

Contribution to Outcomes and Delivering our Priorities

Outcomes

Reducing Re-offending

- > Offenders have the skills and support to lead law-abiding lives
- > Offenders' health and wellbeing is maintained

Improving Public Safety

- > The integrity of sentences and orders is maintained and offenders are held to account
- > Risks of harm to others are minimised
- > The Judiciary and New Zealand Parole Board make informed decisions

Priorities

Better Public Value

- > Freeing up resources while improving our service responses
- > Capital and asset management intentions
- > Information technology

Visible Leadership

- > Our people



❖ Reducing Re-offending

Reducing re-offending adds significantly to the safety and social wellbeing of our communities.

This is our ultimate goal.

Offenders have the skills and support to lead law-abiding lives

The greatest outcome the Department of Corrections can achieve for New Zealanders is to contribute to a reduction in re-offending. Breaking the cycle of crime results in fewer victims as well as safer communities. The Government is committed to achieving a 25 per cent reduction in re-offending by 2017. This will mean 4,600 fewer offenders returning to Corrections and 18,500 fewer victims of crime by 2017.

Offenders often have problems with low levels of education, drug and alcohol dependencies, lack of employment skills, dysfunctional family/whānau relationships and mental health issues. In order to address what we know to be drivers of criminal behaviour, a range of interventions are put in place for both community and prison-based offenders.

We work with offenders through the delivery of planned rehabilitative interventions that help them to address their offending behaviours and overcome challenges; providing them with rehabilitative support, training, skills and confidence. As we do so, we monitor and evaluate our programmes to ensure the delivery and content of our interventions are of a high standard, are responsive to the changing needs of offenders and continue to deliver outcomes. We also develop and

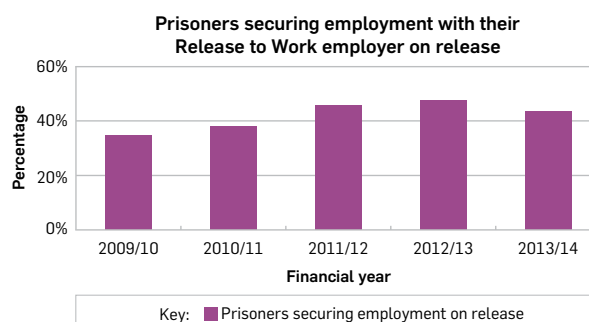
implement new programmes and opportunities that will help offenders to lead crime-free lives, and contract third parties to deliver services and programmes in the community.

During 2013/14 our staff were given training to become more involved in the delivery of interventions such as providing Brief Interventions and conducting motivational interviews.

A number of factors can influence re-offending rates. These include shifts in the demographics of New Zealand's offender population, changes in external drivers of reconviction and reimprisonment rates, such as policing and sentencing trends, or changes to the legislation that governs criminal justice. The successful rehabilitation and reintegration of offenders by Corrections helps to drive re-offending rates down.

Qualifications and employment

Since last year there has been an increase of 17 per cent to 2,297 prisoners achieving recognised qualifications on the New Zealand Qualifications Framework, however there has been a dip in the number of prisoners who upon release have secured employment with their Release to Work employer.



Profiling Our Success

Working prisons - improving offenders' life opportunities

We are developing some of our prisons into working prisons, where all eligible prisoners are engaged in a structured 40 hour week either working, studying, or attending rehabilitation programmes to equip them for life back in the community.

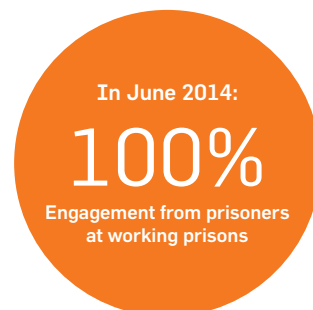
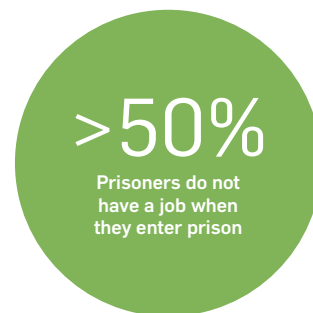
We know that people in regular employment are less likely to re-offend. Working prisons ensure that prisoners have more opportunity to gain work experience and qualifications, which increases their chances of finding employment on release. The working prison concept also provides Corrections with the opportunity to realise further benefits:

- > increased offender motivation and good order in the prison
- > increased staff safety
- > structure and behavioural expectations that better reflect offence-free living
- > increased public value through maximising use of resources

In 2013, we implemented working prisons at three of our facilities: Auckland Region Women's Corrections Facility, Tongariro/Rangipō Prison and Rolleston Prison, involving 1,000 prisoners.² On average working prisons involve approximately 850 prisoners on any given day across these three sites.

In 2014/15 four more prisons will become working prisons.

The construction yard at Rolleston Prison is manned by prisoners and is refurbishing earthquake-damaged homes as part of a joint initiative between the Department of Corrections and Housing New Zealand (HNZ). The construction yard officially opened in September 2013 with the first homes completed in July 2014. Over five years more than 400 offenders will gain construction skills such as carpentry, plastering, painting and decorating, roofing and joinery, while refurbishing 150 homes for those families/whānau in Christchurch who are most in need.



By 2017 our rehabilitation programmes will deliver:

- > 200 young prisoners and community offenders a year taking part in programmes specific to their needs
- > 120 additional prisoners a year treated in Special Treatment Units
- > 140 additional prisoners and 395 more community offenders a year receiving a rehabilitation programme of medium intensity
- > 5,000 prisoners a year receiving expanded case management
- > 2,000 community offenders receiving improved externally-provided rehabilitation programmes.

² Eligible population of Auckland Region Women's Corrections Facility, Tongariro/Rangipō Prison and Rolleston Prison at 30 June 2013.

Out of Gate - and back into the community

Typically, most reintegrative programmes have been focused on assisting long-term prisoners into the community. However, short-sentence prisoners also face significant barriers to reintegration when released. In October 2013 we launched Out of Gate – a service that assists offenders leaving prison after sentences of two years or less. Five providers were contracted to deliver Out of Gate across the country for two years, funded with \$10 million from the Justice Sector Fund.

Our providers meet with offenders before they are released to assess the services they will need, and complete a reintegration plan about how this will be achieved. The assistance they provide may involve pick-up at the prison gate, transport to the required services, help with paper work, linking with services for families/whānau and children of offenders, and provision of additional services and support if required.

The Out of Gate providers are expected to deliver specific outcomes for offenders, e.g. ensuring they are in accommodation that will last for up to 12 weeks, and enrolment in a training scheme or with Work and Income.

1,685

Offenders referred to
Out of Gate providers
since October 2013

4,000

Target referrals by
October 2015

Monitoring re-offending rates

We measure the rate at which re-offending is reduced using the Recidivism Index (RI; Appendix One refers), which quantifies the rate of re-offending of a specified group of offenders over 12 and 24 months follow-up. RI figures are produced for two potential outcomes: reconviction leading to imprisonment and reconviction leading to a community-based sentence administered by Corrections.



Greater access to rehabilitation programmes that are proven to reduce re-offending

Correction's Rehabilitation Quotient (RQ) measures the impact of our major rehabilitative programmes. RQ shows the extent to which re-offending is reduced by comparing rates of reconviction and reimprisonment amongst 'treated' offenders (who completed a rehabilitative intervention), with the rates observed amongst 'untreated' offenders (similar offenders, matched to a range of risk-related factors, who had no involvement in the programmes). Further information on the RQ methodology is presented in Appendix Two. This year's results are summarised in the table below.

When examined over multiple years, some level of variability is frequently observed in individual programme results. This is to be expected, for a range of reasons. Firstly, new programmes often take two to three years to successfully 'bed in', and relatively low impacts tend to be found in initial years of delivery. Further, maintaining programme effectiveness requires constant management, support and monitoring over a wide range of factors – for example, facilitator competence, correct targeting of participants, and maintenance of programme 'integrity' (i.e. the programme is delivered as designed). Sometimes there is no obvious reason that explains why results vary with a programme that in most years performs consistently well.

A programme that produces low results for two consecutive years would generally be subjected to close scrutiny and review, to determine whether there are systemic or design-related issues. If remedial actions fail to produce a positive turnaround in recorded outcomes it would then likely be discontinued.



The rehabilitation quotient figures in the table below represent percentage-point changes in the rates of reimprisonment or reconviction of treated offenders compared to the equivalent 'untreated' offenders, with a negative percentage point result representing a favourable outcome. For example; if the reimprisonment rate for a specified group of 'untreated' offenders is 30 per cent and the rate for a similar group who have attended a rehabilitation programme is 20 per cent then the RQ for that rehabilitation programme is -10.0.

Rehabilitation Quotient Results

Prisoner interventions	Reimprisonment (12 month follow-up)	Reconviction (12 month follow-up)
Special Treatment Unit (sex offenders)	- 5.6**	- 5.8**
Special Treatment Unit rehabilitation programmes	- 11.9*	- 12.9**
Drug Treatment Units (6 months format)	- 1.2	- 5.9**
Drug Treatment Units (3 months format)	- 2.3	- 3.4*
Young offender programme	- 6.1*	0.0
Medium intensity programme	- 4.9**	- 5.7**
Short motivational programme	- 3.9*	- 5.7*
Prison employment	- 2.8*	- 3.1*
Trade & technical training	0.6	5.2
"Release to Work"	- 1.4	0.0
Community-based interventions	Imprisonment	Reconviction
Medium intensity programme	2.0	0.1
Short rehabilitation programme	- 4.9**	- 8.3**
Short motivational programme	- 5.6**	- 4.8*

* Results are statistically significant below the 95 per cent threshold but are highly likely to be indicative of effectiveness.

** Results are statistically significant at the 95 per cent level.

Where non-asterisked figures are reported, the result may simply reflect random variation in outcomes.

Offenders' health and wellbeing is maintained

The state of your health affects your overall wellbeing. The better you feel physically and mentally, the better you're able to lead a full life and cope with the everyday stresses that come along. If a prisoner has their physical and mental health needs met, they are better able to focus on their rehabilitation. Many offenders enter prison with serious health issues that are the result of a lifetime of lack of care, violence, alcohol and drug abuse and poverty-related illness. Prisoners tend to have much higher healthcare needs than the general population, e.g. a 50 year old prisoner often suffers similar health problems to someone 10 years older.

It is a fundamental responsibility of Corrections to keep offenders safe in our care. Incidents of unnatural death and serious self-harm are therefore a cause for concern and Corrections is committed to preventing incidents of this nature. Staff training has meant that a number of attempts at self-harm have been thwarted and lives have been saved.

We have introduced a range of initiatives focused on the prevention of self-harm. These include tools to assess prisoners at risk of self-harm and processes to transition prisoners back to mainstream units in prisons following placement in At-Risk Units.

Our staff work hard to identify prisoners who are at risk of self-harm and to manage these prisoners appropriately, safely and humanely. Through the use of targeted initiatives and tools such as the Mental Health Screening tool staff can ensure prisoners have appropriate interventions such as forensic care, GP visits, medication and psychological treatment.

Despite Corrections having clear guidelines, good practice and capable staff, it can be difficult to prevent someone from harming themselves if they are determined to do so. This year saw no increase in the number of unnatural deaths of prisoners when compared to the previous year, supporting an overall downward trend since 2010/11. Despite a 13 per cent decrease in self-harm incidence, there was an increase in the number of these with a threat to life level of seriousness.

Overall occurrences remain relatively low and are investigated and treated seriously by Corrections as we constantly seek new ways of preventing these incidents.

Health services in prisons are part of the wider community, functioning alongside local hospitals and other providers to form healthy communities. Corrections contracts the services of General Practitioners (GPs) who provide medical advice in each prison and complement the work of nurses who provide the day-to-day care. Not only does the health team address the immediate health needs of prisoners, they look at wider health issues too, delivering innovative projects such as asthma management initiatives, and in conjunction with our community partners, a diabetic retinal screening programme.

Unnatural deaths and self-harm threat to life incidents

Year results reported	Unnatural deaths	Self-harm threat to life incidents
2009/10	6	31
2010/11	12	23
2011/12	5	6
2012/13	3	7
2013/14	3	17

The number of justified complaints made by prisoners to the Corrections' Inspectorate (general and about health services) is an important measure of fair and humane treatment.

The Inspectorate is Corrections' second tier of complaints resolution. In 2013/14 the Inspectorate received a total of 1,608 complaints made by prisoners, this was a decrease of 536 from the previous year. Of the complaints received this year, 38 have been deemed as justified, which equates to 2.36 per cent of total complaints received.

Changes in 2013 to the Inspectorate's complaints handling procedures have resulted in a more active management of complaints by prison management, and this accounts for the increase on the previous year.

The number of justified complaints are forecast to decrease over the next few years. A detailed report from the Chief Inspector can be found at Appendix Three.

Profiling Our Success

100%

Cornerstone® accreditation
for all prisons

In 2013/14:

98%

of newly received prisoners
received a health assessment
on day of arrival



Building on the success of the High Dependency Unit at Rimutaka Prison

In December 2012 the new High Dependency Unit (HDU) opened at Rimutaka Prison to accommodate prisoners with health issues such as dementia or a physical disability that makes it difficult for them to function independently in a prison environment, but who are not eligible for release.

For this small and high needs section of the prison population, the HDU has greatly improved the level of healthcare provided. These prisoners are able to receive appropriate care, from trained health staff, in a fit-for-purpose, safe and secure environment. The 20 bed HDU has been operating at maximum capacity since it opened.

In March 2014, a ten bed expansion of the HDU was approved. This will increase the number of offenders to be cared for, improving the focus on rehabilitation and reducing their longer term and more serious care requirements.

Cornerstone® accreditation

As the Department of Corrections is a primary healthcare provider to the prisoners in our care, we have a duty to provide an adequate level of care. We're proud to announce that in 2013/14 five more of our prison health centres achieved Cornerstone® accreditation. The accreditation is based on standards set by the Royal New Zealand College of General Practitioners for general practice and ensures our health services meet or exceed health-sector standards. All prisons now have this accreditation, providing assurance that we are providing an effective service and using our resources efficiently.



Reducing re-offending through our six areas of focus

Our targeted approach to reducing re-offending by 25 per cent by 2017 has seen us develop strategies in specific delivery areas, with a focus on outcomes that we know contribute to a reduction in re-offending.

People who have had education and training, and who are in work, are less likely to offend. Re-offending is reduced when offenders address behaviours that lead to their offending – by changing their attitudes and beliefs towards offending; learning life skills; gaining the education, skills and experience that employers find valuable; and engaging with family and whānau as part of their reintegration to the community. By strengthening rehabilitation and reintegration to prepare and support people to live law-abiding lives we can reduce re-offending and contribute to reducing crime overall.

- ✓ Tackling alcohol and drug abuse
- ✓ More rehabilitation that works
- ✓ Interventions delivered by probation staff
- ✓ Education, job skills, and working prisons
- ✓ Real jobs on release
- ✓ Partnering with iwi and community groups

Tackling alcohol and drug abuse

Alcohol and drug treatment for 33,100 additional offenders by 2017

Corrections has continued to increase offenders' access to Alcohol and Other Drug (AoD) treatment programmes. Particular emphasis has been placed on improving accessibility to AoD programmes for remand and short-serving prisoners, and the delivery of brief AoD interventions to offenders in the community by probation staff.

Our specialist Drug Treatment Units (DTU) have a proven track record of reducing the likelihood of re-offending by prisoners with more serious drug and alcohol treatment needs. Brief and intermediate support programmes are now being delivered in the majority of prisons, providing a range of shorter-term interventions for prisoners who have less chronic problems, but lack education about the impacts of drugs and alcohol.

Residential facilities continue to provide more intensive treatment options for community-based offenders; while a range of AoD programme options are being delivered to offenders in the community as part of a collaborative approach with the Ministry of Health, as a result of the Government's Drivers of Crime initiative.



In 2013/14:

24,678

Alcohol and Other Drug
interventions were delivered
to prisoners and community
-based offenders

This is:

87%

more than in
2012/13

More rehabilitation that works

New and expanded rehabilitation interventions for 7,855 additional prisoners and community-based offenders by 2017

Developing new and innovative approaches to rehabilitation, while expanding and strengthening existing services, has been effective in reducing re-offending. By partnering with community groups that have expertise in this area, we can ensure offenders take part in those programmes known to make the biggest difference.

To be successful, rehabilitation needs to be provided at the right time and be tailored to meet an individual's specific needs. Expanded case management by our staff is ensuring that the correct combination of interventions is matched to an offender's needs.

During 2013/14, 291 more programmes were delivered across the medium intensity suite of programmes for both prisoners and community-based offenders when compared to the previous year.

Psychological services is responsible for the delivery of high intensity, group-based psychological programmes for high-risk men in custodial Special Treatment Units (STUs). New Zealand prison-based programmes delivered through STUs, such as the sex offender treatment programme run at the Kia Marama Unit at Rolleston Prison, have consistently been evaluated as being in line with the most effective treatment programmes available internationally. We are now running a short intervention programme for child sex offenders in two of the STUs, which enables an additional 60 child sex offenders to be treated each year. By 2017 an additional 120 prisoners per year will be treated in one of Corrections' six STUs. This will be a result of the expansion of the programmes for high-risk offenders.

We have commenced a pilot of a group treatment programme for prisoners with high-risk personality disorders in maximum and high security environments. We also provide individual psychological assessment and treatment to prisoners and those on community-based sentences and orders.

In 2013/14:

1,504

Medium intensity interventions were delivered

In 2013/14:

501

Prisoners took part in programmes at Special Treatment Units

In 2013/14:

3,793

Prisoners received improved case management



Interventions delivered by probation staff

New rehabilitation interventions for 41,100 community-based offenders a year provided directly by probation staff by 2017

Probation staff are well placed to deliver brief and short term interventions to the 80 per cent of offenders who serve their sentences in the community. Working on the frontline, probation officers have the ability to make important decisions that can make a real difference to people's lives. They play a key role in reducing re-offending.

Corrections currently manages around 30,000 community-based offenders on average per day, with sentences ranging from community work to intensive supervision. As well as an emphasis on more offenders learning Work and Living Skills, probation staff help offenders in other ways, using the relapse prevention techniques of motivational interviewing.

Brief targeted interventions help offenders maintain focus on their longer-term rehabilitation plans and reintegration into the community – probation staff use motivational interviewing techniques to encourage offenders to enter into or stay in a programme, while relapse prevention programmes help offenders focus on maintaining the gains they have already made towards not re-offending.

In 2013/14:

33,400

Interventions were delivered directly to community-based offenders by probation staff

This is an increase of

78%

compared to 2012/13



Education, job skills, and working prisons

2,950 additional prisoners to receive education and employment training by 2017

Low levels of literacy and numeracy have long been acknowledged as a significant barrier to offenders' ongoing learning and finding sustainable employment. It is also important to have basic literacy and numeracy skills to be able to fully participate in and benefit from rehabilitation and reintegration programmes. Successful completion of these programmes and gaining employment are linked with a lower recidivism rate.

Corrections provides quality education and training programmes that support offenders to address their life-long barriers to learning and gain nationally recognised qualifications and employment experiences.

The working prisons programme run at Auckland Region Women's Corrections Facility, Tongariro/Rangipō Prison and Rolleston Prison aimed to better prepare prisoners to find a job on release. Prisoners are required to engage in a structured 40 hour week in core activities that directly contribute to reducing re-offending, e.g. training and education activities, employment related activities, and rehabilitation and reintegration interventions. We know that prisoners who have full active days are less likely to be bored, are far less likely to be disruptive and are more likely to positively reintegrate into society on release.

Auckland Region Women's Corrections Facility (ARWCF) has established the Inside Out Café, located in the reception area. The café provides barista training for offenders and sells coffee to Corrections staff, visitors and local workers. Women from ARWCF also run a canteen catering for contractors building the new men's prison at Wiri (Auckland South Corrections Facility). The women who work in the cafés achieve essential qualifications to help them gain employment in the hospitality industry when they leave prison.

The Education and Training work programme resulted in 3,089 enrolments in literacy and numeracy programmes in 2013/14. Prisoner access to quality education increased due to the roll out of distance learning National Certificate of Educational Achievement (NCEA), with 700 enrolments achieved in the 2013 calendar year. The Department has also progressed its commitment to technology-based learning. Stage one of Online Learning was approved to roll out 13 computer suites across 10 prison sites over the next 17 months. Online learning is targeted at improving youth prisoners' opportunities to increase their literacy and numeracy skills, succeed at achieving formal qualifications and acquire basic digital literacy. In the community, pilot programmes commenced across the Northern and Lower North Community Corrections sites to improve access to literacy and numeracy services and quality education programmes for community-based offenders.

In 2013/14:

289

Prisoners gained construction skills to assist in the Christchurch rebuild

In 2013/14:

3,089

Enrolments in literacy and numeracy education

206%

Increase in the number of Level 2 and 3 NCEA qualifications earned by prisoners compared to 2012/13

Real jobs on release

Working with employers and industries to provide real jobs for an additional 7,900 community offenders and prisoners released from prison by 2017

Corrections' focus on employment is not just about developing skills, but on securing work for ex-prisoners upon release. By partnering with Work and Income, employers and industry, we ensure offenders are supported to develop a positive self-awareness, a work ethic, and the ability to relate to others.

Research is clear that prisoners who find stable, rewarding work on release reduce their chances of re-offending. New figures released in 2014 show that rates of reimprisonment (within 12 months of release) were reduced by 1.4 per cent for prisoners on Release to Work.

Corrections has been releasing low-risk prisoners near the end of their sentences to work since the 1960s, but we are now aiming to be more innovative in our approach.

The success of GPS monitoring of offenders in the community was extended to prisoners on Release to Work during 2013. The availability of GPS has given more prisoners the opportunity to work outside the prison as their movements can be accurately monitored. The number of prisoners participating in the Release to Work programme being monitored by GPS increased from 11 to 26 during the year.

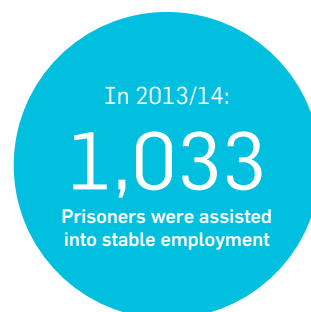
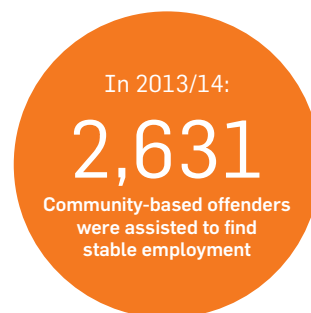
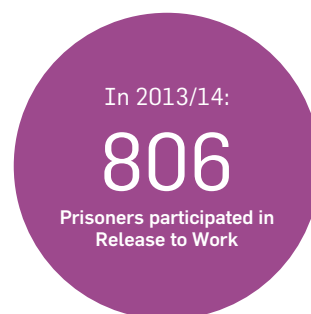
Partnering with iwi and community groups

Partnering with iwi and community groups to deliver rehabilitation and assist with reintegration into the community

Acknowledging that the most effective support comes from within the community, this strategy has seen us partner with local iwi and community groups to assist with the reintegration of offenders.

In 2013/14 we launched Out of Gate, a new reintegration service to improve the likelihood of reintegration into the community by helping offenders find suitable providers of accommodation, budgeting advice, employment advice and support to address their needs.

A new local reintegration services initiative was launched in February 2014 – the service provides participants with transitional accommodation (up to 12 weeks) and support to find employment and sustainable accommodation in the Rotorua/Taupō/Tokoroa district. It is expected that the service will be used by between 45-60 prisoners on release from prison each year.





❖ Improving Public Safety

Keeping communities safe by ensuring offenders complete the sentences and orders handed down to them by our justice system.

Public safety is always our bottom line.

The integrity of sentences and orders is maintained and offenders are held to account

The integrity of sentences and orders is maintained by ensuring offenders comply with the sentences and orders handed down to them by the courts and that they are held accountable for any breaches. Upholding judicial decisions is not only our statutory obligation; it also provides the public with confidence that our robust management of offenders maintains public safety, and sends a clear message to offenders that there is an expectation of compliance.

For offenders monitored using GPS, if a restricted-area breach occurs, not only do we respond quickly to keep the community safe, but we can improve the potential to prevent re-offending by holding that offender to account.

We take a similar preventive approach to contraband, supporting offenders to avoid misconduct procedures that may impact on the successful completion of their custodial-based sentences.

Compliance with sentences and orders

Financial Year	Home detention sentences	Community-based sentences	Post-release orders	Compliance with sentences and orders
2010/11	95%	96%	—	—
2011/12	98%	96%	98%	97%
2012/13	98%	93%	98%	95%
2013/14	95%	92%	96%	94%

Any failure by an offender to comply with a requirement of a sentence or order is considered to be non-compliance. This could include failure to report as instructed, breaking a curfew, or failure to advise of an address change.



Reduced opportunities for escapes from custody and breaches of security

Fewer escapes from prison and custody directly contribute to increased public safety. Escapes fell to an all-time low in 2012/13, with one escape from escort, and have remained relatively consistent this year with a total of two escapes occurring; one from prison and one from escort.

In line with our success in reducing the number of escapes, we are continually striving to improve upon our high standard of prisoner management. We have invested in a range of security improvements to sites across the country during the last decade, including enhanced perimeter fencing, installation of detection and surveillance systems, and the introduction of single point-of-entry into prisons.

Looking ahead, \$81.3 million is being invested in upgrading five prisons (Rolleston, Waikeria, Tongariro/Rangipō, Whanganui and Invercargill), as part of our Prison Development Programme that will improve security even further, as well as providing better facilities for prisoner rehabilitation and training.

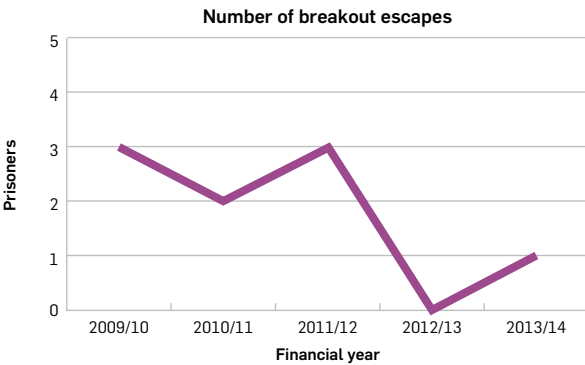
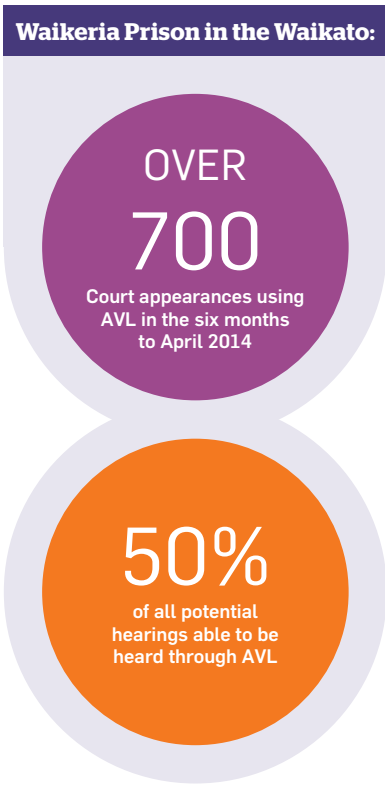
Prisoner transit provides one of the very few opportunities for exploitation and escape.

There are more than 50,000 prisoner movements each year, and 20,000 of these are between remand prisons and district courts. Each movement requires a secure escort provided either by Corrections or a contracted security provider. Corrections maintains a fleet of nearly 150 prisoner escort vehicles for this purpose.

In 2010, Corrections began using Audio Visual Link (AVL) connections. Prisoners could elect to attend remand hearings via a video link from prison rather than appearing in person, resulting in fewer prisoners having to leave their secure facility to make court appearances and removing the risk of escape from an escort.

AVL has also improved the potential to reduce re-offending by increasing access to rehabilitative programmes. Prisoners who would otherwise have been in an alternative location to the programme appropriate for them can now be relocated in order to attend a programme, and still appear at the requisite court through the use of AVL.

Should a prisoner be relocated away from family, AVL provides the opportunity for them to maintain contact.



Number of other escapes

Financial Year	From escort	Breach of temporary release	Abscond
2009/10	1	3	2
2010/11	2	0	0
2011/12	5	0	2
2012/13	1	0	0
2013/14	1	-	-

Monitoring offenders and people on bail

Global Positioning System (GPS) monitoring was implemented in August 2012 as a tool to help mitigate an offender's risk in the community by closely monitoring their whereabouts. GPS monitoring is a condition of release imposed by the New Zealand Parole Board (NZPB) and can be used by Corrections to closely monitor compliance for offenders being released after serving a long term of imprisonment, and who have conditions related to their whereabouts in the community.

In the past year we have expanded the number of offenders who can be monitored on GPS, with an 84 per cent increase in the number of offenders in the community on GPS conditions. We have also doubled the number of prisoners being monitored by GPS on Release to Work.

If an offender enters exclusion zones, or if they leave places they should not leave, Corrections immediately receives an alert. The movements are recorded by a monitoring system, and a monitoring centre in New Zealand is staffed 24 hours a day, seven days a week to monitor the offenders on GPS and respond to any alerts.

Offender location information gathered from GPS monitoring can be used to give evidence of offences committed and Corrections is able to provide this information to the relevant enforcement agency if requested e.g. NZ Police. By more fully utilising this technology we are able to ensure compliance with sentences and orders and respond efficiently in the event of any breach.

In September 2013, the Government passed the *Bail Amendment Act 2013*, a law that allowed Corrections to take over the management of Electronically Monitored (EM) Bail from the NZ Police. By using similar technology to that used for home detention, EM Bail provides another option for managing those accused of crimes and awaiting further court hearings, with stricter conditions than regular bail, but allowing for greater freedom than being remanded in a prison.

This change allows us to use our expertise and capacity for managing electronically monitored sentences and orders, and frees up Police resources to be used elsewhere. Police continue to manage all court, judicial and enforcement processes, while Corrections probation officers complete the suitability reports that allow courts to make an informed decision.

The number of bailees being electronically monitored at any given time has risen from 220 in October 2013 to an average of over 270 since Corrections assumed full control of monitoring in February 2014. Each of these people would have been remanded in custody if no other option was available, but by making good use of technology we have been able to maintain public safety while providing better value for money.

84%

Increase in the number of offenders in the community on GPS monitoring

273

The average number of electronically monitored people on bail





Maintaining order and security in prisons by preventing criminal behaviour and the introduction of contraband

Corrections employs a range of screening methods to prevent drugs and contraband from entering prisons. This includes the use of intelligence gathering, regular searching, increased security, visitor screening, drug detection dog teams and the operation of a free telephone service so that drug-related information can be provided to Corrections anonymously by offenders, staff, or members of the public.

Eliminating drugs in prisons is a crucial aspect of ensuring that prison order and safety are maintained; eliminating the problem ensures that prisoners abstain from drugs during the period of their incarceration – a necessary first step on the road to long-term recovery. It also improves an offender's ability to actively engage and be successful in their rehabilitation and reintegration.

The overall downward trend in the number of general random drug tests shows the effectiveness of our efforts to stop drugs entering prisons.

The roll-out of our prisoner TV rental scheme began at the end of November 2013. Prisoners now rent televisions directly from Corrections, rather than have them brought in from outside by friends or family. The TVs are made from clear plastic which has allowed for quicker and more successful cell searches and has addressed the security threat of modern TVs – removing access to wireless technology and USB ports. TVs have traditionally been used to hide and smuggle contraband into our prisons inside the TV casing; clear TVs significantly improve the safety and security of our prisons.

Corrections has two dedicated TV channels to host Departmental rehabilitation and reintegration content in the future.

Initial testing of on-body cameras worn by prison staff has been positive. Corrections officers wearing on-body cameras in high-risk areas have the ability to record potentially dangerous interactions with prisoners. Being filmed is having a calming effect on prisoners and making the units safer. It is also ensuring there is a visual record available should a situation escalate.

Positive Drug Tests:

1997/98
35%

2009/10
9%

2013/14
3.8%

Risks of harm to others are minimised

In November 2012, an Expert Advisory Panel was established to provide independent advice and guidance to Corrections on the implementation of strategies to improve staff safety. The result of the Expert Panel was the development of the Staff Safety Plan, covering Corrections staff working in prisons and the community. The plan aimed to reduce serious assaults on our staff and improve the work environment in prisons.

The Staff Safety Plan increases our potential to predict violence in prisons and improve our capacity to respond through additional staff training. A wider staff Health and Safety Programme is also in place, overseen by a governance group that ensures the risks inherent to working at Corrections are minimised.

Violence is always a risk to our staff as many offenders resort to violent behaviour as a means of resolving issues and of expressing themselves; it reduces the likelihood of an offender successfully completing their sentence, it creates an unsafe work environment for staff and is a burden on resources to respond effectively. Understanding and managing this risk is a challenge common to all corrections jurisdictions.

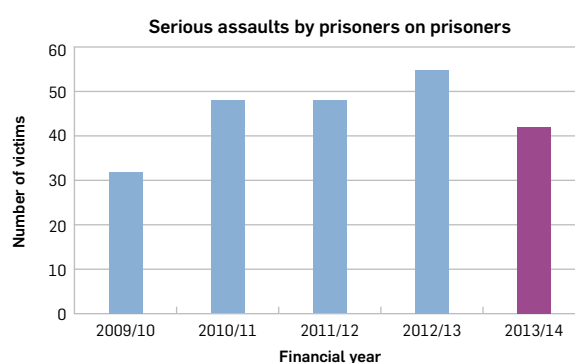
Responding to incidents of violence in prisons

One of the ways in which we can measure the success of the Staff Safety Plan is through a reduction in the rate (and number) and seriousness of assaults by prisoners on staff and other prisoners.

In 2013/14, there were six incidents where staff were seriously injured as a result of being assaulted by prisoners; a reduction of seven assaults from the previous year. There was also an encouraging decline in the number of serious assaults by prisoners on other prisoners; down from 55 in 2012/13 to 42.

While the achievements so far reflect the successes of the Staff Safety Plan, the benefits of these initiatives go beyond simply improving safety.

We know from staff engagement surveys that staff who feel they have received high levels of training investment are more likely to remain engaged and productive in their workplace. The return on our investment in people is an optimisation of staff capability; retaining high calibre staff whilst developing a sustainable staff pipeline for the future – delivering better value for money by making better use of our existing resources and building our capacity to respond to known risks such as violence in prisons.



'Keeping each other safe' – it's working

WHAT WE ACHIEVED IN YEAR ONE OF THE STAFF SAFETY PLAN:



All staff

- > All staff received the 'Ensuring Personal Safety' booklet.
- > Drug testing for staff ensures your colleagues are clear-headed and able to make good decisions.
- > We talk about safety at team meetings.
- > Management development programme means managers think more about safety and new managers are ready to step up.
- > New performance development conversations mean your manager talks to you about safety and you can raise safety issues more easily.
- > Regional welfare officers offer extra support to staff who need it.
- > We're learning from our incidents and taking action – for example, we're trialling roll cages on our quad bikes.
- > Tactical options e-learning is now available to all frontline staff.

Community-based staff

- > Zero serious assaults on community-based staff since plan started.
- > All staff have access to duress alarms in the office.
- > New training delivery model means frontline leaders, who are aware of all safety/risk issues, train staff.
- > Home visits practice review gives clear, safe guidelines.
- > All community-based staff are receiving safety in the community training.
- > We've successfully developed a duress app, which will be introduced along with smart phones.
- > We've reviewed a range of communications devices and developed practice guidance about which type will be most effective in any given situation.
- > A community work safety review is driving improvements to practice.

SAFER WORKPLACES

7 fewer staff & 13 fewer prisoners
were seriously assaulted in Year One.

*At June 2014, compared to previous year.

2014 – 2015 is Year Two of the Staff Safety Plan.



Offenders

- > Posters clearly tell offenders we will not tolerate threats or abuse.
- > We're redesigning the security classification process so we can make better decisions about prisoner placement and activities, and reduce the opportunity for prisoners to manipulate the system by behaving poorly.

Prison-based staff

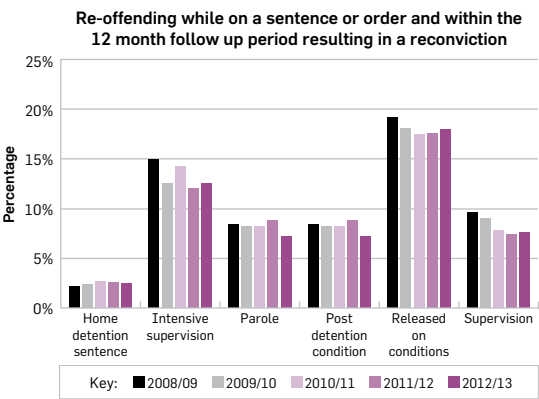
- > Over 5,300 staff have done tactical communications training, and over 3,800 have done tactical exit training.
- > We successfully trialled a new tool to predict violence in prisons – the Dynamic Appraisal of Situational Aggression (DASA) – and will be rolling this out.
- > We're continuing to work with unions to develop better rostering models that'll give staff a safer, productive day and good work/life balance.
- > We've made more handcuffs available to frontline staff to manage potentially violent prisoners.
- > We're supplying new slash-proof gloves for searching. Officers testing them received no injuries and were still able to feel contraband.
- > Changes to the way we select and promote senior corrections officers means more safety-conscious frontline leaders.
- > An international expert assessed our emergency capability as the 'best fit' for NZ prisons.
- > Managers have received enhanced emergency management training.
- > We're developing a physical readiness assessment to ensure all custodial staff are fit enough to support each other in an emergency.
- > We've increased the number of Advanced Control and Restraint (ACR) Team members and prison negotiators so we're better able to respond.
- > All ACR team members now have their own new SRBA (stab resistant body armour) which is easier to wear.
- > We improved how we select and induct staff into high-risk areas.
- > We're testing whether wearing on-body cameras keeps officers in high-risk areas safer.
- > We extended the initial training course for new Corrections officers to include more safety information, and provide more 'on the job' learning.
- > The new 'CO pathway' means new officers have extra support to keep them safe.
- > All prison escort staff now have high security handcuffs to enhance safety and security on escorts.

Managing offenders in the community at high-risk of harm to others, to reduce offences against the person

An offender assessed as temporarily posing unusually high-risks of harm to another person or persons is managed in a more restrictive manner, to control and reduce the level of risk. This heightened level of supervision and control continues until the risk returns to a low level.

The graph presents the rates of offences against the person (i.e. sexual or violent offences) which occurred during the course of a community sentence or order in each year given.

Reducing the number of offences of this nature is an important goal of community offender management. Results indicate that probation officers, in conjunction with partner agencies in the community, are doing an increasingly effective job at minimising instances of violent offending amongst offenders under their management.



The Judiciary and New Zealand Parole Board make informed decisions

Corrections provides recommendations to the courts and the Parole Board so that appropriate sentences and orders are passed that reflect the risks and issues posed by the offenders we manage. Our advice is based on the institutional knowledge we hold about offending behaviour, and our individual assessments of offenders that we have worked with. Our end-to-end case management process involves custodial staff, probation officers, psychologists and contracted service providers, and provides an assessment of a complex set of risk factors that may impact on the offenders' abilities to complete sentences and orders.

We regularly compile complex risk factors into integrated reports and recommendations for the Judiciary and the New Zealand Parole Board (NZPB) that:

- > assess the level of risk that an offender poses to those around them and the wider public
- > detail previous breaches
- > detail risk of escape
- > detail current family/whānau support, and
- > detail potential for job opportunities upon release.



Re-offending while on parole and home detention

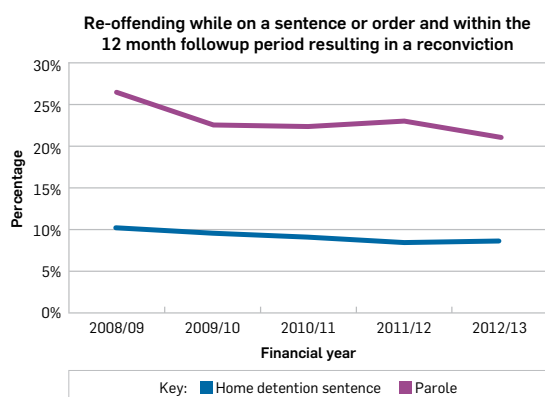
This reconviction-based measure captures re-offending committed during the course of the sentence or order. Results differ from the standard Recidivism Index rates, which have a fixed 12 and 24 months follow-up period.

This measure captures only the offences which fall between the sentence/order start and end dates; many sentences and orders are of shorter duration than 12 months (though some are longer).

Re-offending by home detainees during the sentence period has fallen steadily over the last five years. Re-offending by parolees fell also, but had flattened off by the end of 2013/14.

106,740

The number of hours
Corrections staff spent
in attendance at court
in 2013/14





❖ Better Public Value

Prioritising our resources to improve services
- effectively manage assets and developing
information technology.



Corrections ensures that everything we do, and everything we spend, is aimed at achieving our key goals. At the same time, we are working within funding constraints, and have committed to maximising our services while retaining spend at 2011/12 levels.

Whether it is through effective management of assets, shifting resources to the frontline or improving value for money in the services we commission, in our approach to capital planning and financial expenditure, Corrections is an accountable steward of the public purse.

Prudent capital planning adds value to our business; asset development is planned in line with offender need, contributing to our reduction of re-offending outcome, e.g. creating work yards at prisons to support the working prisons initiative provides opportunities for offender skill development in the building trade, improving job prospects upon release. The capital plan also includes investment in information technology to enhance our management of offenders. This includes the use of Audio Visual Links and other electronic security and software applications. It also details how Corrections will maintain and upgrade its IT infrastructure and technology solutions.



Effectively managed assets

Public Private Partnership at Auckland East – value for money through contracting for outcomes

Auckland East (at Auckland Prison) is the only maximum security facility in New Zealand and houses the national population of maximum security prisoners. Auckland East also accommodates all prisoners from the Northern Region with high and complex needs. When opened in 1968, 'Paremoremo' was one of the most modern prisons of its kind in the world. This is no longer the case; the buildings are difficult to maintain and do not support staff dealing with the most challenging prisoners or working with prisoners in their rehabilitation efforts. It also requires high staff numbers to operate safely.

In October 2013, Corrections announced it was entering into a non-custodial Public Private Partnership (PPP) for a complete rebuild of Auckland East, including design, build, finance and maintenance of the facility, with Corrections continuing to operate the prison. The procurement process is currently underway. In addition to being safe and secure, the new facility will allow for more meaningful interaction between staff and prisoners and provide greater opportunities for prisoners to take part in rehabilitation, education and employment activities.

Corrections is seeking a design solution that offers space to enable multi-disciplinary teams to work together leading to a more joined-up approach across the custodial, health and psychology teams. The vision is for a new facility that is safe for prisoners, staff and the public, is efficient to run and supports prisoners' wellbeing and rehabilitation. The procurement process is expected to conclude mid-2015, with the upgraded facility in service late 2017.



Auckland South Corrections Facility

The construction of Auckland South Corrections Facility (ASCF) is nearing completion and the first prisoners will be arriving in May 2015. The 960 bed men's prison will accommodate low, medium and high security prisoners and increase capacity in the Auckland area where there is a need to meet population projections.

ASCF has been developed through a PPP between Corrections and SecureFuture. SecureFuture is a consortium of companies that are collectively responsible for financing, designing, building, operating and maintaining the new prison for 25 years.

The contract with SecureFuture and Serco as operator is outcomes focused. It has been designed around the requirement for the contractor to deliver better performance than Corrections in reducing re-offending, while never compromising on the bottom line of safety and security.

This has been achieved through carefully balancing the combination of financial incentives and penalties designed to focus SecureFuture, and Serco as the operator, on the things that are of the most value to Corrections.

The contract was also designed with the intention of lifting performance across all the prisons in New Zealand. Under the contract, Corrections owns all the intellectual property in relation to ASCF and can use that intellectual property across the rest of the prison network. The requirement to better Corrections' performance in relation to recidivism remains, even when our performance lifts as a direct result of adopting practice from Serco. This means that if Corrections identifies and applies any of Serco's practice with positive results, then Serco will be challenged to find new practices and innovations to stay ahead of Corrections.



Modernising Community Corrections

A \$65 million multi-year upgrade of our Community Corrections sites will ensure that staff are safer and have the facilities they need to better support offenders to lead crime-free lives. As part of the upgrade, Corrections is refurbishing or extending existing buildings, and over time we are consolidating the number of community sites we have down from 172 to 131, resulting in more efficient management of the property portfolio. At the end of financial year 2013/14 Corrections had 151 Community Corrections sites.

The upgrade work brings a more open look and feel, creating a more welcoming environment and improving safety and security. Where possible the work includes better facilities for offender interviews, community work, programme delivery, training and family/whānau meetings – all aimed at reducing offenders' likelihood of committing another crime.

Prison Development Programme

Corrections is making an investment of \$81.3 million to improve security and facilities at five of our prisons. In 2013/14 we made significant progress on this programme, including the completion of two construction yards at Rolleston Prison where prisoners refurbish damaged homes for Christchurch; a new Prison Control Point at Waikeria Prison; a new receiving office and transit station at Tongariro-Rangipō prison; a new administration block at Whanganui Prison; and the addition of a bag x-ray at Invercargill Prison.

All five of these sites have further work underway, including some major construction. All upgrades are expected to be complete in 2016. This work will ensure these prisons effectively deliver programmes and training to prisoners, improve staff and public safety, and staff facilities.

Community Corrections sites:

\$65
million
multi-year upgrade

7
sites
already upgraded

27
more
in 2014/15

90
sites
in total upgraded
by 2018

A row of framed certificates with a purple overlay. The certificates are titled 'GOLD AWARD' and feature the text 'You've made a difference' and 'Congratulations!'. The background is a blurred image of an awards ceremony with people and other certificates.

❖ Visible Leadership

Leading across the public service and within the community using our unique insights into offending behaviour; supporting and encouraging our people, and strengthening our partnerships to deliver our shared objectives.



Corrections prides itself on the levels of knowledge and experience of its staff

Corrections' workforce has a strong commitment to reducing re-offending and improving public safety. This commitment can be seen every day in the interactions between offenders and probation officers, corrections officers, case managers, nurses, psychologists, programme facilitators and staff in all areas right across the country.

Supporting our people

Leadership development

In August 2013, over 150 senior and emerging leaders attended the annual Leaders Forum, where Chief Executive Ray Smith presented year three of Corrections' four year plan to create lasting change in the lives of offenders. The third year of this plan ensures our people have the support they need to do their job safely and make a real contribution. In addition to staff safety, specific priority areas include:

- > improvements to our facilities and technology
- > enhanced training available to staff and managers
- > strengthened working relationships across Corrections and at a local and nationwide level with our key partners who share Corrections' commitment to reducing re-offending.

A Visible Leadership Programme is in place across Corrections to support managers to become strong, capable leaders. In 2013/14 the successful Emerging Senior Leaders programme was expanded to encompass emerging leaders in the regions. Empowering our staff in the regions and developing people at a local level forms a key part of visible leadership at Corrections. This in turn increases the capability of regional staff to be actively involved in their local communities.

Recognising our people

Gold, Silver and Bronze Make a Difference awards encourage and recognise good performance by staff at a local, regional and national level. Recipients must have made a significant contribution to one of Corrections' four key priorities.

Strengthening our partnerships to deliver our shared objectives

Community engagement

Engagement with key partners has continued to increase at both a national and regional level. Corrections works closely with government agencies, community providers, local councils, iwi, business and industry. Stakeholders are invited to national forums at regular intervals. These are both a chance to come together to discuss areas of mutual interest, and an opportunity to plot Corrections' progress towards its reducing re-offending target.

Our close working relationship³ with the Ministry of Social Development (MSD) was formally recognised through the signing of a Relationship Agreement in August 2013. The agreement acknowledges the vulnerabilities of those we work with, and prioritises the needs of vulnerable children and adults, including victims of crime.

Locally, Work and Income has entered community work into their system as an approved job seeking initiative. This means that both organisations have an interest in offenders undertaking their community work and ensuring this sentence becomes a valid pathway to employment.

As well as Work and Income, Corrections collaborates with training providers, employment brokers, educational facilities and local Police to support offenders in the community and prison into employment. Interventions include help with CV writing, job searching skills, and interview techniques.

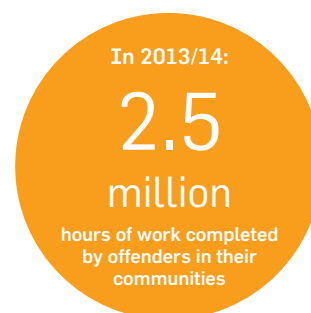
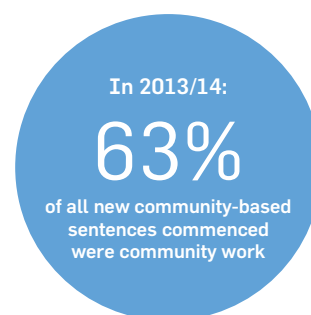
0508 CYF Link phone line

We are working in partnership with Child, Youth and Family (CYF) to improve information sharing regarding child safety.

Our frontline staff see children and young people most days in the course of their work, and are often best placed to notice if there is a child protection issue. We want to ensure staff have all the support they need to address any concerns they have, and help support children and young people to thrive.

Corrections and CYF launched a dedicated 24/7 phone line in November 2013, which is available to all staff across Corrections to report and discuss child protection concerns to the relevant authority. The phone line also offers opportunities for staff to get advice about dealing with child protection, make referrals for families/whānau to community agencies and access resources.

Since its launch the phone line has been well used by Corrections staff, reporting concerns regarding neglect, violence, visits by children to sex offenders and exposure to domestic violence. These reports increase the potential to deliver interventions for families/whānau that are responsive to the level of risk, while developing more effective working relationships between Corrections and CYF staff.



³ Collectively Corrections and MSD are involved in the lives of one in four New Zealanders, and the majority of people managed by Corrections have had previous involvement with MSD during their lives.

Giving something back to the community

If you've ever visited a well-kept local park or marae, enjoyed a bush-walking track, or noticed that a wall of unsightly tagging has been painted over – chances are you've seen a community work project managed by Corrections.

Offenders serving a sentence of community work do unpaid work in the community to help make up for their crime – and the work often involves improving and maintaining community assets. Community work is the most common community-based sentence. For 2013/14, 63 per cent of all new community-based sentences commenced were community work – that means Corrections was managing nearly 16,000 sentences of community work at any one time. This translates to a lot of hours of work; last year offenders completed over 2.5 million hours of work for their communities.

Our community work supervisors teach offenders skills such as painting or building, and act as role models, demonstrating how to meet challenges and find good solutions. They also use motivational interviewing techniques to encourage offenders to think about living a better kind of life.

Capturing Corrections' rich history - Heritage Centre

Corrections has developed a National Historic Strategy for protecting the historic value of our facilities and artefacts as we modernise our Community Corrections sites and prisons. In May 2014, Corrections opened the new Heritage Centre at our National Office in Wellington. The Heritage Centre showcases our rich past and provides an opportunity to inform the public of the important work being done to reduce re-offending.

Features of the Heritage Centre include a replica prison cell from the old New Plymouth Prison, an early admissions register from Invercargill Gaol (c1869) and a special exhibit on Corrections' involvement in the war effort to mark the centenary of World War One.

Written and oral interviews are also being undertaken to capture the history of Corrections as seen through the eyes of past and present staff. It is providing a voice for staff to tell their story and look at the progress of corrections over the decades.



Bringing the public into our prisons - Visa Wellington On a Plate

In August 2013, Wellington chef Martin Bosley tutored six prisoners at Rimutaka Prison to cook a high-end menu for paying guests as part of the Visa Wellington On a Plate festival. The event sold out within 15 minutes of tickets going on sale. All of these prisoners work in the kitchen at Rimutaka, and many are working towards NZQA qualifications that will help them get a job on release. It was a chance for them, and the public, to find out just what can be achieved behind bars. A further event was held in August 2014.

Presenting a united, professional image - Work-wear

This year a work-wear wardrobe was introduced for non-custodial staff, such as probation officers and people working in Community Corrections sites.

The *Creating Lasting Change* strategy set out a leadership objective to introduce work-wear options for frontline and support staff. The work-wear has proved incredibly popular. It's introduction has enhanced the 'one team' approach and corporate unity between all Corrections' roles. Other advantages of work-wear include enhanced professional image and identity of Corrections in the community.

Our people

The permanent workforce decreased slightly in 2013/14 as Corrections underwent a restructure at National Office in Wellington. On the whole, the existing 'one team' structure was working well, but as with all organisations, there were ways to work better. National Office operations were streamlined to improve productivity and retain resources where they are needed most. The new regional structure was strengthened to ensure functions could be appropriately managed at a regional level. Corporate overheads were reduced to reflect reducing offender numbers over the last two years, particularly in prisons.

With Māori and Pacific peoples continuing to be over-represented in the corrections system, it is important for Corrections to ensure that its staff represent the full spectrum of the offender population. As with previous years, this level remained high in 2013/14.

More than 20 per cent of staff identified as Māori in 2013/14, and approximately eight per cent identified themselves as Pacific peoples. A high number of staff identify themselves as having a multi-ethnic background,

and this is reflected in the high level of the "other" category. The average age of our staff is 48 years. Fifty-five per cent of Corrections' staff are male.

Turnover

Voluntary turnover at Corrections has dipped slightly, in line with similar movements elsewhere in the public sector, and is below the public sector average.

