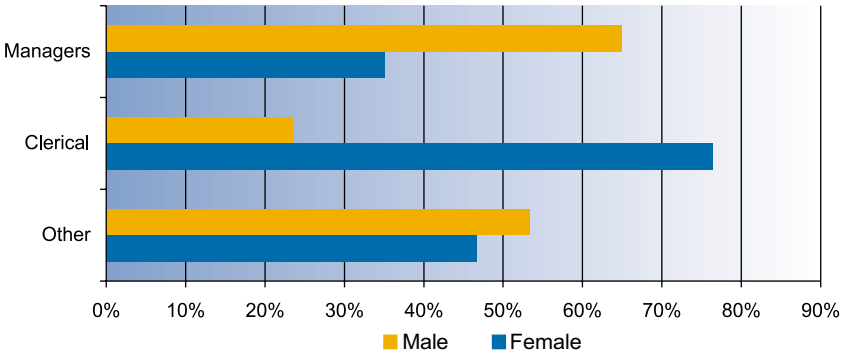
Psychological Service



Corrections Inmate Employment

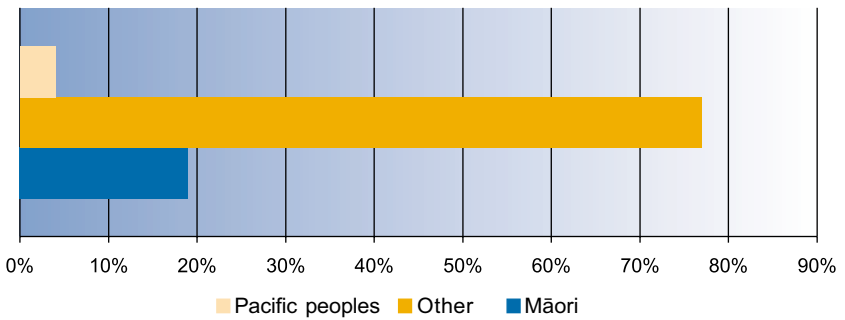


Head Office Groups

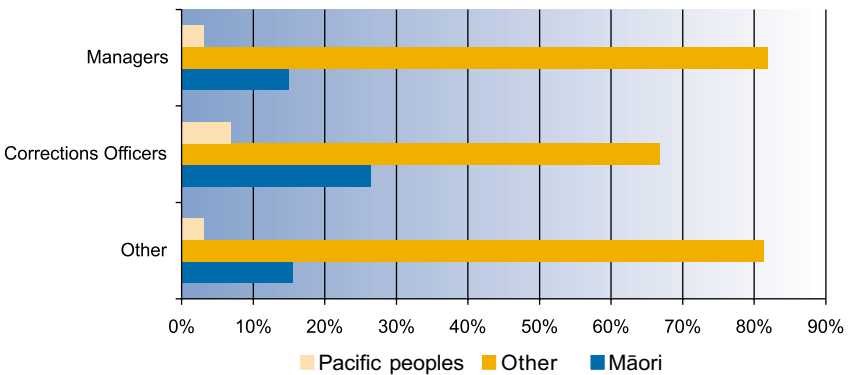


Percentage distribution of staff by ethnicity is shown in the following graphs.

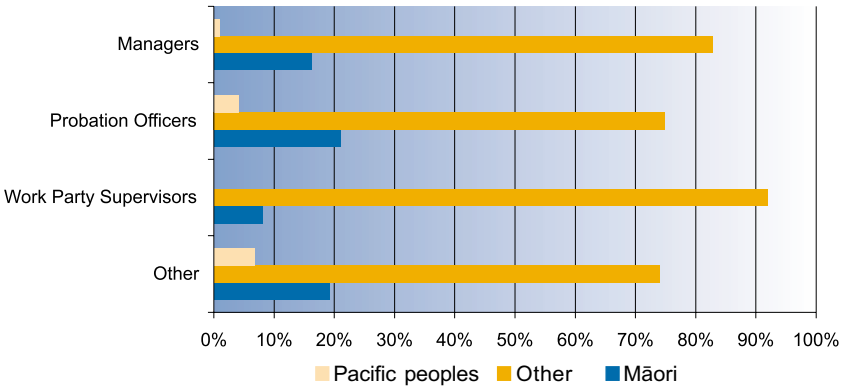
Department of Corrections



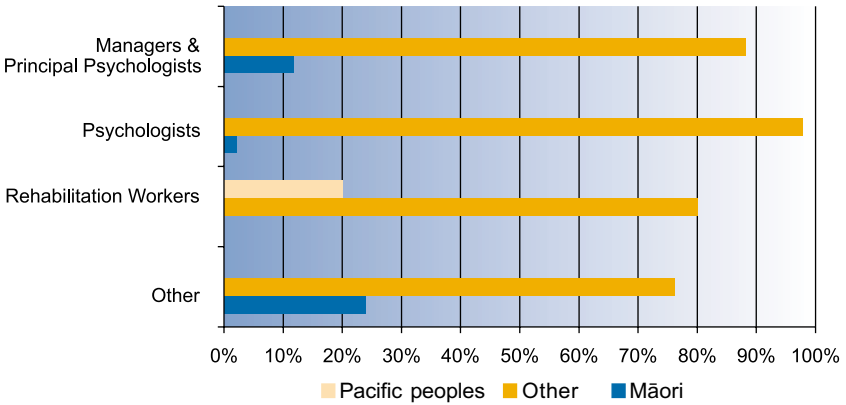
Public Prisons Service



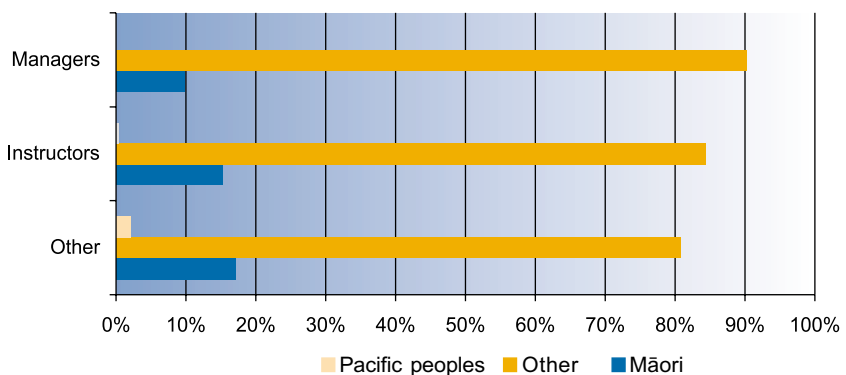
Community Probation Service



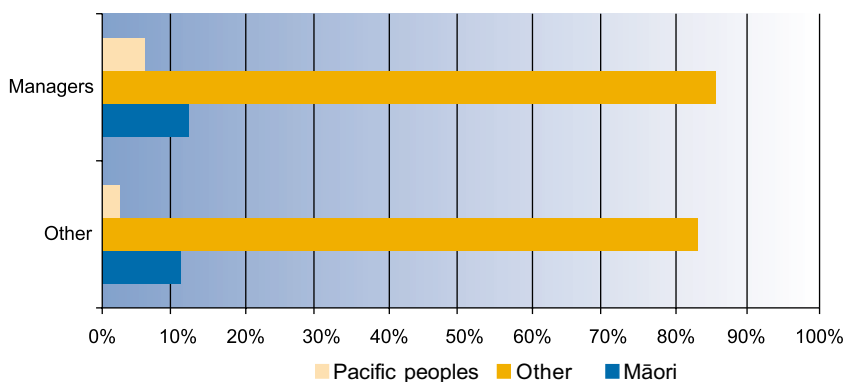
Psychological Service



Corrections Inmate Employment



Head Office Groups



SUPPORT SERVICES – INFORMATION TECHNOLOGY (IT)

The Environment

The Department's previous IT strategies for the period 1996-2003 focused on building a solid IT infrastructure with good operational and basic managerial systems. The successful implementation of these strategies saw a large growth in the IT environment and an increased business dependence on the new systems. The Department is now moving from a period of rapid IT development to one of consolidation, continuous improvement and incremental cost-effective change.

The purpose of the 2003-2008 Information Technology Strategy is to build on what has been done to date, and to support the four main themes of the Department's Strategic Business Plan:

- Ensuring Effective Offender Management
- Improving Responsiveness to Māori
- Contributing to Reducing Re-offending
- Enhancing Capability and Capacity

This will be achieved by ensuring that integrated information systems are developed, delivered and maintained, to meet the needs of departmental and external users.

IOMS

The cornerstone of the Department's IT strategy was the development of the Integrated Offender Management System (IOMS).

IOMS is a world class, nationwide, fully integrated system for the management of offenders. It ensures that offender information and photo image capture needs to be entered only once into the system, and is then available for use regardless of sentence type, location or time.

Each of the business services uses the system for the management of the offender's they are responsible for. In a number of cases all services will be actioning aspects of an offender's sentence either jointly or consecutively.

Since implementation in 1999 the system has had major redevelopment to implement changed business processes supporting an integrated approach to offender management, and changes to support the Sentence and Parole Reform Bills.

Desktop Architecture

Since mid 2001 Corrections has run a WTS/Citrix thin client architecture across its environment. This now supports over 3,700 desktops in over 220 sites. The Citrix implementation was the largest in New Zealand at the time and has proved to be very successful, both in performance gains for users and cost containment.

Data and Voice Networks

The Department has a substantial data and voice network based on Telecom New Zealand Limited's nation-wide infrastructure.

All sites are connected to either the Auckland or Wellington data centres with high-speed links between the centres and disaster recovery capability.

The voice network consists of PABXs in each major site with desk-to-desk dialling across the country.

Outsourcing Arrangements

The Department outsources its platform management and development services. The following are the current contracted services:

- Platform facilities management/
IOMS Development: gen-i Limited
- Platform help desk: Sytec Resources Limited
- Telecommunications: Telecom NZ Ltd

Justice Sector Interface

The Department has electronic interfaces in place between its IOMS system, the Law Enforcement System (LES) and the new Department for Courts' COLLECT system for the exchange of offender information.

STATUTORY AND MANAGEMENT BOARDS

Assurance Board

The Assurance Board assists the Chief Executive to ensure that the Department's risk management framework is operating effectively. In particular that:

- internal control and quality assurance environments are robust and enhanced where necessary
- operational, legal, financial, information technology, human resource management and security systems' risks are identified and managed
- management of the offender environment is maintained with issues appropriately addressed where they arise.

The Board, which meets bi-monthly, maintains professional oversight over the operation of the Department's internal audit and inspectorate functions. Formal departmental reporting on risk management is provided to the Assurance Board, which also reviews progress in key risk areas through reports from internal audit, the inspectorate and from departmental management.

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.

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 contributes to Theme 2: Improving Responsiveness to Māori.

Inmate Employment Advisory Board

The Inmate Employment Advisory Committee (IEAC) advises the Chief Executive on the implementation of Inmate Employment policy; the external and internal operational targets and financial performance; and the identification and management of risk arising from the Department's inmate employment activities.

The Board is chaired by David Wolfenden, and includes Ken Douglas, Dave Elliott, Michael Gilchrist, John Hamilton, Phil McCarthy, Richard Morris and John Roper.

New Zealand Parole Board

The New Zealand Parole Board is an independent statutory body established under section 108 of the Parole Act 2002 to perform various functions, mostly in relation to the release from detention of offenders serving sentences of imprisonment, and to consider offenders for home detention. The Department of Corrections provides administrative and training support.

VICTIM NOTIFICATION SYSTEM

The Victim Notification System was set up in 1987 as a result of the Victims of Offences Act 1987. The objective of the system is to ensure that victims of certain offences receive notice or advice about prison inmates or offenders on home detention or parole. Under the Victims' Rights Act 2002, this has been expanded to include offenders held in psychiatric hospitals.

The eligibility criteria for a victim of an offence to receive notice or advice is set out in section 29 of the Victims' Rights Act 2002. The right to receive this information applies only if the offence is:

- one of sexual violation or other serious assault; or
- one that resulted in the serious injury to a person, in the death of a person, or in a person being incapable; or
- one of another kind that has led to the victim having ongoing fears on reasonable grounds for his or her physical safety or security, or, the physical safety or security of members of their immediate family.

The Police receive and verify that applications fulfil the above criteria.

The Department of Corrections records victim and offender details on a database called the Victim Notification Register (VNR) and sends a confirmation letter to the victim including a fact sheet describing the victim notification processes and (if applicable) the New Zealand Parole Board pamphlet on information for victims.

The Act requires the Department to give a victim who is registered on the VNR (or their representative) reasonable prior notice of various specific movements of an offender. More information on the Victim Notification System can be found on the Department's website.

INTERAGENCY AGREEMENTS

Corrections has in place a number of agreements with other government departments and agencies which aim to assist the Department to achieve its goals of Protect the Public and Reduce Re-offending. 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 agencies:

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

INTERSECTORAL COMMITTEES

The Department 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: 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 Kōkiri Inter-sectoral Committee, Regional Forensic Advisory Committee, Regional Inter-sectoral Fora, and the Pacific Island Capacity Building Project.

TERMS AND DEFINITIONS

Benchmarking	Using a standard point of reference to compare Departmental efficiency, effectiveness and quality with other jurisdictions that have similar governance and correctional practices.
Breakout 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 any where.
Community-based sentence	A sentence of supervision, community work and orders such as home detention, parole and post-release conditions.
Community residential 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.
Community work	A community-based sentence where an offender must work within a community group for a number of unpaid hours. This is a form of reparation to the community.
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.
Custodial sentence	A sentence of imprisonment.

EQUIP	A treatment programme provided in specialist youth units for young people with anti-social behaviour problems. The programme aims to achieve positive life outcomes for anti-social youth sentenced to prison.
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 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.
Integrated Offender Management System (IOMS)	IOMS 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.
Kia Marama	Special therapeutic unit at Rolleston Prison in Canterbury, which delivers group-based treatment within a therapeutic environment for inmates with convictions for sexual offences against children.
Making our Drivers Safer (MODS)	A community-based programme for serious and high-risk driver offenders, specifically targeted for those who compulsively drive while disqualified and those who drive under the influence of drugs and/or alcohol.
Māori focus unit	A unit within a prison which provides an environment and programmes that meet the specific psychological needs of Māori offenders, including preparation for their release. Māori focus units are constituted on tikanga Māori principles and operate within a tikanga Māori environment.

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.
Non-return from temporary release	Where an inmate does not return to prison at the appointed time.
Order for post-release conditions	A community-based sentence which involves an offender doing specified programmes or activities as part of their conditions of release from a sentence of less than two years imprisonment.
Output Pricing Review	A mechanism to determine with central agencies, resources required to sustain the medium to long-term delivery of departmental outputs.
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.
Recidivism Index	An index which quantifies the rate of re-offending of a specified group of offenders over a defined follow-up period (currently 12 and 24 months), following release from a custodial sentence or commencement of a community-based sentence.
Reducing Youth Offending programme	A community-based intensive rehabilitation programme for high-risk teenage offenders. It caters for both Corrections and Child, Youth and Family offenders.
Rehabilitation Quotient	Measures the effectiveness of rehabilitative and other interventions in reducing re-offending.

Reintegrative services	Programmes that are targeted for offenders and their families/whanau to assist offenders reintegrate effectively back into the community and workforce on release from prison. This includes programmes that address areas such as family functioning and social attitudes, and life skills.
Reintegrative support services	A community-based service which aims to increase wellbeing and self-reliance of offenders and their families/whanau by providing intensive integrated family/whanau support for offenders returning to the community to parent children. This service is provided in Auckland and Christchurch.
Release-to-work	An initiative which allows inmates nearing their release date, and who meet certain eligibility criteria, to be temporarily released during the day to work.
Remand time	The number of days spent on remand in custody before sentencing. These are subtracted from the time to be served.
Responsivity/motivational programme	Programmes which aim to enhance an offenders ability to participate in interventions. These programmes may target offenders' willingness to participate, learning style, culture, level of literacy, and/or drug and alcohol status.
Straight Thinking	A programme designed to improve offenders' ability to think logically, consider the consequences of their choices, and use alternate ways of responding to interpersonal problems
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.

Te Piriti

Special therapeutic unit at Auckland Prison which delivers group-based treatment within a therapeutic environment for inmates with convictions for sexual offences against children.

