



Department of Corrections
Annual Report - Part A

Contribution to Priorities and Delivery of Outcomes



❖ Public Safety is Improved

The Department of Corrections operates a safe and secure corrections system, which is fundamental to public safety and effective justice in New Zealand.

Increasing prison population

Prisoner numbers have risen significantly in the 2015/16 financial year, which has altered our approach to several long term initiatives to improve the prison network. With increased numbers we have continued to establish and maintain a secure prison environment.

The Department of Corrections has a statutory obligation to accommodate all prisoners sentenced to imprisonment by the Judiciary. The prison population is influenced by many factors outside of Corrections' control. These include legislation, judicial decisions, crime levels and policing trends.

With the increased prison population, Corrections still maintains a secure environment

We establish and maintain a secure environment at prisons through a combination of management practices and physical features and systems. These reflect the level of risk related to a prisoner's security classification. Corrections has invested in a range of security improvements at sites across the country during the last decade, including enhanced perimeter fencing, installation of detection and surveillance systems and the introduction of single points-of-entry into prisons.

2015/16 has seen a continuation of the solid performance in core custodial services including no physical breakout escapes and low levels of incidents within prisons.

The higher prison population does result in increased costs for Corrections

The prison population has consistently increased since 1985, and Corrections has responded by increasing prison capacity, delivering more rehabilitative services, buying more reintegrative services and ensuring staffing matched demand.

The investment in new staff, who wish to make a difference in the lives of others and build a career with Corrections, is now supported by the Frontline Futures programme. Frontline Futures is a programme of work designed to refresh our recruitment, preparation and development of new staff, and to give existing frontline staff more opportunities as probation officers, corrections officers, case managers, programme facilitators and offender employment instructors.

To meet future needs for the accommodation of prisoners, Corrections was tasked in March 2016 with developing a programme to identify and deliver an appropriate capacity response over the next ten years. The primary objective of the programme is to deliver a safe and fit-for-purpose prison network, which can accommodate expected growth in demand while remaining resilient to uncertainty.

As a result of the increased costs associated with a higher prison population, Corrections' baseline funding was reset in Budget 2016 in acknowledgment that it is unlikely that the overall prison population will decrease in the short term.



Integrity of prison sentences

The integrity of sentences is maintained when Corrections’ facilities have minimal internal crime (such as the introduction of contraband) and few escapes.

Preventing prisoner access to drugs

The stability, safety and security of prisons is improved by controlling or limiting the availability of contraband, particularly drugs.

From July 2015 all prison sites have developed contraband detection plans, which aim to identify and address key issues surrounding detection and prevention within the prison system. The plans have also been shared between prison sites, to enable learning and replication of best practice across the network. These plans have seen significant engagement and commitment from key personnel at prison sites, and are instrumental in our ongoing work to improve security and integrity across the prison network.

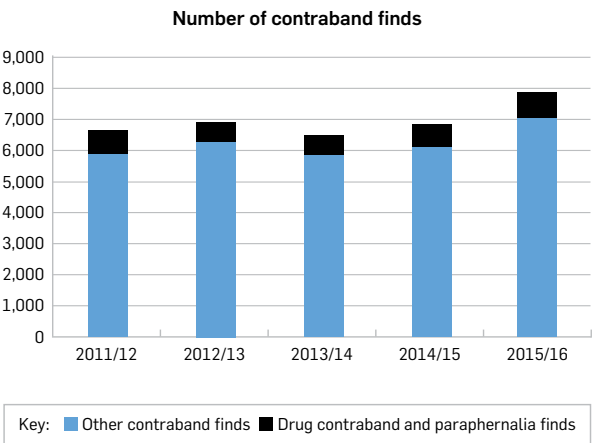
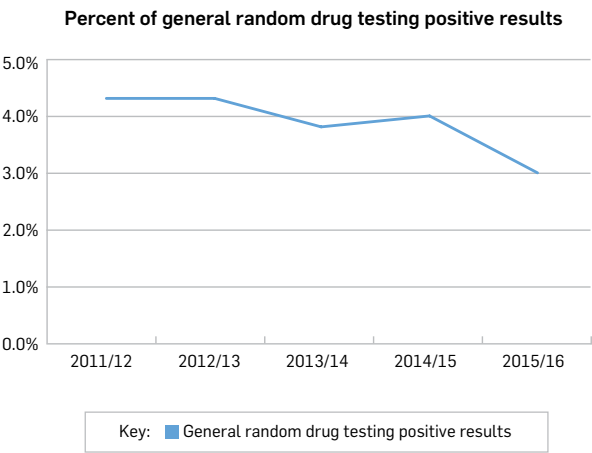
As well as being illegal, drug use undermines the safety, security and good order of prisons. Corrections places considerable emphasis on reducing the supply and demand for drugs in prisons.

Searches of prisoners, their property and the places where they work, sleep and congregate are an important part of our contraband prevention strategy.

Staff work constantly to identify and mitigate risk areas in a prison’s physical environment, and to stay informed about new methods of concealment. In recent years, Corrections has introduced clear-case rental televisions for prisoners, which cannot be used to introduce or hide contraband. The Department has 15 drug detection dog teams who efficiently and effectively disrupt the supply of drugs and other criminal activity.

As illustrated in the graphs to the right, this additional investment has resulted in higher contraband finds year on year and a continued decrease in positive general random drug tests over the same period.

Factors affecting contraband volumes include prisoner numbers, the volumes of new arrivals and transits from courts, the profile of the prisoners and their visitors, and the design and layout of the prison and grounds. For example, some prison perimeter fences are close to public roads, and prisoners may attempt to receive “throw-overs” of contraband from outside.



The percent of prisoners testing positive in general random drug tests continues to decline, reaching an all-time low of 3.4% in 2015/16, down from 4.0% in 2014/15. In comparison, the rate of positive results in 2009/10 was 10% and in 2000/01 it was around 22%. The 2015/16 result is particularly impressive, considering that the prison population has doubled since 1995.

If prisons are clear of drugs and prisoners are close to home, prisoners are less likely to abscond or escape

For the past two financial years there have been no physical breakout escapes from prisons, which is a reflection of our long term, successful investment in security and the management of offenders in prison.

Prisoner transits are one of the most common situations in which prisoners find opportunities to escape. Transits require prisoners to be temporarily outside the prison and, unlike Release to Work or rehabilitation programmes, prisoners involved in transits cannot always be screened or excluded based on their level of risk.

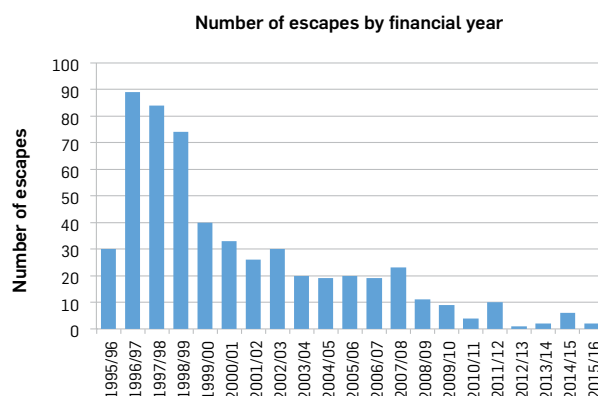
On average there are more than 82,000 prisoner movements each year, and just over half of these are between prisons and courts. Each movement requires a secure escort provided either by Corrections or a contracted security provider, and Corrections currently maintains a fleet of over 100 vehicles for this purpose.

Corrections continues to utilise Audio Visual Link (AVL) technology as a means to reduce the need for transits and escorts. This can significantly reduce the risk of prisoners attempting to escape, and also reduces opportunities for acquiring contraband or becoming violent during transport.

In this financial year there have been two escapes from Corrections' custody. One of these was from Auckland Region Women's Corrections Facility, and the other from Christchurch Men's Prison. Both occurred while the prisoner was being escorted.

Breakdown of escapes 2011/12 - 2015/16

Financial Year	From Escort	Breach of temporary release	Abscond	Breakout
2011/12	5	0	2	3
2012/13	1	0	0	0
2013/14	1	0	0	1
2014/15	4	1	1	0
2015/16	2	0	0	0



The graph shows the total number of escapes since the formation of the Department as an agency in 1995. The total escapes include breakout, abscond, breach of temporary release and escape from escort.

Minimising the risk of harm to others

Violence is always a risk to our staff, as many offenders have a history of resorting to violent behaviour as a means of resolving issues or expressing themselves. Violence reduces the likelihood of an offender successfully completing their sentence, creates an unsafe work environment for staff and diverts resources to respond effectively. Understanding and managing this risk is a challenge common to all correctional jurisdictions, and reducing violence in prisons is a key priority for Corrections.

Corrections has a responsibility to protect the health and safety of our staff and the offenders that they manage. Central to this goal is our ability to record incidents of violence, so that such cases can be investigated to inform improvements in the future. Corrections has put initiatives in place in 2015/16 to advance this goal.

We have seen improved reporting of assaults this year, as a result of the campaign to make all instances of violence in prisons unacceptable. In 2012 a corrections officer was seriously assaulted by a prisoner, which was the catalyst for change in safety measures within Corrections, for seeking more severe punishments being handed out to offending prisoners and the beginning of the Staff Safety Plan programme. This particular prisoner was given a 10 year jail term on top of their existing sentence.

As a result of the Staff Safety Plan and increasing prison population we have seen the reported number of non-serious and no injury assaults on staff increase compared to the previous financial year.

Serious assaults on prisoners by other prisoners occurred 45 times in 2015/16, which is in line with the average of the past five years, and shows that progress is being made against an increasing prison population.

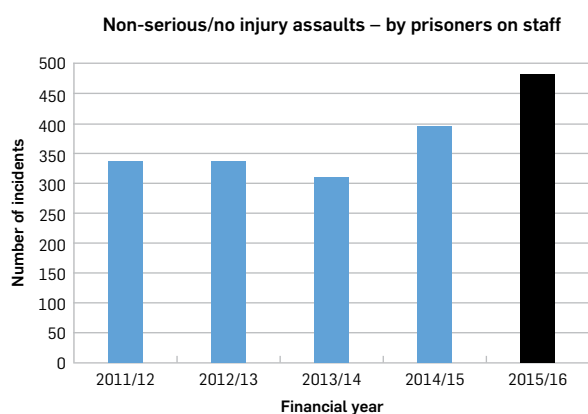
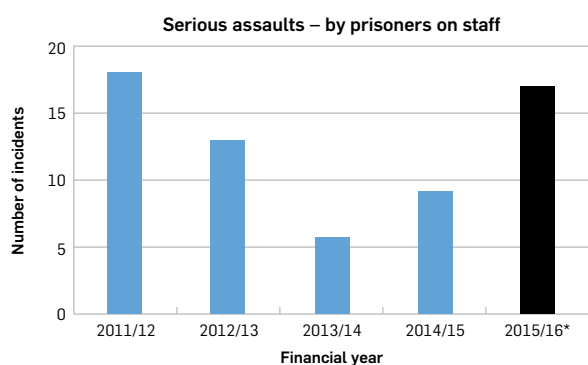
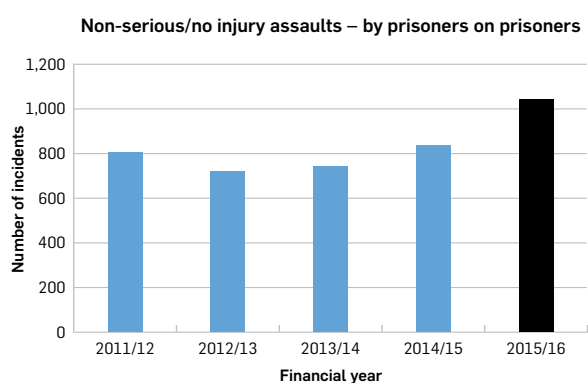
Corrections has a continued focus of zero tolerance for violence

We are working continuously to improve safety and security at all prison sites. Every instance of violence is taken seriously, and we will not tolerate prisoners using violence against others. A prisoner responsible for violence will be held to account for their actions.

While no assault is acceptable, it is an unfortunate reality that they will occur from time to time as we manage some of New Zealand's most difficult and challenging citizens.

Identifying and understanding the drivers for assaults is critical to reducing levels of violence in prisons. Prisoners are motivated by a range of factors, and knowledge of these factors can help Corrections to manage them more effectively and so reduce violence. We use a framework of prevention first, followed by responding, holding perpetrators to account, and then reviewing processes to improve our efforts in the future.





* This financial year, the number of prisoner on staff assaults was adversely affected by two incidents involving the same prisoner. In one event the prisoner assaulted three staff members and in the second event, the same prisoner assaulted another staff member. In addition, the increase in the number of assaults has occurred during a period that has seen an increase in the prison population by approximately 1,000 prisoners over the last two years.

Our staff are equipped to be safe and respond where necessary

Staff safety is our priority. The Staff Safety Plan increases our potential to predict violence in prisons and improve our capacity to respond through additional staff training and interventions.

Custodial staff receive specialist training in tactical communications, de-escalation techniques and negotiation skills to manage non-compliant prisoners. This training provides staff with the skills to remove themselves from dangerous situations, where a Control and Restraint team is not an immediate option or cannot respond in time.

Corrections is also progressing through a three year Staff Safety Plan. This plan directly contributes to making prisons a safer environment, through the creation of tools to support the early identification of risks or heightened tensions in prisons.

Corrections' first priority is to prevent violence

Our staff work closely with prisoners, by actively managing them and motivating them to make more positive decisions. Officers are encouraged to role model acceptable behaviour to prisoners, listen to their concerns, help them solve problems and provide positive direction where necessary. Staff use tools such as the Prison Tension Assessment Tool as an indicator of the level of tension within a prison unit.

Prison Tension Assessment Tool

This tool helps staff to identify and assess daily changes in the overall level of tension, and to ensure staff are made aware of this prior to beginning their shift the following day. The tool works on the basis of a simple form that is completed at the end of the day by unit staff. All forms are combined to generate a wider picture of the situation in each unit. This information is used by unit and site management to take any specific or site-wide actions that are necessary, such as redirection of staff to areas of concern or a reminder at site-wide morning briefings.

The tool sits alongside the Dynamic Appraisal of Situational Awareness (DASA) tool, which is targeted more specifically at individual prisoners within a unit (although, if applied across multiple prisoners, it can indicate risk across the unit), and the Promoting Risk Intervention by Situational Management (PRISM) tool, which looks at systemic issues within the prison environment that may be contributing to violence.

The Prison Tension Assessment Tool is being trialled at Manawatu and Rimutaka Prisons and in parts of Spring Hill Corrections Facility.

Violence reduction panels

Violence reduction panels have been established at four sites (Manawatu Prison, Spring Hill Corrections Facility, Rimutaka Prison and Northland Region Corrections Facility) since September 2015. The panels focus on incidents of violence, assaults, bullying and unexplained injuries, in order to identify and manage perpetrators, protect victims and address bullying 'hotspots'. The overall aim is to reduce the number of incidents of violence and bullying.

Positive interaction between prisoners and staff results in potential problems being identified and resolved quickly, thereby reducing the number of incidents occurring in prison.

On-body cameras

We have recently finished a successful product test of on-body cameras, and have contracted for 800 units. When the first set of 230 units are received, they will be distributed to eight prison sites.

The aim of the trial was to ascertain if wearing the cameras had positive effects on prisoner behaviour and assisted in de-escalating potentially violent situations. Preliminary results from the trial suggest the cameras reduced the rate of prisoner-related incidents by 15%–20% (compared to the same period last year). The cameras have contributed to a less volatile environment, where prisoners are less likely to use physical attacks. This was corroborated by officers' feedback and reflected in a reduction in the number of times officers' needed to resort to physical force to resolve an incident.

Following a review of the deployment at the eight initial sites, the cameras are expected to be rolled out to all other prisons over the next 12 months.

If violence does escalate then staff are required to respond

Staff in prisons carry radios to immediately raise an alarm when an incident occurs, and additional staff will arrive to provide assistance and bring the incident under control. Staff are also issued with equipment to enable them to respond to a violent incident, and to protect themselves and others.



Stab Resistant Body Armour (SRBA)

By June 2016 all custodial staff across the country had been measured for their new, personal issue, stab resistant body armour (SRBA). All eligible staff are expected to have their new SRBA by December 2016. The new SRBA is more lightweight than older versions, and is more suitable for long term use. It is required that staff wear the SRBA while on duty, however there are some situations where this is not possible as it constricts the officer in specific aspects of their work. One example is working at heights in the construction yard. SRBA was previously used only for emergency responses, due to the unsuitability of previous versions for long term use. The new version can be worn as a standard item in a greater range of environments.

Pepper spray

Corrections staff use pepper spray in planned Control & Restraint (C&R) incidents. It is strictly controlled under a carefully managed process, and is not carried by individual corrections officers.

Pepper spray can be the least harmful way of responding when force is required, both for staff and prisoners. When sprayed directly onto a prisoner or into their cell, the effect is immediate. This temporarily incapacitates the prisoner, making it easier and safer to restrain and relocate them.

Emergency Response Operational Project

The Emergency Response Operational Project is exploring the future of both Control and Restraint and Advanced Control and Restraint. These work streams will ensure that operating practices and tactics are current, promote staff and prisoners safety and meet the wider needs of the organisation.

Site Emergency Response Teams

Corrections has commenced a programme to establish Site Emergency Response Teams (SERT) across the prison network.

SERT provide additional resources and tactical options when responding to incidents in prisons. They are designed to provide an intermediary response between standard Control and Restraint and the Advanced Control and Restraint teams who are assembled to respond to serious disorder events. The teams also have a monitoring and improvement focus to support operations to enhance security and safety for their sites.

SERT staff go through a thorough selection process. They must pass a fitness assessment, formal interview and most critically undertake an operational simulation where they must demonstrate their ability to remain calm, professional and make appropriate decisions under pressure.

As at 30 June 2016 SERT have been established at Spring Hill Corrections Facility, Auckland Prison, Christchurch Men's Prison and Otago Corrections Facility with plans for introduction of SERT at Rimutaka Prison, Hawkes Bay Regional Prison and Northland Region Corrections Facility underway.

Instigators of violence are held to account

Prisoners are held to account for their involvement in violent incidents. This can include reassessments of security classifications, as well as transfers to other prison units. Victims of violence may also be moved to different units if this is deemed necessary to protect them from further violence, or if they apply to be moved into a segregation unit. When appropriate, prisoner assaults are treated as criminal matters and details may be sent to Police for investigation and future legal action.

We are also focused on ensuring that staff who work in the community and our vendors are safe

This year, through the Staff Safety Plan, we have encouraged staff and managers to talk more about safety, and to implement additional safety-related projects to focus on the prevention of violence.

- > We have developed practice guidance for frontline staff to deal safely with gangs and minimise their influence.
- > We are supporting sites to conduct effective emergency drills and exercises.
- > We are investigating ways to further protect the personal information of our staff to prevent harassment and intimidation.
- > We are continuing research into new ways to improve staff safety, and to evaluate the effectiveness of personal protective equipment and other safety options.
- > We are using intelligence to identify and mitigate the greatest threats to our staff.
- > We are reviewing home visits to ensure staff have the training and information they need to stay safe during home visits.
- > We are developing a high-risk address register and improving the way we share information with partners.
- > We are investigating the benefits of on-body camera technology for home visits and community work supervisors.

'Keeping each other safe'

Staff Safety Plan – Year Three

All staff

- > Developing practice guidance for frontline staff to deal safely with gangs and minimise their influence
- > Identifying the top three health and safety risks at each site and investigating ways to address them
- > Recognising the importance of mental health awareness and building on previous work to further educate staff
- > Reviewing incidents to ensure we learn from them and share what we've learned
- > Supporting sites to conduct effective emergency drills and exercises
- > Ensuring staff and offenders understand we don't tolerate violence or abuse, and that managers proactively support staff
- > Using intel to identify and mitigate the greatest threats to our staff
- > Investigating ways to protect the personal information of our staff to prevent harassment and intimidation
- > Continuing to ensure safety is an integral part of building design, and reviewing our sites to improve their safety
- > Continuing to research new ways to improve staff safety, and to evaluate the effectiveness of personal protective equipment and other options.

Prison staff



- > Establishing Site Emergency Response Teams (SERT) at three further prisons; Rimutaka Prison, Hawkes Bay Regional Prison and Northland Region Corrections Facility
- > Making 800 on body cameras available across prisons
- > Issuing all corrections officers with personalised stab resistant body armour
- > Reviewing processes to ensure we have effective responses to incidents and emergencies
- > Trialling a new, formal incentive and earned privileges scheme in our two youth units. We will learn how this improves prisoners' behaviour and consider rolling it out to all prisons
- > Targeting the causes of prison violence, and ensuring we deal with violence robustly.

Community-based staff

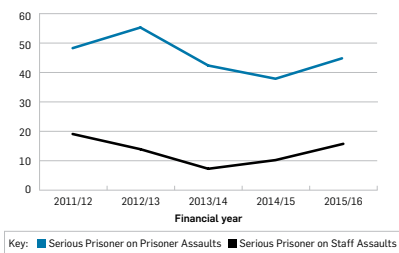


- > Reviewing the challenges of the community work supervisor role and ensuring safety practices and equipment are fit for purpose
- > Reviewing home visits to ensure staff have the training and information they need to stay safe during home visits
- > Developing a high-risk address register and improving the way we share information with partners
- > Conducting a review of communication device options for remote areas
- > Investigating the benefits of on body camera technology for home visits and community work supervisors
- > Upgrading more than half of Community Corrections sites across the country to improve safety, security, and facilities by early 2019.

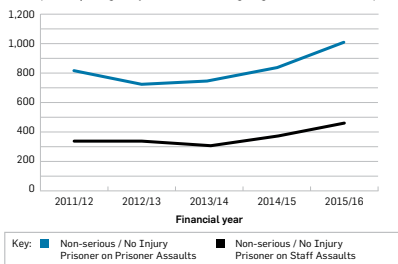


What we know about assaults:

Serious Assaults



Non-Serious Assaults
(not requiring hospitalisation or on-going medical treatment)



Assaults against prison staff

- > Generally are against COs, SCOs, or PCOs
- > Mostly involve a spontaneous punch to the head
- > Often occur at un-lock or lock-up
- > When a weapon is used, it is most likely to be a body fluid.

Assaults against other prisoners

- > Are usually premeditated
- > Often occur when prisoners think no-one is watching (eg in a camera blind spot, or if officers are busy elsewhere)
- > Are gang related
- > Involve an improvised stabbing weapon (a shank).

Assaults against community staff

- > Rarely involve physical violence
- > Mostly involve verbal threats and intimidation
- > Have been reported more as tolerance decreases.



Safety initiatives we've already introduced include:

- > Staff Safety Forums established
- > Random drug testing for frontline staff
- > Prisons introduced pepper spray, slash resistant gloves, tactical communications, and exit training
- > Community sites introduced CCTV, duress alarms, electronic entry, and remote access
- > Improved home visit practices
- > Anti-violence posters
- > Procurement and construction contracts have safety built into them
- > Sites upgraded to include safety features
- > Enhanced recruitment processes and training with stronger safety focus.

- > Sites developed and implemented their own safety plans
- > Personal issue stab resistant body armour
- > Site Emergency Response Team trial at Spring Hill
- > Mental health awareness training
- > Site violence reduction strategies
- > On body camera pilot
- > Smart phones with enhanced safety features for frontline community-based staff
- > Security classification review.

- > Corrections' three-year Staff Safety Plan 'Keeping Each Other Safe', outlines the actions we will take to improve staff safety. The Plan also encourages staff and managers to talk more about safety and implement additional safety-related projects. The plan came out of the review of the Expert Advisory Panel for Staff Safety.



Offenders in the community

Maintaining the integrity of sentences and orders served in the community, and holding offenders to account, is our primary focus while ensuring that staff and service providers who work with offenders are safe.

Around three quarters of offenders serving sentences administered by Corrections serve part or all of their entire sentence in the community. This includes those serving home detention, community detention, a range of other community-based sentences and orders as well as those released from prison on parole.

Corrections monitors offenders on a range of sentences

Corrections monitors on average approximately 36,000 offenders per year on community-based sentences. These range from community work to home detention and extended supervision.

Over 40% of sentences served in the community are for community work where we have an obligation to ensure that work undertaken is meaningful. We partner with hundreds of community organisations to deliver approximately two million hours of labour around New Zealand each year.

In order to service community work, Corrections has 151 Community Corrections sites that are equipped to facilitate community work sentences.

Highlights in the 2015/16 year include preparing the grounds at Te Tii Marae for Waitangi Day celebrations and cleaning up the surrounding properties after the Whanganui River burst its banks.

Corrections has also partnered with the Department of Conservation to help maintain conservation sites, upgrade and maintain tracks and help in the war against weeds across the country.

As an alternative to custodial sentences, the Judiciary can sentence offenders to serve a sentence under Electronic Monitoring (EM). Corrections increased the level of GPS monitoring through the 3M contract to 55% (from 5% previously), providing a greater level of information over a larger amount of offender movements.

Corrections is also responsible for ensuring offenders who have served a custodial sentence comply with any post release or parole condition.

Additional demand created by returning offenders

Recent changes in Australia's visa cancellation policy have resulted in a large increase in the number of offenders being deported to New Zealand after serving a prison sentence.

On 18 November 2015, a supervision regime of offenders who return to New Zealand following a sentence of more than one year's imprisonment in another jurisdiction came into effect. Corrections is responsible for managing this supervision regime including national coordination, and the prosecution and imprisonment of offenders who breach their conditions.

As at 30 June, Corrections staff managed 172 offenders who had been returned to New Zealand since the supervision regime came into effect. All are subject to returning offenders orders (ROOs), imposed by the courts, that allow Corrections to supervise the new arrivals on conditions similar to parole. More than 300 offenders have returned to New Zealand since the *Returning Offenders (Management and Information) Act 2015* came into force. The law change means that Corrections can work with eligible offenders who previously would have returned to the community without the reintegrative support and supervision required to safeguard them and the public.

Sentence types by average number of offenders					
	2011/12	2012/13	2013/14	2014/15	2015/16
Community detention	1,770	1,950	1,719	1,655	1,600
Community work	20,892	17,702	15,825	15,963	15,014
Extended supervision	192	207	218	226	215
Intensive supervision	2,531	2,464	2,381	2,577	2,867
Supervision	7,883	8,243	7,751	7,300	7,597
Home detention	1,469	1,610	1,618	1,557	1,620
Post detention conditions	1,224	1,244	1,329	1,270	1,273
Parole/residential restrictions	2,303	2,360	2,404	2,428	2,301
Post release conditions	3,473	3,350	3,277	3,218	3,581
Compassionate release	0	0	1	1	2
EM bail	–	–	–	161	430
Returning offender orders	–	–	–	–	172*

* An average number has not been used as Returning Offender Orders only came into effect in late 2015. Consequently numbers are stated as at 30 June 2016.

Corrections funds Auckland Prisoners' Aid and Rehabilitation Society (PARS network) to provide support to offenders released from New Zealand prisons, and increased that funding by \$200,000 to support the increase in workload. The funding is used to provide support, which ranges from guidance for applying for a benefit, applications for identification documents and bank accounts, to immediate needs for shelter, food and healthcare.

The services are voluntary and returning offender deportees can choose to take the help or not. Many of the returned offenders will have very little or no support networks within New Zealand.

Re-offending among offenders serving sentences in the community

Re-offending in the community while on a sentence or order may occur. In 2015/16 the rate of re-offending within the 12 month follow-up period, resulting in a reconviction, was at 28%. The reduction in the rate of offenders who committed a new offence while under a home detention sentence was at 7.3%, for offenders on parole it was 19.9%, and for offenders who started a community sentence or order, then committed a new against-the-person offence during the following period of management it was 10.1%. These results are not at our target levels, reflecting the challenges of this year, and efforts are ongoing to improve the management of these offenders. Overall, 82% of community-based offenders complied with their sentences and orders in 2015/16 and 90% of those who did not were held to account.

To aid our probation staff in helping offenders, Corrections has identified Standards of Practice

Ensuring that community-based offenders adhere to the conditions of their sentences or orders and are held to account if they fail to do so is the responsibility of Corrections' approximately 1,060 probation officers. 'Being held to account' may range from a warning, through to being issued with a breach (which may result in imprisonment).

We ensure a quality service by setting robust Standards of Practice for the management of offenders in the community, which focus on achieving optimum outcomes for offenders while holding them to account for non-compliance with their sentences or orders, and ensuring completion of sentences. These new standards form part of an Integrated Practice Framework, in which not only minimum standards but layers of quality are described and evaluated. This allows Corrections to acknowledge quality of practice that is over and above the standards, and to give staff and managers constructive feedback is an important feature of the framework.

Cases managed under the Practice Framework will continue to be subject to regular monitoring by the Quality and Performance and Chief Probation Officer teams. This will include ongoing analysis of results in order to identify areas of strength and opportunities for practice improvement. Targeted practice reviews and quality audits are also undertaken to ensure high-risk sentences and orders are meeting compliance and quality practice standards, and that improvement opportunities are maximised.

Electronic monitoring of offenders

Corrections make use of proven electronic monitoring technology to enhance our management of offenders.

Electronic monitoring (EM) allows individuals to be tracked in their homes and in the community. There are two types of technology used for electronic monitoring: Radio Frequency (RF) sets up an electronic boundary to manage curfew-based sentences such as community detention; and Global Positioning System (GPS), which allows for real time tracking of movements and the establishment of exclusion zones (areas where someone is not allowed to be), and can also be set to monitor curfews. GPS is used primarily for people serving home detention, and those subject to EM conditions as part of their parole or extended supervision order.

EM devices (trackers) are attached around an offender's ankle on a strap, and assist Corrections to monitor compliance with their sentence or order. EM tracks that an offender remains at home if they are under a curfew, that they do not go into certain areas if that is a condition of their release, and that they are at their proper place of work while on a community sentence. EM is also used for minimum security prisoners who have been granted temporary release from prison to undertake paid work.

EM strengthens Corrections' ability to enforce the conditions of sentences or release orders. It does not replace regular visits to Community Corrections sites, or visits by a probation officer to an offender's home; neither does it replace regular contact with an employer to confirm if an offender has attended work. It simply adds an extra level of assurance, and provides information to a probation officer to better understand a person's movements.

EM is one part of the tool-kit that probation officers use to manage offenders, which also includes regular risk assessments, rehabilitation programmes, other programmes focused on delivering employment and education outcomes, positive community support and one on one meetings with the offender. In certain circumstances, details provided by EM can help police to track an offender if their movements place them at the scene of a crime.

Corrections has used EM since 1999 when a pilot for home detention was undertaken. Up until 2012 Corrections used only RF technology; at this point we introduced GPS technology for a small number of offenders subject to EM as part of their management in the community. In 2015 we transitioned to the use of GPS for home detention and offenders on parole with an EM condition. New Zealand is now one of the single biggest users of GPS technology in a corrections jurisdiction, with countries such as England beginning to convert their RF technology to GPS.

The types of devices that we use are also used in 40 jurisdictions across Europe, the US and Asia. The company 3M is our supplier with over 200,000 offenders worldwide fitted with an EM device. The strap used to hold the device on the ankle must meet health and safety standards, which means that it can be removed in an emergency. This is a common standard across comparable jurisdictions.

Corrections works with other agencies when using EM

Corrections does not decide who gets to wear EM anklets. The court will decide if EM is appropriate for a community detention or a home detention sentence. The court may also impose an extended supervision order (ESO), however it is the Parole Board that imposes any special conditions attached to it, including EM. For electronically monitored parole restrictions, it is the Parole Board that may make it a condition of a prisoner's release.

Corrections also has a staff member dealing with EM at Police headquarters, to ensure that communication between the two agencies is fast and efficient.

Electronic monitoring improves our ability to hold offenders to account

The trackers receive GPS signals sent to them from satellites, which pinpoint the offenders location. This information is passed on to the monitoring centre through the cell phone network.

All offenders on EM are monitored 24/7 and the centre monitors around 4,000 offenders on EM sentences and orders, and on EM Bail. It provides additional monitoring support for a small group of higher-risk offenders, those subject to EM conditions on parole and ESOs.

The information that the monitoring centre and response team receives is matched against an offender's release conditions. If the tracker shows a breach then the monitoring centre and/or response team are alerted, who in turn contact the appropriate probation officer for action. This may include a police response.

In August 2015, Corrections enhanced its response if an offender tampers with their tracker. If a strap tamper occurs, 3M must take action within 60 seconds of the alert being activated. For all alerts that require a field officer to be dispatched, this must be done within 10 minutes of receiving the alert. On receipt of a dispatch the field officer will travel directly to the location. If the field officer finds that the offender has absconded, 3M will notify Corrections immediately, who will then notify police.

For the higher-risk offenders (around 200) 3M now contacts the Department's GPS Immediate Response Team. This response is proportionate to the type of incident and the nature of the sentence being served. This can include direct escalation to police, dispatching a field officer, making contact with the offender or a combination of these.

Offenders on the highest level of sentence in the community are on ESOs. These offenders are subject to intensive monitoring conditions and a small group are monitored 24 hours a day by live in staff at their accommodation with EM trackers worn. Offenders on an ESO without intensive monitoring but with EM are subject to a range of special conditions and rigorous oversight from their probation officers.

Offenders serving a sentence of home detention in their house have regular visits from probation staff as well as wearing trackers, and their risk is generally lower.

As at 30 June 2016:

- > 1,629 offenders were on community detention with EM
- > 1,603 were on home detention with EM
- > 448 were on EM Bail
- > 142 were on temporary release from prison with EM
- > 105 were on parole with EM
- > 94 were on extended supervision orders with EM

The average length of time these offenders were on EM was 3 years and 55 days.

Breaches while on EM

EM trackers set off an alarm in the monitoring centre if an offender has failed to charge the batteries of a GPS tracker, or if they attempt to cut or interfere with the anklet strap. If the offender is considered high-risk, the GPS Immediate Response Team will send out a field officer or the police, and will alert the probation officer immediately.

Altogether, 93.2% of these incidents were responded to within timeframes set by Corrections to ensure a prompt response. These incidents, both serious and non-serious, are recorded as breaches of electronic monitoring.



At any one time Corrections monitors around 4,000 offenders on EM. Approximately half to one percent (0.5% – 1.0%) of these offenders (including those on EM Bail) may have illegally removed their trackers and absconded (this equates to between 20 and 40 individuals).

As at 30 June, 15 offenders had absconded and were being sought by police.

Looking back over 2015/16

During the 2015/16 year, 13,499 offenders were monitored on EM for all or part of the year. 97.1% of these offenders did not remove their tracker during the course of their sentence or order. When excluding those offenders managed under EM Bail this level of compliance increases to 98.2%.

Offenders monitored under EM Bail pose a higher level of complexity (compared with other EM monitored sentences) for the Department to manage. As part of the application process for EM Bail, the Department will submit an EM Suitability Report to court and often recommend that an offender is unsuitable for EM Bail monitoring. The final decision on sentence is made by the court. During 2015/16 two thirds of offenders on EM Bail who removed their tracker and absconded were not recommended as suitable by Corrections.

Notwithstanding the marginal level of non-compliance (tracker removal) with the conditions associated with EM, the performance results demonstrate that the use of EM is an effective alternative to more costly custodial sentences. If it was not for these sentence and bail options, as many as half of those electronically tracked would be on a custodial sentence. The use of EM also enables Corrections to work with these offenders in the community where rehabilitation outcomes achieved can be more effective than that which could be achieved if the offender was given a custodial sentence.

There were 108 offenders serving ESOs under EM in the community, with three having removed their EM tracker in the ten months from August until June this year (the period for which removal figures are available). EM was also in place for 268 offenders on parole, with 11 of these having removed their EM trackers across the same period.

In this period, 171 tracker removals were by offenders on home detention, and 41 by offenders on community detention, making a total of 226 offenders serving Corrections managed EM community-based sentences who removed their trackers.

There are a range of consequences for breaches, from bail being cancelled and the offender moved into custody on remand, through to the cancellation of their community-based sentence and replacement by a prison sentence, or recall to prison for those subject to parole.

The overall performance results for offenders serving sentences with EM conditions for the 2015/16 year were:

- > Only 3.5% of offenders on EM were reconvicted of a new offence while still serving their sentence under EM conditions (that is, the offence and the entering of a conviction and sentence occurred during the period when the EM conditions were in effect).
- > 10.0% of offenders on EM were reconvicted of a new offence committed while under EM conditions but where the conviction and sentence was entered either during the period when the EM conditions were in effect or was entered in the months after the end of the sentence.

We hold 3M to high standards of performance

The contract that Corrections has with 3M has performance standards in it. For example, each month, 95% of equipment is required to be free from defects and operating as designed. In 2015/16, 99.2% of equipment was free from defects in each month, well above the level required in the contract.

A total of 87.5% of performance standards have been met or exceeded for 2015/16. Standards not met related to time frames around checks to ensure that locations for offenders in the community were feasible, through to response actions and installations of trackers. Penalties were applied for failed standards.

Managing offenders on EM requires at least 5,700 pieces of equipment to be operating effectively every month. A process that involves the production and distribution of complex electronics will involve some instances of defects, and a system involving the real time monitoring of around 4,000 offenders will experience some level of disruption from time to time.

EM provides a level of assurance that enhances the work of our community probation staff to ensure that offenders adhere to the conditions of their release and sentences.

It does not replace the personal intervention of our staff to monitor offenders in the community, but it does improve offender management because it shows where the offender has been between visits to Community Corrections sites, as well as their whereabouts at other times.

Any breaches are taken seriously, and we are working well with 3M and police to hold any offender to account who tampers with their tracker or absconds.

During the 2015/16 financial year no performance notices were issued to 3M.

Corrections will continue to test the use of new technologies to strengthen its ability to monitor offenders in the community, with the success of EM being part of this process.

EM Bail

EM Bail is a form of bail that people remanded in custody while awaiting trial or sentencing can apply for. The remanded person can apply to the courts for EM Bail as often as they like.

Those on EM Bail are not under a sentence managed by Corrections, as they are still progressing through the court process and are awaiting a conviction or sentence. Corrections will make recommendations as to whether a person should be monitored on bail, but the decision rests with the judge.

Corrections' monitoring role is simply to ensure that the person on bail meets their movement conditions, and we contact police if they do not.

Corrections assists with the EM Bail application process by interviewing the defendant and assessing them for suitability. Corrections also assesses the prospective residence and checks for suitability for EM, and will also interview the other occupants of the residence to gain their consent and assess their ability to support the defendant.

Corrections submits its EM Suitability Report to court as part of the application for EM Bail. Corrections may recommend that someone is unsuitable for EM Bail for a range of reasons, including previous non-compliance or if the occupants of the residence have not given their consent. However, it is the judge who determines whether someone is granted EM Bail, not Corrections.

If someone is granted EM Bail they may have a number of bail conditions they must adhere to, such as abstinence from alcohol or drugs, or not contacting victims and witnesses. Police are responsible for the person on EM Bail and ensuring that they meet their bail conditions.

Corrections supports police with EM Bail by providing the EM component. EM bailees are monitored by 3M as with other offenders on EM sentences and orders. Corrections provides support for the monitoring of any approved absences for defendants on EM Bail.

As at 30 June this year 448 bailees were on EM Bail, and 19 had absconded and were being sought by police.

The EM Assurance Team

Provides oversight and support within the Electronic Monitoring space, enabling a broad view of practice that is informed by operational experience and specialist GPS understanding. As well as technical support, the EM Assurance Team provides a higher-level view to generate improvements throughout Corrections' electronic monitoring.

Offenders subject to Electronic Monitoring as at 30 June 2016:

- > 1,629 offenders on community detention sentences
- > 1,603 offenders on home detention sentences
- > 448 offenders on electronically monitored bail
- > 142 offenders on temporary release from prison
- > 105 offenders on electronically monitored parole
- > 94 offenders on extended supervision orders

3M

Provides and installs EM anklets and home beacons, and operates the Monitoring Centre that receives alerts from these devices.

Corrections EM staff

Receive alerts from the 3M Monitoring Centre, assess these alerts and determine appropriate responses.

Probation officers

Respond to alerts generated by offenders that they manage, and liaise with EM staff to ensure that informed decisions are made during non-working hours.

Police

Are contacted when deemed appropriate, to apprehend offenders regarded as posing an imminent risk to public safety or in regard to breaches of EM.

Immediate Response Team

- > Monitors approximately 200 offenders, who are deemed to be at high-risk of re-offending and endangering public safety.
- > Primarily uses GPS monitoring technology, to precisely track the location of offenders.
- > Provides 24 hour proactive monitoring of these offenders, regularly checking their locations and rapidly responding to alerts.
- > Escalates directly to police when alerts cannot be promptly resolved.

Standard EM

- > Monitors approximately 3,000-3,500 offenders, who are deemed to pose a low to medium-risk to public safety.
- > Uses a combination of radio frequency (RF) and GPS technology, to track an offenders' proximity to an RF beacon or their precise location.
- > The monitoring team responds to alerts, which are generated when an offender strays from prescribed times and locations.
- > Escalation is at the discretion of the monitoring team, responses can begin by contacting the offender or their probation officer, and will only be escalated to police when deemed to pose an imminent risk to public safety.

The Judiciary and New Zealand Parole Board

Corrections works with the Judiciary and New Zealand Parole Board (NZPB) to ensure that they make informed decisions that reflect the risks and issues posed by the offenders that we manage.

Our advice is based on the institutional knowledge that we hold about offending behaviour, and on our individual assessments of offenders that we have worked with through our case managers and probation officers.

The first priority is maintaining and improving public safety, followed by promoting rehabilitation to contribute to reducing re-offending. In line with these, Corrections provides advice and documentation to support assessments, helping them to make decisions that are appropriate for the individual circumstances of each offender.

Continued focus on public protection

Corrections is involved in the drafting of legislation and, when passed, enacting changes that will further enhance public safety.

Public protection orders facility at Christchurch Men's Prison

A secure facility to house offenders subject to public protection orders is being built on the grounds of Christchurch Men's Prison. Public protection orders are imposed for offenders who have reached the end of a prison sentence, but who are regarded as being at imminent risk of serious sexual or violent re-offending. One offender was being held under an interim detention order at the end of the 2015/16 financial year.



Legislation that was enacted in the 2015/16 year

Returning offender orders

The *Returning Offenders (Management and Information) Act 2015* enables Corrections to manage and monitor certain offenders returning from overseas.

The supervision regime applies to eligible offenders who have served a term or terms of imprisonment of more than one year in another country. The law applies regardless of whether the offender is deported, removed or returns voluntarily.

This means that Corrections is able to work with offenders who previously would have returned to the community without the reintegrative support and supervision required to safeguard them and the public.

Corrections staff are part of the multi-agency contingent that meets returning offenders upon their arrival in the country. We work alongside Customs, NZ Police, the Ministry of Social Development, the Ministry of Health and reintegration support organisations to ensure that returning offenders understand what is required of them under their supervision order and where they can get help.

Corrections is responsible for managing the supervision regime once each individual has been processed at the airport. The supervision is similar to parole conditions and requires offenders to report as instructed to their probation officer. It is our role to ensure that sentences and orders are managed appropriately, and to see that offenders have access to reintegration support.

Child Protection (Child Sex Offender Government Agency Registration) Act 2016

On 14 September 2016, the *Child Protection (Child Sex Offender Government Agency Registration) Act 2016* received Royal Assent, after completing its third reading in Parliament on 8 September. The legislation will commence on 14 October 2016. This act will require offenders convicted of a qualifying sexual offence against a child to register a range of personal details for specified periods of time.

The register will see NZ Police and Corrections working together to share relevant information. This will enable better approaches to joint offender management and appropriate responses to changes in risk factors.

The register will provide the first nationally coordinated body of up-to-date information about offenders living in the community. All registered offenders, when residing in the community, will be required to provide a range of personal information to the register, administered by NZ Police with support from Corrections. The information must be updated either annually or when their information or circumstances change.

Electronic Monitoring of Offenders Legislation Bill

A bill that will amend the *Sentencing Act 2002* and *Parole Act 2002* received Royal Assent on 23 September 2016, to remove the legislative constraints on the use of electronic monitoring. The legislation will commence at the end of October 2016. The changes will enable courts to impose electronic monitoring (using GPS technology) as a condition of release from a prison sentence of less than two years and, where required, for a sentence of intensive supervision.

Bills that are still being considered by the House

Drug and Alcohol Testing of Community-based Offenders and Bailees and Other Persons Legislation Bill

Parliament is considering a bill to allow drug and alcohol testing of offenders on community-based sentences (when they are subject to conditions prohibiting consumption or use). The bill will enable Corrections and NZ Police to require selected offenders, bailees, and other individuals, who are subject to abstinence conditions, to undergo drug or alcohol testing.





❖ Re-offending is Reduced

Reducing re-offending is our ultimate goal.

Reducing the rate of re-offending

Reducing re-offending is at the heart of what Corrections does. It is a theme being tackled by justice systems around the world, however no other country has attempted or achieved the target that New Zealand has set.

We are invested in providing safer communities through rehabilitating offenders and reducing re-offending

Contributing to Better Public Services

Our work across the Justice Sector is vital to making a difference for New Zealanders. As part of this we have an ongoing focus on delivering the Government's priorities for better public services.

In line with this, we contribute to the cross-government effort to achieve the target for Better Public Services Result 8. Result 8 is to *"reduce re-offending by 25% by June 2017"*. This means 4,600 fewer offenders returning each year, and around 18,500 fewer victims each year.

Effective rehabilitation of offenders

Corrections has a comprehensive and well-designed conceptual framework for achieving reductions in re-offending rates, primarily through the rehabilitation of the offenders that we manage. Around \$176 million was spent in 2015/16 on services to rehabilitate and reintegrate offenders.

This financial year Corrections have managed over 60,000 offenders, each of whom presents with a unique combination of risk and needs. While it is not feasible or effective to provide rehabilitation to all offenders, the information that Corrections holds enables evidence-based interventions to be delivered where they are most needed and most likely to succeed in turning an offender's life around.

Evidence based interventions and programmes that work

The programmes and interventions delivered by Corrections address the full range of problems, difficulties and circumstantial issues known to drive offending and re-offending. The main elements include:

- > violence propensity
- > drug and alcohol dependence and abuse
- > pro-criminal thinking patterns
- > low self-control
- > criminal associates
- > sexual deviance
- > alienation from one's cultural roots
- > low literacy
- > lack of employment skills
- > housing and financial difficulties.

Interventions delivered by Corrections are grounded in research and evidence of effectiveness because we are able to accurately evaluate the extent to which individual rehabilitation programmes are successful (refer to p50). As a result, we are able to make well informed decisions on where we put our resources and money to ensure we work towards the goal of reducing re-offending.

How will we know we are achieving the result?

Corrections has a range of measures that show performance towards the goal of reducing re-offending. A measurement methodology known as the Rehabilitation Quotient gauges the extent of each intervention's success in reducing re-offending, by comparing rates of reconviction and reimprisonment amongst offenders who received the intervention against the rates recorded for offenders who have an equivalent level of risk but no exposure to the intervention.

Measuring the seriousness of re-offending

Since 2011/12, Corrections has been able to measure the seriousness of re-offending. The figure for this is derived from the Ministry of Justice's Seriousness of Offences Scale*, which assigns a numeric score for every criminal offence; for example, murder has a seriousness score of 10,000, while a minor theft offence has a seriousness score of 70.

In 2015/16 the seriousness figure for prison releases was 358.4, while for community-based sentences it was 176.1. Both of these are slightly above target.

* For more details, search <https://www.justice.govt.nz/>

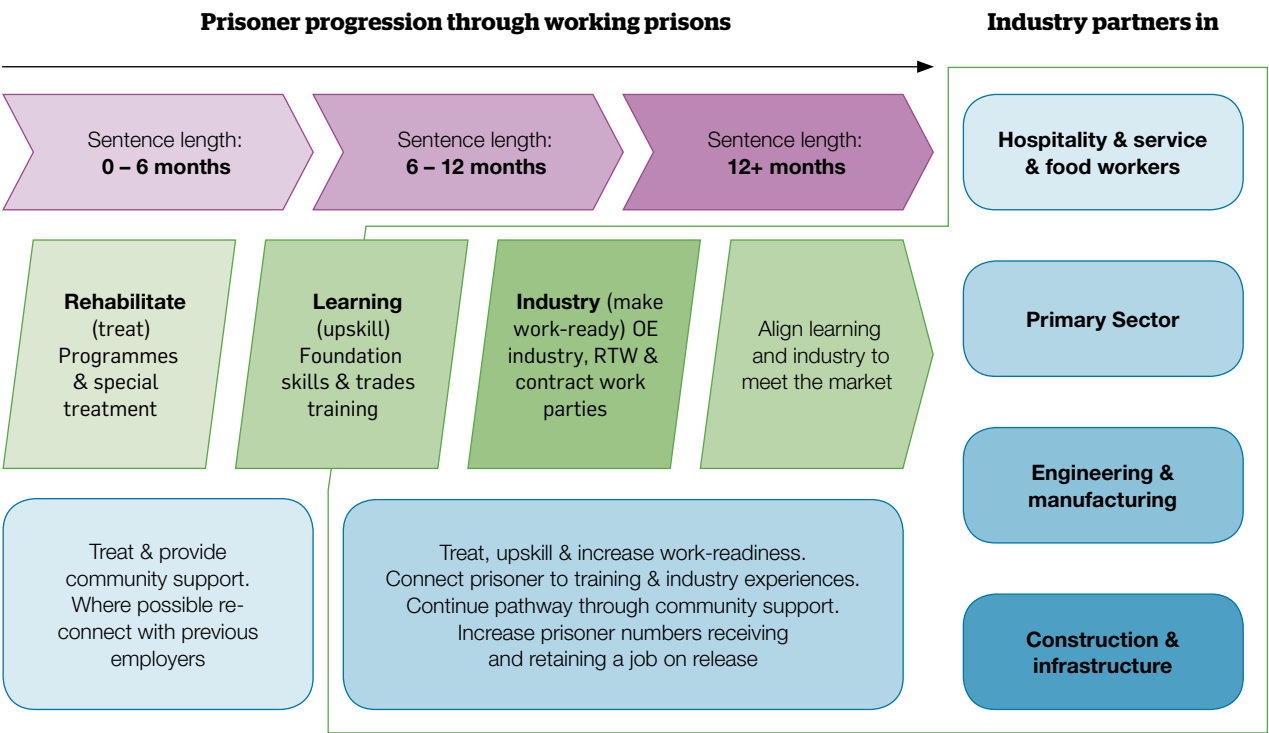
Industry, Treatment and Learning programme

Industry, Treatment and Learning is based on a structured environment where all prisoners take part in some form of work, education or rehabilitation programme. They provide offenders with the skills and opportunities that they need, to take greater control of their lives.

Industry, Treatment and Learning (ITL) has been growing and evolving since the initial implementation of the working prisons pilot at three prisons in 2012. In 2015/16, Corrections completed implementation of the ITL framework in all public prisons.

Under this framework, every eligible prisoner is engaged in education, training, employment programmes or constructive activity as part of a structured 40 hour week. There is no 'standard' day at a prison as each prisoner's day is targeted towards their individual needs – whether that is studying towards qualifications, learning a trade or attending rehabilitation programmes. Whatever their day looks like, most prisoners in ITL prisons are active for 40 hours of every week.

Corrections has also entered into partnerships with multiple employers, to provide job opportunities for prisoners. Jobs can help prisoners lead crime-free lives when they are released. As well as making an offender less likely to re-offend, a job is also good for the families and communities that offenders are part of.



Industry

Assisting offenders to gain meaningful and fulfilling employment can be central to breaking the cycle of re-offending. International research has shown a positive link between the stability, income, and satisfaction gained from work and a reduction in an offender's likelihood of re-offending. Employment can provide structure and purpose in a person's life, and can cement an offender's transition to a sustainable and law abiding lifestyle.

The following outcomes make up Corrections' framework for offender employment:

- > forming a pathway to stable, real jobs on release
- > representing the most cost effective way for offenders to gain experience and skills
- > avoiding unacceptable risks to public safety.

Offender employment includes the delivery of vocational training and on the job training, that may lead to qualifications and work experience to build the work ethic, knowledge and experience needed by employers.

A vital link exists between the ITL framework and our offender employment strategy. A prison that has the ITL framework is characterised by a structured environment where all prisoners are engaged in some form of rehabilitation, learning, industry or other purposeful activity.

We know that reimprisonment rates are positively influenced when prisoners are guided through a progressive pathway of rehabilitation, learning and industry.² Our offender employment contributes by providing real experiences for prisoners to be work-ready on release. Securing employment is a protective factor in reducing the likelihood of re-offending, and reimprisonment rates may be further reduced when prisoners are assisted into a job on release.³

Results in offender employment are positive for the 2015/16 financial year, with reductions in re-offending recorded for all forms of offender employment. The best performers in the 2014/15 financial year were engineering and community services, and for the 2015/16 financial year there were excellent results for community services, farming and horticulture as well as food preparation, maintenance and cleaning.

Whare Oranga Ake

One of Corrections' successful programmes is Whare Oranga Ake, which uses a kaupapa Māori environment to help prisoners train for employment, find work, find accommodation on release and form supportive networks with iwi, hapu and community organisations while strengthening their cultural identity. The service is based in two 16 bed units at Hawkes Bay Regional Prison and Spring Hill Corrections Facility. Both units are located outside the prison's perimeter fence.

Release to Work

Release to Work is when a prisoner is granted temporary release from prison, in order to take part in paid employment. There are understandable risks involved in this, as there are whenever an offender is allowed outside of a controlled environment and extensive screening and preparatory work is done in every case to minimise risks. When Release to Work takes place, it can play a fundamental role in developing the habits, skills and capabilities for an offender to live a stable, sustainable and law abiding lifestyle following the end of their sentence.

Release to Work has continued to show positive results, with the most recent Rehabilitation Quotient results showing that participating offenders are 4% less likely to be reimprisoned and 3.7% less likely to be reconvicted.



² Based on 2015 RQ results giving cumulative impacts for offenders completing offender employment, trade & technical training, and a Drug Treatment Unit.

³ Based on 2015 RQ results for Release to Work.

Treatment

Before offenders can take part in on the job training or Offender Employment, the underlying causes of their offending behaviour need to be treated. This can include managing dependence on alcohol or drugs, addressing gaps in an individual's education or qualifications and addressing aspects of attitude or habit that contribute to anti-social behaviour. Rehabilitative treatment addresses the reasons for a person's offending in order to reduce their chances of re-offending in the future, rather than simply punishing offences after an offence has been committed.

International research shows that re-offending is not reduced simply by incarcerating offenders or increasing the length of sentences. Well designed and delivered rehabilitation programmes and reintegrative activities can have a real impact on re-offending.

During 2015/16, Corrections continued its RR25% Boost strategy, to intensify efforts to achieve our target of reducing re-offending by 25%, and by focusing on preventing crime.

RR25% Boost focuses on offenders with sentences less than 2 years. Corrections received \$6.5 million of funding from the Justice Sector Fund, which contributed to the development and establishment of the Work and Living Skills and road safety interventions, and the continuation of the Out of Gate Post Release Support initiative.

We need to reduce alcohol and drug abuse

Research shows a clear link between alcohol and drug use and crime. Around half of New Zealand prisoners have substance abuse problems, and over 50% of crime is committed by people under the influence of alcohol or other drugs.

In order for offenders to build stable and law-abiding lifestyles, it is essential that these issues are addressed, managed and, if possible, resolved.

In 2015/16, Corrections set an annual target of delivering alcohol and drug treatment to 4,774 prisoners. During 2015/16, 6,413 prisoners (including drug treatment unit) received a brief, intermediate or intensive alcohol and drug treatment programme.

Corrections has Drug Treatment Units (DTU) in selected prisons. The DTU are a live-in therapeutic environment for prisoners with alcohol and drug related issues. The DTU teaches prisoners about addiction, change, relapse and the effects of their actions upon others. The aim of the programme is to reduce re-offending by assisting programme participants to address their dependence on alcohol and other drugs.

The six month version of the DTU has shown positive results in the 2015/16 financial year, with reductions in rates of both reconviction and reimprisonment.

There is also a three month version of the DTU for prisoners serving shorter sentences, as well as an eight week intensive treatment programme available in select prisons.

Corrections has been allocated \$8.6 million in funding over three years, commencing in 2015/16, for the Alcohol and Other Drug Aftercare package. One of three components of this package is the Alcohol and Other Drug Aftercare Worker Pilot, providing graduates of the DTU with ongoing support for six to twelve months from an Alcohol and Other Drug Aftercare Worker employed by the provider and based at the prison.



Special Treatment Units

Special Treatment Units (STUs) offer high-intensity⁴ offence-focused psychological interventions, delivered by appropriately qualified staff in accordance with the programme design, goals, theoretical basis and supporting research.

STUs perform at close to optimal levels. STUs have seen a reduction in reimprisonment for the fourth year in a row, and the reduction in the rate of reconviction (i.e. re-offending resulting in either prison sentence or a community sentence) is the highest seen. Achieving reductions with the most challenging group of offenders that we manage (very high-risk violent offenders serving long prison sentences) continues to place this programme on par with the best programmes of its type in the world.

High-Risk Personality Programme

The High-Risk Personality Programme works to engage some of the most challenging offenders in the rehabilitative process, offenders who may be excluded from other programmes due to aggressive behaviour, high levels of risk or maximum security classifications.

The programme was updated in 2014 and is delivered in three phases, first aiming to safely engage an offender in the programme, second to explore ways for the offender to better regulate their behaviour, and third to build a more adaptive sense of self and identity. A number of participants in the programme have moved from high-risk to low or medium, and staff have reported a range of positive outcomes for offenders who had previously had minimal engagement in the rehabilitative process.

Programmes for high-risk youth offenders

High-risk youth offenders typically present with complex needs that require intensive intervention and multi-disciplinary involvement. The Mauri Tu, Mauri Ora programme was designed by Corrections in 2014 with this in mind and is being jointly piloted by Corrections and Child, Youth and Family. This programme is a specialised and intensive programme delivered and directed towards high-risk offenders aged between 16 and 20 years. The programme is grounded in well-established and researched theories and is in line with best practice. The programme draws on evidence-based interventions to address particular issues for programme participants.

The programme is divided into three broad phases. The first is induction, including pre-programme assessment and a 'starter group' to prepare new participants; the second is the core programme; and the third is a transition phase to assist participants to move beyond the Youth Unit and/or return to the community. The programme is designed to work within the context of a structured day, which includes therapy, education, employment, recreation, cultural activities and reintegrative opportunities.

The number of youth offenders aged between 16 and 19 years at 30 June 2016 was 344.

We also identify prisoner pathways

Ensuring that prisoners have an individualised pathway of rehabilitative and reintegrative interventions, aligned to their individually assessed risk and identified needs, is the responsibility of Corrections case managers who are situated within each of our prisons. We have set Standards of Practice as a minimum for the quality of service provided, which form part of the greater Case Management Integrated Practice Framework.

4 High Intensity refers to interventions that include social and behavioural interventions that occur alongside a core 300 hour group treatment programme.



More rehabilitation that works

Delivering effective rehabilitation programmes to 7,855 additional offenders per year is a key focus for Corrections. Programmes include the Short Motivational Programme, the Young Offenders Programme and the Medium Intensity Rehabilitation Programme. As a result of the RR25% Boost strategy, we have been able to provide more of these programmes and target additional groups of offenders that may otherwise have missed out. This year we have achieved the following:

- > Nearly 150 young people in the community took part in programmes targeted at addressing their specific needs. The target was set at 84.
- > Over 4,000 prisoners and community-based offenders received a rehabilitation programme from the medium intensity suite. This was 86% above target.
- > Over twice as many prisoners received end-to-end case management. This was an increase of 42% compared to 2014/15.
- > The overall number of interventions delivered under this area was above 18,000, well in excess of the target of 9,691.

Assessing our programmes and interventions

The Rehabilitation Quotient (RQ) indicates the extent to which re-offending is reduced by comparing rates of reconviction and reimprisonment amongst offenders who completed a rehabilitative intervention, with the rates observed amongst similar offenders (matched according to a range of risk-related factors) who had no involvement.

RQ scores are calculated separately for programmes delivered in prison and in the community. Results for the most recent annual analysis of outcomes are presented in the table opposite. These results are for interventions involving prisoners released within a 12 month period ending on 31 March 2015, and offenders who completed a programme while on a community sentence within the same 12 month period (ending on 31 March 2015). The follow-up period, during which any new offending is counted, is 12 months from the date of each individual offender's prison release, or twelve months from the date of programme completion for those on a community sentence.

RQ scores in the right-hand columns are percentage-point changes in rates of either reimprisonment or reconviction, indicating differences between "treated" and equivalent "untreated" offender groups. As such, a reimprisonment score of -10.0 would indicate that if the rate of reimprisonment among untreated offenders was 35%, the corresponding rate for matched offenders who have completed would be 25%.

In the table of results opposite, darker shading indicates that the difference between treated and untreated offenders was statistically significant at the 95% level. The lighter shading indicates statistical significance just below the 95% threshold, where a programme effect is considered highly likely.

A number of observations can be made regarding the figures in the table. Firstly, reductions in reimprisonment and reconviction rates are recorded almost uniformly for the interventions evaluated, which is a good outcome. This general trend of results being almost entirely in the right direction supports confidence in the general positive impact of our wider rehabilitative and reintegrative efforts. Further, around a third of these reductions are statistically significant or approaching significance.

Interventions in prisons	Reimprisonment	Reconviction
Offender employment, average across programmes*	-3.8	-4.7
Special Treatment Unit Rehabilitation Programme	-12.3	-16.0
Child Sex Offender Special Treatment Unit	-4.5	-5.2
Medium Intensity Rehabilitation Programme	-4.4	-6.0
Drug Treatment Unit (6 months)	-5.0	-7.9
Drug Treatment Unit (3 months)	-3.5	-1.4
Kowhiritanga	-4.0	-5.8
Mauri Tu Pae (Māori Therapeutic Programme)	-2.4	-2.1
Saili Matagi	-1.5	-3.4
Short Motivational Programme	-1.3	-6.0
Short Intervention Programme	-1.2	-1.7
TEC delivery/industry training	-4.5	-4.0
Release to Work	-4.0	-3.7
Out of Gate	-4.0	-0.5
Whare Oranga Ake	-3.4	-6.1
Interventions in the community	Reimprisonment	Reconviction
Medium Intensity Rehabilitation Programme	-2.7	-5.4
Short Motivational Programme	-4.3	-3.0
Short Rehabilitation Programme	-3.8	-3.6
Alcohol and Other Drug Programme	-2.3	-5.5
Alcohol and Other Drug (residential programme)	-3.5	-4.3

* Offender employment is broken down into different employment types (engineering, timber, construction and so on). The figures here are the average effect across the multiple offender employment programmes.

Learning

Offender education and training

Corrections is committed to supporting offenders to engage and progress in education and training. Evidence demonstrates that participation in quality education can help reduce the likelihood of re-offending, and support overall improved outcomes for individuals, their whānau and communities.

To further help realise the rehabilitative potential of education and training, Corrections introduced a number of changes to how offender training and education is understood and delivered. In particular, Corrections has worked to develop each prison's capability and capacity to better understand and address each offender's education and training needs. This includes working more closely with prisoners to develop a learning pathway that is responsive to their individual needs and aspirations.

In addition, Corrections has sought to more effectively integrate culturally responsive approaches within education service delivery, to ensure that identity, culture and language are treated as core strengths that work to improve both engagement and achievement.

To increase opportunities for prisoner progression, we have continued to work with our education service partners to extend the suite of education and training programmes and qualifications available in prisons.

This remains a future focus of our work, as ensuring a diversity of education and training options is crucial for improved educational and employment outcomes within a dynamic labour market.

The Learning Pathway

In July 2015 Corrections implemented a new Education Assessment and Learning Pathway Process, to better identify prisoners' education and training needs and create a plan for their education and employment progression.

In addition to addressing offenders' literacy and numeracy needs, this process allows for Corrections and prisoners to gain a more comprehensive understanding of their education and training needs. This helps connect prisoners to those services that will be most effective for them in the future.

To support the above, in 2015/16 Corrections recruited 10 full time education tutors, resulting in the delivery of over 6,000 Education Assessments within prisons and 4,769 Learning Pathways.

Intensive literacy and numeracy

During 2015/16 we redesigned the literacy and numeracy support provided to prisoners, to be more intensive and to align with services that are available in the community. This included increasing the prioritisation of prisoners identified on the Adult Literacy and Numeracy Progressions as having the highest need.

As part of the redesigned services, we have placed a greater emphasis on ensuring Māori world-views inform curriculum design and delivery.

Te Wānanga o Aotearoa was successful in securing a national contract to deliver these services, with the Methodist Mission being successful for delivery in Otago Corrections Facility. In 2015/16, 961 Intensive Literacy and Numeracy Interventions were delivered to prisoners, and up to 1,300 will be made available each year in the future.

Secure Online Learning

In August 2015 Corrections launched Secure Online Learning (SOL), which gives prisoners access to a range of online educational resources. These services aim to provide prisoners access to more study options, and help future-proof prison-based education delivery as education progresses further towards electronic learning platforms.

At present, prisoners are able to access online services in the areas of literacy and numeracy support, digital literacy, driver licence theory, job searching and preparation and Te Reo. This year, 959 prisoners have taken part in SOL.

In 2016/17 Corrections will undertake further work to extend SOL to the three remaining prisons, and to increase the range of services available through SOL. This will mean providing access to a wider variety of life skills training, information on community services and tertiary-level qualifications.

Vocational and industry training

Corrections remains committed to providing offenders with access to vocational and trades training that supports prisoner transition into employment. In 2015/16 some 4,628 qualifications were awarded to prisoners, a 25% increase from 2014/15 levels.

We have particularly focused on increasing the number of higher level qualifications achieved by prisoners in the areas of trades and technical training, as these are generally in higher demand from employers. For example, level three trade qualifications grew from 645 in 2014/15 to 1,216 for 2015/16, an increase of 89%.

To improve the effectiveness of industry training, we have continued to support our staff to achieve the National Certificate in Adult Literacy and Numeracy Education (Vocational) Level 5, allowing literacy and numeracy to be embedded as part of a prisoner's industry training. To date we have supported over 170 staff to achieve this qualification.

We continue to work with our partners the Tertiary Education Commission and education service providers, to develop the mix of qualifications available in prisons. This will help to ensure that the right education and training pathways are available for prisoners, allowing them to gain the skills needed for employment and community reintegration.



Partnering with iwi and community groups

Following a successful pilot programme, the Te Ihu Waka framework for Tikanga Māori programmes delivered in prisons and communities will become standard practise from July 2016. Te Ihu Waka is a culturally responsive framework, which has been developed in consultation with providers of earlier Tikanga Māori programmes and makes use of Māori philosophy, values, knowledge and practices to motivate offenders to address the underlying causes of their offending behaviour.

Corrections has exceeded its 2015/16 target of delivering 4,301 interventions through partnerships with iwi and community groups. This includes young Māori community-based offenders receiving reintegrative support. This level of delivery sets a basis from which to improve our performance in 2016/17, and to work towards delivering more interventions that work.

All community-based offenders are in contact with probation staff which gives all community-based offenders the chance to complete an intervention.

Corrections plays a vital role in ensuring that community-based offenders are given the opportunity to complete effective interventions and develop work and living skills.

Our Work and Living Skills interventions play an integral role in efforts to reduce re-offending. Corrections has identified six focus areas that will have the greatest impact on reducing re-offending among low-risk community-based offenders, while providing meaningful training that will have a positive effect on their lives. The focus areas are:

- > road safety
- > driver licences
- > alcohol and other drugs
- > health and wellbeing
- > finance and budgeting
- > education and employment.



Corrections also offers community offenders the Medium Intensity Rehabilitation Programme (MIRP), which is also available within prisons. This programme helps offenders to understand what led to their offending, and builds on their skills to make positive changes in their lives. Results for the MIRPs in the 2015/16 financial year were significantly above results from 2014/15, with 2,298 offenders in the community receiving programmes within the MIRP suite, compared to 1,417 in the previous year.

Other community-delivered programmes include the Short Motivational Programme, which was delivered to 803 offenders against a target of 542, and the Short Rehabilitation Programme, which was delivered to 1,262 offenders compared to 502 in the previous year.

Corrections will continue to look for new ways to rehabilitate offenders

We pride ourselves on researching the best interventions from around the world, to ensure that we can be world leading in reducing re-offending.

Short programmes targeting violent offenders

A new brief skills programme at Waikeria Prison aims to help violent offenders to 'climb into the light'.

Ka Upane⁵ targets high-risk, short-serving prisoners who might otherwise miss out on treatment interventions due to the lengths of their sentences.

The group is led by a psychologist and runs for eight weeks, giving participants the opportunity to engage in a meaningful and empirically supported intervention. In 2015/16, the programme was delivered to 12 offenders.

New parenting skills programme in prisons

Our new prison-based parenting skills programme is not only for parents. Broader eligibility criteria are designed to make the programme available to more prisoners, and so benefit more families.

This short programme aims to teach basic parenting skills to prisoners, so that they can play a greater, more positive and supporting role in the lives of children. This year, 470 offenders have taken part in the programme.

A feature of the new programme is community support after release. Participants who complete the programme will have the option of community support, which can range from one or two home visits to phone calls in the first three months after release.

Family violence

Family violence is a serious problem in society, and finding effective ways to address it is an inescapable part of Corrections' work to improve public safety and reduce re-offending.

The Family Violence and Sexual Violence Ministerial work programme

The Family Violence and Sexual Violence Ministerial work programme includes 11 work streams focused on improving the outcomes and response to family violence and sexual violence. The work programme is driven by a number of objectives, namely:

- > less family violence and sexual violence in New Zealand
- > harm to victims is minimised
- > more perpetrators end or reduce their use of violence and sexual violence and are held accountable for their behaviour
- > more men, women and children have respectful and non-violent relationships.

The Department has been nominated as the lead agency for the Perpetrator Interventions Work Stream. The purpose of this work stream is to identify a range of interventions that will target individuals' risk factors for family violence and sexual violence perpetration (and address any barriers to treatment).

This work includes developing all follow-up responses; including immediate, medium-term and long-term interventions, for any person who uses family violence or sexual violence within a family context. The risk, need



⁵ Ka Upane means to climb from a place of darkness into a place of light (knowing and using skills to live a pro social life).

and responsivity (RNR) principles will guide the optimum service mix by determining the level of intensity/dosage of treatment required (risk), the specific offending needs which should be addressed (need), and the way an intervention should be delivered (responsivity), which are most likely to minimise future harm and increase community safety.

To support Corrections to carry out its role as lead for the Perpetrator Interventions Work Stream, a cross-agency governance group and oversight group has been established. These groups consist of representatives from each participating agency, who can assist with strategic oversight, information sharing, expertise and design. Key sector stakeholders including iwi, Pasifika, NGO providers and networks as well as service users, will also be engaged to provide input into this programme of work.

This work is intended to create transformational change for the sector. As such, it requires a coordinated and dedicated approach across all of the key agencies involved.

Integrated Safety Response pilot

The Integrated Safety Response pilot is bringing together a team of Corrections, NZ Police, Child, Youth and Family, Health, specialist family violence NGOs and Māori service providers to support victims of family violence.

The 12 month pilot is part of the comprehensive cross-agency work programme overseen by the Ministerial Group on Family Violence and Sexual Violence. The pilot will test an early multi-agency triage approach, to collaboratively assess and support families experiencing family violence. This will better support victims, safely manage perpetrators and smooth the path to support services.

The model is based on international best practice, and is being tailored to New Zealand's unique circumstances.

It is expected that the pilot will cost less than \$1 million for the first year, which will include set up and evaluation. The pilot will largely be met from within agency baselines, with additional support from the Justice Sector Fund.



Our approach to reintegration

One of the keys to reducing re-offending is helping people live crime-free after they have served their sentence or order.

Around 15,000 people are released from our prisons each year, and thousands more complete community-based sentences.

Research shows that people are less likely to re-offend when they have the right support around them, and less re-offending means that everyone is safer. Key forms of support include employment, accommodation, education and training, skills for life, oranga, and family/whānau/ community relationships.

Reintegration is the process of successfully transitioning offenders back into the wider community following the end of their sentences. An offender is said to have successfully transitioned when they remain crime-free and settle into the wider community with pro-social, constructive attitudes and behaviours. Reintegration is most successful when offenders take responsibility or ownership of their needs, and have strong community involvement/engagement.

Supported accommodation providers use a case management approach to transition offenders from prison to the community. Offenders are assisted to develop a reintegration plan, find sustainable accommodation and reconnect with the community. Of the 931 places available nationwide, 305 include support for the offender to find employment.

In 2013/14 Corrections contracted just over 200 supported accommodation places for prisoners and emergency accommodation in a variety of locations. Now at 931 places, this has increased by over 300%. The growth is part of our ongoing strategy to support offenders transitioning into the community, to reduce their risk of re-offending and keep the public safe.

Corrections has continued to offer the Out of Gate programme. Out of Gate supports offenders at a particularly vulnerable stage of their lives, when they are released from prison and reintegrating into the community. Offenders in prison are isolated from society and support networks, and upon release they often have little money, few relationships and no job or accommodation. Out of Gate works with the offenders both before and after release, supporting them through every aspect of their reintegration. This can include assistance to attend doctor's appointments, set up bank accounts, prepare for interviews or write CVs to apply for employment, and maintaining programmes of rehabilitation and other forms of treatment.

The reimprisonment rate for completers of the Out of Gate service has been 4.0% lower than for comparable offenders who did not receive the service. This is below than in the 2014/15 financial year, but still a good result for a reintegrative support service.

Our reintegration partners range from dedicated volunteers to contracted service providers. Some provide practical support like clothing and advocacy, while others offer ongoing motivation and moral support. We also work with:

- > families/whānau
- > community groups and community agencies
- > churches and prison chaplains, faith-based groups
- > Quitline and drug and alcohol treatment providers
- > district health boards and primary health organisations
- > iwi/Marae based groups and organisations
- > sports groups
- > counselling and mental health providers.

Reintegration is not just for people leaving prison. People who have served community-based sentences and orders may also need help to make a fresh start, and to play a positive role in their communities and families.

Our reintegration efforts go hand-in-hand with rehabilitation; every interaction is an opportunity to encourage a crime-free future.

Enhanced management of prisoner releases

In New Zealand, almost every prisoner will one day be released back into society. Serving prisoners may also, from time to time, be eligible for temporary release for rehabilitation or compassionate reasons. In both situations we are responsible for minimising the risks of harm that offenders may pose to the public.

Following the Phillip Smith Inquiry we are implementing new practices to enhance our management of prisoner releases, and to improve public safety.

Advisory panels have been established to provide advice to support prison directors' decisions on the suitability of prisoners who have applied for temporary release from prison. Panel membership will vary depending on the specific circumstances of each request, but will typically comprise Corrections staff, external agencies (such as NZ Police and Child, Youth and Family), and community representatives.

From 2016/17 onwards, case managers will work more intensively with long-serving prisoners (those serving sentences of two years or more) to identify, plan for and carry out specific and meaningful reintegration activities. This approach will bring together the prisoners, their family or community support, and Corrections staff for comprehensive reintegration planning.

We arrange for real jobs on release

Working with employers and industry to provide real jobs for offenders is a second step in helping prisoners to build stable and law-abiding lifestyles following their release from prison. In 2015/16, 1,857 prisoners and 8,754 community-based offenders received improved services to assist them in finding stable employment. This is above our target of 7,500, and reflects an increase of around 50% in the delivery of such services from the rate in 2014/15.

To date, Corrections has signed 67 Memorandums of Understanding (MoU's) with employers, totalling 469 positions for our job seekers. There are a number of other MoU's currently in the pipeline with employers across the regions.

The Employment Support Service (ESS) initiative commenced in July 2014, with an annual contract value of \$1 million per annum. This service provides job placement and in-work support for prisoners due for release, and for offenders on a community sentence who are motivated to get a job and keep it.

In the 2015/16 financial year, a total of 320 full-package jobseekers were enrolled onto ESS. Of the 320 enrolled, 117 were successfully placed into employment, equating to a conversion rate between enrolment and employment placement of 37%.

Outcomes-based contracting

A move towards outcomes-based contracting has improved Corrections' ability to recognise and expand successful rehabilitative and reintegrative programmes. Outcomes-based contracting means that external providers are assessed on the outcomes of the programmes that they deliver to offenders, as well as simpler metrics such as the number of programmes delivered. This gives us greater scope to adjust the suite of externally-provided programmes in line with what is successful in reducing offenders' likelihood of re-offending, and is part of a larger shift towards emphasis on the results of the rehabilitative programmes that we deliver.





Reintegration Services

Our reintegration services are designed to help you support offenders in a variety of ways to engage with their communities and to live offence-free lives when they leave prison.

These are nationally contracted services and you can make referrals from any part of the country, subject to the normal referral processes. For more detailed information, including locations of each service and other services available visit the Rehabilitation and Reintegration Practice Centre.

Navigation for Long Servers (RSLS – Navigation)

Navigation support service for up to one month for long servers.

- ✓ Any risk
- ✓ Long serving (two years or more)

Available in most regions.



Reintegration Support for Short Servers (RSSS)

Accommodation provided for up to four weeks and employment support for short servers who want to live in Auckland.

- ✓ Any risk
- ✓ Short serving (less than two years)

Available in Auckland only.



Supported Accommodation for Long Servers (RSLS – Supported Accommodation)

Accommodation for up to 90 days and ongoing support for a further three months.

- ✓ Any risk
- ✓ Long serving (two years or more) who need accommodation

Available in all regions.



Reintegration Support in Rotorua, Taupō, Tokoroa (RTT)

Accommodation provided for up to 12 weeks and employment support for those who have an enduring connection to Rotorua, Taupō or Tokoroa.

- ✓ Medium to high-risk
 - ✓ Short and long serving
- Available in Rotorua, Taupō and Tokoroa.



Tiaki Tangata

Supports Māori offenders to find accommodation, paid employment and to reconnect with their whānau/community on release.

- ✓ All risks
 - ✓ Long serving (two years or more)
- Available in all regions.

Succeeding with Māori

Tenei au, tenei au
 Te hokai nei i taku tapuwae
 Ko te hokai-nuku
 Ko te hokai-rangi
 Ko te hokai o to tipuna
 A Tane-nui-a-rangi
 I pikitia ai
 Ki te Rangi-tuhaha
 Ki Tihi-i-manono
 I rokohina atu ra
 Ko Io-Matua-Kore anake
 I roho iho ai
 Nga Kete o te Wananga
 ko te Kete Tuauri
 ko te Kete Tuatea
 ko te Kete Aronui
 Ka tiritiria, ka poupoua
 Ki a Papatuanuku
 Ka puta te Ira-tangata
 Ki te whai-ao
 Ki te Ao-marama

Te Ara Poutama

Te Ara Poutama is the chosen name for the Department of Corrections, and it metaphorically highlights our goals both as a Department and for our people (staff and offenders) to step up, challenge and better ourselves.

Corrections is concerned that Māori are over-represented in crime and offending statistics, making up just over half of all offenders. This is one of the most significant challenges that we face. We recognise that to be successful we have to deliver a range of programmes which cater to the particular needs of those we are trying to rehabilitate.

Specific Māori-centric programmes continue to be developed, enhanced and delivered both at an operational level and at a strategic level, working across the Justice Sector and in partnership with service providers, communities, iwi and others to achieve better outcomes. We apply what works and in some cases general (non-culturally specific) programmes are evidenced to be more effective for Māori than for non-Māori. We are also innovative and try new approaches, testing and evaluating their efficacy and then expanding upon what works.

The public often forget that the majority of Māori offenders are on community-based sentences, and focus tends to be upon the smaller Māori prison population. The overall complexity of what we deal with is often not fully appreciated. A particular challenge is the over-representation of Māori offenders who are gang affiliated. Evidence shows that if a person is affiliated with a gang, they are twice as likely to re-offend no matter what level of support they receive in prison.

A focus on the gang problem therefore is high priority, which will have a dramatic effect in reducing re-offending among Māori. Corrections, in conjunction with the Justice Sector, is involved in the Whole of Government Gangs Action Plan. Corrections is at the end of the Justice pipeline, and cannot alone address the causes of the high proportion of Māori offending that is gang related.

When non-gang related Māori offender statistics are taken into account, then offending rates for Māori are consistent with other rates.



Highlights for 2015/16 and new initiatives which focus on the future

Corrections has completed the following initiatives in 2015/16 and will focus our efforts in 2016/17 on:

- > Establishment of the Chief Executive's Māori Advisory Board – authentic endorsement, guidance and input into the development and design of Corrections Services. The board has representatives from the following iwi; Waikato-Tainui, Ngati Porou, Taranaki Whānui, Te Runanga o Tūpoho, Ngati Tūwharetoa, Ngati Kahungunu and Nga Pūhi.
- > Te Tirohanga – The new national programme that will lift the achievement levels of the former Māori Focus Units to an elite level, and assist this intervention to reach its true potential.
- > Te Kupenga – a whānau-centric initiative developed originally by our Kaikohe team, aimed at reducing intergenerational whānau offending. This will be used in the Manurewa district after the success seen in the Far North.
- > Partnerships with community and iwi – we are collaborating with iwi and communities to reverse the model, and to achieve strong reintegrative support for offenders. Whare Oranga Ake, Tiaki Tangata and Out of Gate are initiatives that showcase reintegration that is community and iwi led, with Corrections providing the support where and when necessary.

Corrections has embedded meaningful ways of working with and alongside Māori, be it with staff, offenders, whānau and iwi. We actively seek to bring complementary elements of Te Ao Māori into our initiatives (some of which are detailed above) but also from the front line, through to the design and delivery of our services and then into the pathways for reintegration.

Kia angitu mo te katoa, me angitu me te hunga hara Māori – To succeed overall, we must succeed with Māori offenders.

Working with external organisations to reduce re-offending

Corrections cannot reduce re-offending on our own. We require the help of other government organisations, external organisations and non-governmental organisations.

Memorandums of Understanding

By signing Memorandums of Understanding (MoUs) with employers and other organisations, Corrections aims to secure greater involvement of these groups in providing paid work and other forms of support to offenders, which can be central to building the habits and skills of a law-abiding lifestyle.

Corrections also has MoUs with several government agencies, including the Ministry of Health, Housing New Zealand, the Tertiary Education Commission, NZ Police, the New Zealand Parole Board, Child, Youth and Family, and the Ministry of Social Development.



Maintaining the health and wellbeing of offenders in custody

Reducing re-offending requires Corrections to identify and address mental health issues, provide primary health care and keep all offenders safe from harm.

Many offenders who experience physical and mental health issues can have difficulty complying with their conditions, completing their sentences and engaging in rehabilitation; this can lead to re-offending. Managing offenders who are experiencing physical and mental health issues is often difficult for staff, and effective management is essential to successfully reduce offenders risks of re-offending. Through increased awareness, particularly in the areas of mental health and suicide awareness, staff can build knowledge, understanding and skills and can support offenders to access health services and so address their needs.

Mental health

Offenders in prison are significantly more likely to suffer from mental illness than people in the general community. A 2015 study into the comorbidity of mental health needs of newly sentenced prisoners found that 62% of prisoners had experienced a mental health or substance use disorder, while 20% had experienced both in the 12 months before the study.

The study also found that more than half of prisoners had received some treatment for their mental health needs in the previous 12 months. Following the introduction of the mental health screening tool in 2012, Corrections has invested over \$1 million per year in primary mental health services. This included more medical officer (prisoner doctor) hours of service, additional nursing resources and an increased budget for pharmaceutical items. In addition we contracted for packages of care – up to six one-on-one sessions for a prisoner, which can

include education about healthy lifestyles, mental illness, medications, recovery and resilience, advice and support about mental wellbeing, problem solving strategies, solution focused therapy and cognitive behavioural therapy. Mental health in-reach clinicians at three prison sites also provide brief interventions to prisoners and support staff to understand and manage prisoners with mental health needs.

In June 2016, Corrections secured additional Justice Sector funding of \$14 million to improve mental health services for offenders over the next two years.

High-Risk Response team

The High-Risk Response team provides oversight of the management of high-risk and high profile offenders across Corrections. The team works closely with the field to provide support in the management of offenders in prisons and the community, while aiming to reduce the risk of harm to others.

Health services in prison

Corrections provides primary healthcare in prisons, and we are required under legislation to provide treatment that is reasonably necessary, and the standard of healthcare must be reasonably equivalent to that which is provided to the public. The health service is comparable to what a person would access from a general practitioner in the community, though it is nurse led. Health services are important as they contribute to an offender being physically and mentally well enough to focus on rehabilitation.

Healthcare provided within the prison network has been near or above target levels in 2015/16. Over 100,000 consultations with healthcare staff have taken place, 99% of newly received prisoners received a health triage on their day of reception, and 92% of prisoners identified as requiring a cardiovascular risk assessment received one within eight weeks of reception. All prison health centres retained Cornerstone® accreditation following annual reviews.

The Cornerstone® accreditation is provided by the Royal NZ College of General Practitioners, and provides assurance that the systems, policies and procedures are in place to provide a service similar to a general practice.

High Dependency Unit

At the end of 2015 the High Dependency Unit (HDU) at Rimutaka Prison opened a new 10 bed wing, bringing the number of prisoners who can be accommodated up to 30.

Most older and disabled prisoners are managed in mainstream prison units, but the HDU opened in 2012 to house prisoners with health issues that make it difficult for them to function independently, but who are not eligible for release.

Most prisoners in the HDU are older (70s or 80s) with medical conditions, and need help with the activities of daily life such as showering, toileting and eating. They may suffer from dementia. Some are younger prisoners with significant health conditions, who need more help than they could easily access within a mainstream unit.

Prisoners are accommodated in a single cell, each containing a shower, toilet and a hospital-type bed. A disabled accessible shower room is available, along with a health office with medication administration facilities and a treatment room.

The prison population is getting older, in-line with the rest of the country. In June 2016 there were 130 prisoners aged over 70, compared with 51 in 2011.

Unnatural deaths in prisons

The most common cause of unnatural death in prison is suicide. Suicide is a serious health and social issue for New Zealand as well as for the offenders that Corrections has responsibility for. New Zealand has one of the highest rates of suicide among developed countries.

Statistics New Zealand⁶ measures the rates of suicide deaths per 100,000 every four years. In 2012, the number of men who committed suicide was 18.1 per 100,000 and the number of Māori male who committed suicide was 25.6 per 100,000. The statistics are significant for Corrections as around 90% of our offenders in prison are male and just over half of our prison population identify as Māori.

As a result of Corrections awareness around mental health and suicide, clear guidelines, good practice and capable staff, unnatural deaths were avoided in 70% of cases where staff intervened in instances of life threatening self-harm by prisoners. It can be difficult to prevent someone from harming themselves if they are determined to do so. The number of unnatural deaths in prisons has increased since last year, as has the number of self-harm threat to life incidents.



Financial year	Unnatural deaths	Self-harm threat to life incidents
2011/12	5	6
2012/13	3	7
2013/14	3	17
2014/15	8	4
2015/16	11	26

Following an unnatural death, a 'Death in Custody Review' is undertaken by the Chief Inspector of the Corrections Inspectorate (monitored by the Ombudsmen) and the Coroner undertakes an inquest, both of these outcomes can take 6-12 months depending on the complexity of the incident.

Justified complaints to the Corrections Inspectorate

The Inspectorate is Corrections' second tier of complaints resolution. As such, it is effectively our last opportunity to resolve a complaint before the involvement of external agencies or court action.

There were over 1,000 complaints referred to the Corrections Inspectorate in 2015/16. Of the complaints received, 38 (3.5%) were found to be justified. Of the 38 justified complaints, six were upheld for reasons of materiality and 32 for not meeting process requirements.

❖ Better Public Value

Corrections makes the most of our resources, ensuring value for taxpayers' money.



Modern infrastructure

Modernising our service is an important foundation if we are to achieve our reducing re-offending goal. We will continue our substantial investment programme in technologies and building designs that generate better safety and rehabilitative outcomes.

Prison redevelopment

Corrections is investing \$105 million in a multi-phase redevelopment programme, to enhance security and safety at Waikeria, Tongariro, Whanganui, Rolleston and Invercargill Prisons. Work within this programme started in 2013, and is scheduled to be completed before 2017.

Several parts of this programme had been completed by the end of the 2015/16 financial year, including:

- > the creation of a receiving office and transit station at Tongariro Prison
- > the upgrade of the administration building in Whanganui Prison
- > the creation of a new administration block, a dedicated collection unit, two new housing construction yards and spaces for new parole board and job club in Rolleston Prison.

Public protection orders facility at Christchurch

Following the enactment of the *Public Safety (Public Protection Orders) Act 2014* in December 2014, Corrections has created a temporary facility at Christchurch Men's Prison.

Public protection orders (PPOs) are a new form of detention for those prisoners who must be released from prison, but who remain at risk of imminent and serious sexual or violent offending.

The facility will house any potential residents detained under a public protection order until a new facility is built, outside the wire but still within the perimeter of Christchurch Men's Prison. They will live in individual self-care units and cannot leave the residence unescorted.

Corrections app on smartphones

With around 3,000 staff who have access to smartphones for work purposes, Corrections is always looking for new technologies to help our staff be more mobile and safe while working in the community or outside of the office environment.

All Corrections issued smartphones have a staff safety app, which sends alerts if staff are in trouble. The new smartphones allow access to work email, calendar and the internet, and the 'Offender Contacts' application will allow frontline staff to securely access offender information when they are out of the office, and to text an offender directly from the application.

Upgrading Community Corrections sites

Safety is the focus of a new induction process for staff at upgraded Community Corrections sites.

With a range of new security features being put in place when sites are upgraded, it is vital that staff know how to make the most of them. Features include duress alarms, reception counters with 'anti-climb' features, increased use of closed circuit television (CCTV) cameras and monitors, glazed interview rooms and improved lines of sight. All upgraded sites will have a main door that can be locked remotely from the reception counter, with an intercom to talk to a person standing outside.

The new security induction process ensures that staff understand all elements of the security features, and how these work together to keep staff and visitors safe.

Prisoner Kiosks

New prisoner self-service kiosks are set to roll-out nationally, and will replace the old kiosks that have outdated technology.

185 kiosks, a mix of plinth and wall mounted, will be installed nationally. The kiosks provide prisoners with static content such as legislative information and policies, and enable prisoners to order canteen items, check trust account balances, view key dates related to their sentences and request meetings with case managers.

The kiosks were piloted at Hawkes Bay Regional Prison last year, and this confirmed that kiosks are the right solution to provide self-service functionality for multiple users in a challenging environment. They are physically secure, safe, robust, easy to use, durable and leverage off the existing infrastructure. Implementation of the kiosks will be completed in 2017.

AVL - a new way for whānau to 'visit' their young men in prison

Our two Youth Units have recently installed AVL facilities. Research shows that young people in prison are less volatile and do better in education when their whānau stays in touch.

With only two Youth Units nationally, at Hawkes Bay Regional Prison and Christchurch Men's Prison, many of the young men are some distance from their homes, with limited access to family visits.

To address this, AVL facilities have been installed in the Youth Units to enable and enhance young people's access to external relationships.

Approved whānau can now 'visit' from their nearest AVL equipped Community Corrections site.

Auckland Prison Public Private Partnership (PPP)

In late 2015, work began on a significant re-development at Auckland Prison, under a Public Private Partnership (PPP) between Corrections and Next Step Partners Limited to design, build, finance and maintain a new maximum-security facility, replacing one that dates back to 1968.

A redevelopment of approximately \$300 million (accommodating up to 260 prisoners, including maximum-security) will include the construction of four accommodation buildings, secure walkways and a new central services building.

The central services building will include the receiving office, health centre, visits room, AVL facilities, kitchen, laundry and a large multi-purpose space.

Secure walkways will make moving around the site safer and more practical and will provide a link to the rest of the prison, allowing the prison to function more effectively as a unified site rather than as multiple parts.

Having no stairs in prisoner accessible areas will enable clear lines of sight, contributing to better staff and prisoner safety.

The project will also refurbish existing high security units for lower-risk offenders, and will construct a new central services building to support the entire prison complex with improved healthcare and visitor facilities.

A key part of the project is the whānau-friendly visitor's area, which will help prisoners sustain positive relationships with those outside the prison.

Construction is expected to be completed in late 2017, and the facility to be operational by early-mid 2018, marking the 50th anniversary of the opening of the current Auckland Prison site. The operation of the prison and custody of the prisoners will continue to be the responsibility of Corrections.

Governance and oversight

An organisation with the size and complexity of Corrections requires strong corporate functions and governance structures to ensure that services represent value for money for taxpayers. Corrections has well established governance groups spanning the various operational aspects of Corrections.

Financial and Risk Governance

Financial Governance Committee (FGC)

The Financial Governance Committee (FGC) is responsible for prioritising, approving and then monitoring operational expenditure and ten year capital plans.

In addition, programme and project boards meet regularly to govern projects including the Community Corrections Site Programme, Prison Development Projects and the Auckland PPP Maximum Security Rebuild.

Major Outsourced Contracts Advisory Board

A Major Outsourced Contracts Advisory Board (MOCAB), has recently been established. This board has responsibility for reviewing Corrections' strategy for outsourced contracts and providing advice and expertise on the management of these contracts. The Board has particular emphasis on the performance of external providers, and has an independent Chair.

Establishment of Commercial Services division

During 2015/16 Corrections increased the focus on the large scale commercial relationships, by establishing a new Commercial Services division to:

- > Provide greater assurance and accountability at an executive level in relation to the leadership and management of Corrections' outsourced contracted services by strengthening and aligning responsibility in a new business group.

- > Lift and broaden the range and focus of the role of our prison monitors. Prison monitors are a statutory requirement for contract managed prisons under the *Corrections Act 2004*. They have a broad legislated function to assess and review the management of a contracted prison, and to report on this management and whether the contractor is complying with the contract and legislation.
- > Bring together a range of teams from across different parts of Corrections, to better align our efforts in managing major outsourced contracts and commercial projects.

Audit and Risk Committee

The Audit and Risk Committee advises the Chief Executive on the adequacy of Corrections' risks, systems, assurance programme and control environment. The Committee specifically provides advice on the:

- > risk and risk management framework
- > internal controls
- > legislative compliance and framework
- > internal and external audit functions
- > financial and other external reporting
- > governance framework and processes.

The committee is an advisory body; it has no executive powers in relation to findings and decisions. Responsibility for implementing these rests with the Chief Executive and the Corrections' Executive Leadership Team.

In addition, the work of the Internal Audit team is objective and independent of the day-to-day work of Corrections. They are governed by the International Professional Practices Framework of the Institute of Internal Auditors (the Institute). The Internal Audit team report to the Audit and Risk Committee every quarter.

Operational Governance

Health and Safety Governance

The Department of Corrections has a broad range of activities and industries that pose inherent health and safety risks. Effective management of these activities is essential to minimise the risk of serious harm to staff, contractors, visitors, members of the public and offenders. The Health and Safety Risk Governance Committee has been established to focus on serious risks to health and safety including:

- > chronic ill-health
- > acute harm
- > catastrophic harm.

The core objective is focussed on effective hazard identification and risk management. Specifically, the process by which hazards that have the potential to cause harm are identified and controls to eliminate, isolate or minimise the risk of harm are implemented.

Integrity Unit

At Corrections, integrity takes on additional significance as staff are tasked with managing some of the most challenging people in society, and supporting their rehabilitation and reintegration. Corrections has endorsed a programme of work designed to strengthen integrity in all facets of our work. The Integrity Support Team (IST) has replaced the Professional Standards Unit (PSU), allowing a fresh focus on integrity lapses, but being proactive in leading on integrity issues.



Measuring back-office efficiency and effectiveness through Benchmarking Administrative and Support Services (BASS)

Each public sector agency provides information on the cost, efficiency and effectiveness of administrative and support services annually.

One part of delivering better public services is ensuring money is not unnecessarily spent on administrative and support services, when redirecting it to frontline services would yield better results. By tracking changes each year, Treasury and Corrections can see if investments in change programmes are delivering results.

Corrections is one of nine agencies in the Large Agency Cohort. The other agencies are the Inland Revenue Department, Ministry of Business Innovation and Employment, Ministry of Education, Ministry of Justice, Ministry of Social Development, New Zealand Fire Service, NZ Police and NZ Defence Force. In the 2014/15 year Corrections was the top performer in Human Resources, and was in the upper quartile for Corporate and Executive Services and Procurement. We were in the medium range for Finance and Information, Communications and Technology (ICT). The 2015/16 results are currently being calculated.

Investor Confidence Rating

During 2015/16 Corrections actively contributed to the initial Investor Confidence Rating assessment undertaken by Treasury on behalf of Ministers. Although the overall grading for Corrections was a C, Corrections was recognised as having strong leadership resulting in delivering projects to a higher standard. Corrections is currently undertaking a work programme to embed practices and structures more consistently and to capture benefit data more routinely, to ensure that the next assessment completed in December 2017 obtains a higher rating.

Implementation of New Zealand Business Numbers

The *New Zealand Business Number Act 2016* requires government departments to implement a number of changes in their processes of record keeping and engagement with external vendors, as part of a wider programme to improve New Zealand's business friendliness. Corrections had two requirements under this act in the 2015/16 financial year, both of which were in place as of 22 June.



Managing Official Information Act Requests and Correspondence received

Corrections receives large volumes of information requests and correspondence, which requires a specialist team that operates as a key interface between the Minister of Corrections and the public. Corrections operates a centralised team, who are responsible for supporting the Minister and the Department by processing, preparing and writing responses to information requests such as parliamentary questions, *Official Information Act* requests, and ministerial correspondence.

The Ministerial Services team also manage *Privacy Act* requests, correspondence with the Ombudsman's office, Privacy Commissioner's office and any other correspondence that is received directly into National Office.

Corrections received over 6,000 pieces of correspondence during the 2015/16 financial year; this represents an increase of more than 70% over the past five years.

The significant increase was primarily in response to higher volumes in Ministerial correspondence and Parliamentary questions, largely driven by the Mount Eden Corrections Facility Step-In.

A key focus of the team is its relationship with staff from across the business, the Minister of Corrections and their office, external partner agencies and stakeholders such as the Office of the Ombudsman – the people who are essential to the team's ability to fulfil its purpose.

Following the release of the Ombudsman's report⁷ into practices adopted by central government agencies for the purpose of compliance with the *Official Information Act 1982* (the Act), Corrections has applied additional data collection practices for all pieces of correspondence received into National Office from 1 July 2016, which will strengthen its ability to demonstrate compliance with the Act, including where information requested has been declined for release. In addition to providing increased levels of performance reporting against compliance activities to the Chief Ombudsman, the information will also be used internally to support continued process improvement within the team and across the wider business. This information will also be regularly released and available on the Corrections website in the future.

Financial Year	2015/16	2014/15	2013/14	2012/13	2011/12
Correspondence received	6,105	4,961	4,359	3,622	3,520
<i>Official Information Act</i> requests received and responded to	2,457	2,006	1,598	1,296	1,277

7 Not a game of hide and seek - http://www.ombudsman.parliament.nz/ckeditor_assets/attachments/399/oia_report_not_a_game_of_hide_and_seek.pdf?1449533820



❖ Visible Leadership

Our people are our greatest asset. We are committed to supporting and developing our staff, ensuring that they have the skills and training to make a difference in the lives of offenders.



Supporting our people

Visible leadership embodies the expectation that managers will be strong and active leaders who inspire their teams. Beyond Corrections, visible leadership is about us taking a lead role across the public sector and demonstrating to our partners how we can work together.

Frontline Futures

Corrections has identified a number of capability risks and challenges, and is taking active steps to manage these. Achieving our goal of reducing re-offending and ensuring a safe corrections system relies largely on the efforts of our frontline staff.

With the increasing number of offenders, ensuring that we have sufficient high-quality frontline staff is our central capability risk and challenge. A focus on our recruitment and training approaches has been underway since 2015, through our Frontline Futures programme. This has lifted our employment brand, broken down barriers for candidates to be appointed across our range of frontline roles, and has halved the time from application to first day on the front line. Further work is planned to increase recruitment levels of staff to additional positions, arising from the increasing prison population.

The second key challenge that Corrections has identified is to further enhance the capability of existing frontline staff to create a safer system and reduce re-offending. The initial training programmes for frontline roles are being progressively reviewed, leading to enhanced preparedness and greater readiness for what are challenging roles. Frontline staff have been participating in training that improves safety and enhances our ability to reduce re-offending. For example, probation officers and case managers are being trained in electronic monitoring, mental health and suicide awareness and addressing pathways to offending. There has been a major rollout of training under the RR25% Boost initiative, which has significantly widened our capability to deliver programmes to offenders. Instructors working within prisons are increasingly qualified to teach prisoners industry skills using embedded literacy techniques, providing prisoners with skills to improve their chances of employment on release. Prison-based staff continue to focus on security, care and rehabilitation.

Corrections has well established and effective talent management and leadership development programmes, which extend across our various leadership levels. Frontline staff and managers are also receiving new and extended training on health and safety.

Capability building in the Pacific

A Commission of Inquiry into the Samoan Corrections Department identified serious issues with the then Prison Services. The Samoan Government has shown a strong commitment to a new approach, including the appointment of a new Commissioner of Prisons and Corrections Services.

We have partnered with the Ministry of Foreign Affairs and Trade to support the new prison service. To do this, our custodial team is working alongside local prison staff at Tafa'igata Prison on the island of Upolu.

A lot has already been achieved – core practice policies have been planned and established, as well as an on-site health clinic. Prisoners are held more securely and entry to the site has been thoroughly overhauled, to admit only approved visitors and to prevent the introduction of contraband.

The Corrections team has been acknowledged by the Commissioners as a significant factor in maintaining safety and security at Samoa's main prison.



Health and safety

Keeping the public, our staff, and offenders safe is foremost in all we do, every day. Our people and partners are empowered to take action so that harm is eliminated or minimised.

The introduction of the *Health and Safety at Work Act 2015* has created new obligations for Corrections in the way that we respond to the health and safety needs of our employees and of the offenders under our management.

The work we have done over the last few years to address staff safety and health has put us in a good position to implement required changes, with the development of the three year Staff Safety Plan, the establishment of a Health and Safety Governance Committee, initiatives such as staff safety apps on smart phones used by community Corrections staff and improved staff training.

We have developed a health and safety strategy to reinforce our approach to keeping staff, offenders and the public safe. Year one of the *Health & Safety Strategy 2016-2020* sets out Corrections' targets for improvements in the following key areas:

- > safety leadership and culture
- > equipping staff to be safe
- > offender safety
- > health and wellbeing
- > partnerships for safety.

The strategy will help us reinforce a safety culture, which will help to reduce incidents of serious harm and minimise risks, and will enable us to better focus on our goal of reducing re-offending.

Integrity

Upholding Corrections' integrity by doing the right thing even when no-one is looking is essential for us to have pride and protect our reputation. Role-modelling positive behaviour starts with our own actions.

Because Corrections manages some of the most challenging members of society, it is important that everything we say and do is carried out with the highest standards of integrity.

Working with offenders who have done wrong, it is essential that Corrections staff are above reproach. Of course, most staff do the right thing all the time.

The Integrity Support Team investigate instances of possible misconduct. On average, the team will be investigating approximately 20 cases at any one time.

Cases vary from rare criminal cases involving theft, fraud or corruption, to serious breaches of the Code of Conduct such as breaches of privacy, unauthorised release of information, inappropriate use of technology systems or inappropriate relationships with offenders.

Strengthening awareness and understanding of what integrity means in the workplace

Corrections has undertaken a programme of work designed to strengthen integrity in all facets of our work.

As well as the investigatory role described above, the Integrity Support Team is tasked with improving integrity across our organisation, through leadership and culture, education and prevention, human resources, detection and investigation, and continuous improvement and reporting.

Since its establishment, the Integrity Support Team has:

- > Conducted nationwide workshops (across all prisons and probation districts) with staff from all levels, to help identify the specific areas that the work programme needs to focus on.
- > Reviewed the Integrity Support Team resourcing, to ensure that the structure is appropriate moving forward.
- > Introduced an investigation prioritisation framework to focus the team's investigators on the most critically important work.
- > Re-launched the Integrity Committee.
- > Developed a new integrity-focused training session within the Frontline Futures programme.

Our people

Corrections is an equal opportunity employer, and we work on retaining and developing our workforce.



Diversity

Māori and Pacific peoples continue to be over-represented in the Corrections system. As such, it is important for Corrections to ensure that our staff are representative of the full spectrum of the offender population.

More than 20% of staff identified as Māori in 2015/16, and approximately 9% 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' category⁸.

Turnover

Voluntary turnover at Corrections was just below 9% in 2015/16. This rate has remained between 9% and 10% for the past five years, so dropping below 9% is a notable change.

Turnover is not currently a cause for concern and is below average levels for the Public Sector. This low level of turnover reflects Corrections' emphasis on valuing and developing our staff, and the sense of achievement that can come from work that keeps communities safe and working to improve the lives of New Zealanders.

Pay equality

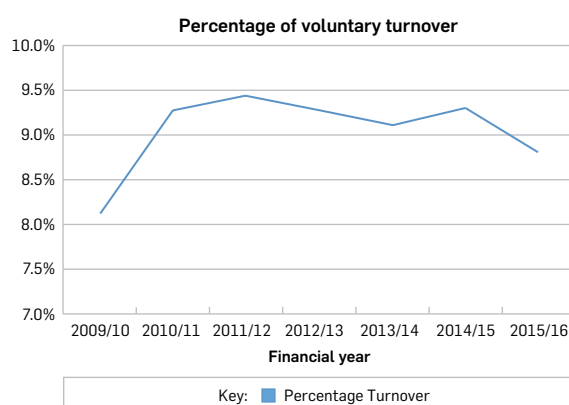
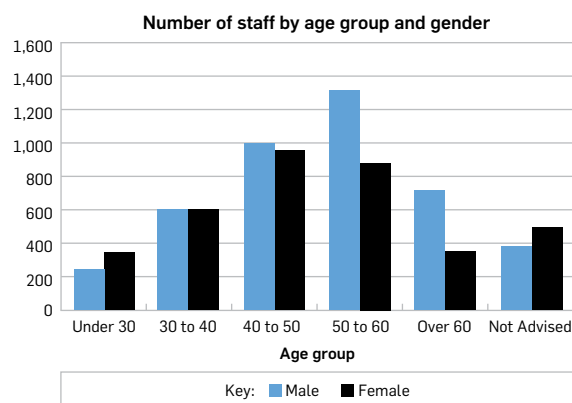
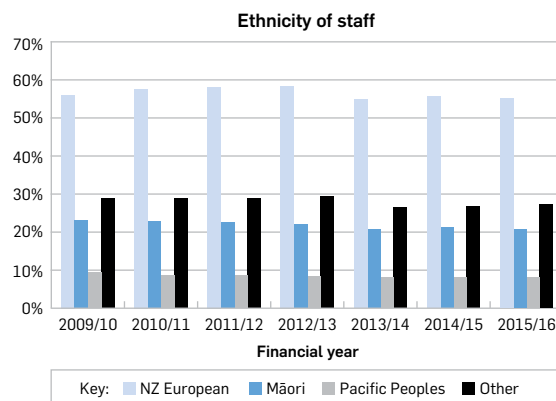
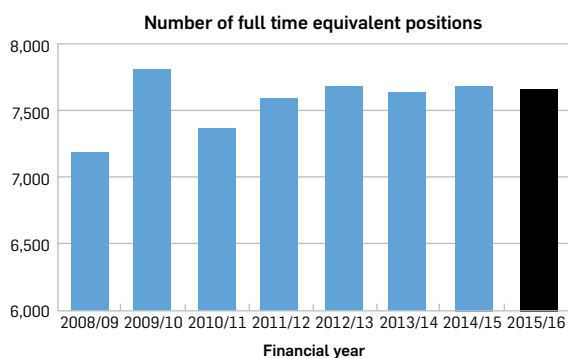
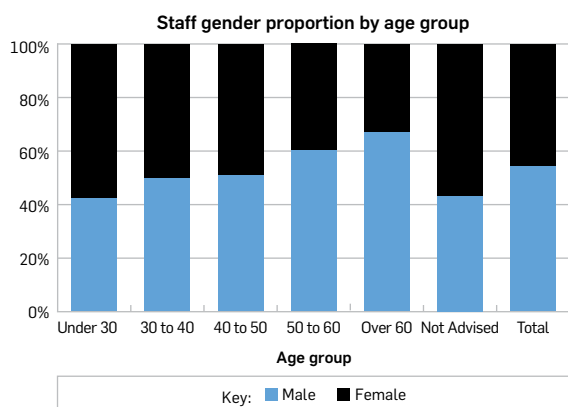
The gender pay gap at Corrections was approximately 2% in 2015/16. This is significantly below the Public Sector average of 14%, and is consistent with Corrections' results over the previous five years.

⁸ The percentages for each year in the graph will add up to more than 100%, because staff can identify as more than one ethnicity.

Driving continuous improvement: The Well Functioning Site Framework

The Well Functioning Site (WFS) framework is a strengths-based approach to completing a review of the quality of our practice and performance at each site. The aim is to support the development and strengthening of high functioning teams and sites. Strengths-based means that the evaluation looks at what is done well, and at the areas that need developing and/or improving. The framework assists senior leaders to look beneath the presenting issues to understand the drivers and barriers for quality practice. It is designed for the local sites to assist their learning and create a culture of continuous improvement.

The framework covers four domains that focus on how effective we are being for offenders, how well we are supporting staff, how we work in collaboration with the community and how we are perceived by that community. The framework has a clearly defined process and assessment criteria, and is run over one week with reports provided to the relevant site manager, Regional Commissioner and National Office senior leaders.



Community support and partnerships

We share a vital connection with our local communities. All of us want to protect the public and help offenders remain crime-free. To achieve this, for each offender we must weigh up their rehabilitation needs against the risks that they pose.

Community work is our most common community-based sentence. In 2015/16 there were an average of 27,078 offenders serving community-based sentences, and over 15,000 of these were community work sentences. Judges can require offenders to do between 40 and 400 hours of community work – so that adds up to a lot of hours in a year. In the 12 months to June 2016, almost two million hours were spent on community work projects across the country.

Work includes a wide range of activities, including gardening, painting, building, picking up rubbish, graffiti clean-up and the general maintenance of public land and buildings.

Strengthening our partnerships to deliver our shared objectives

When offenders are in our care, Corrections works to provide rehabilitative and reintegrative services that will make a difference in their lives. However, the most effective and long term forms of support come from the community that a person lives in. Recognising this, Corrections continues to be involved in a range of activities with other organisations, with the overriding aim of making New Zealand communities more supportive places to live.

Our work has included partnerships with over a hundred organisations, which deliver programmes to support the rehabilitation and reintegration of offenders. External organisations are essential to interventions such as Tikanga Māori, Family Violence programmes and Drug Treatment Units, as well as many forms of education and training. Working with other organisations enhances the provision of rehabilitative and reintegrative support to offenders, and contributes to building safer and more positive communities.

Social housing

Corrections has a contract with Housing New Zealand to refurbish around 40 state houses; prisoners are using their construction trade skills at Spring Hill Corrections Facility and Rolleston Prison to complete the houses. Corrections has nine instructors who teach prisoners trade skills in painting, plastering, electricity, carpentry, plumbing and timber joinery. The aim is to have more than 90 prisoners employed.

Habitat for Humanity is a volunteer organisation that builds new homes or repairs homes for those most in need. On 17 June 2016, a single mum with three children received a new house, which was the third built by offenders on behalf of Habitat for Humanity, and has changed the lives of this family.



The Howard League for Penal Reform

The Howard League for Penal Reform were winners of the Corrections Partner of the Year Award for 2016.

Around 70% of prisoners have low levels of reading and writing, and this award recognises the great success the Howard League has had with their literacy and driver licence programmes in New Zealand prisons. The League's literacy programme is delivered by volunteers, and aims to improve the literacy levels of prisoners.

The Howard League's Driver Licence Initiative provides offenders the tools and access they need to obtain their driver's licence. Both of these programmes are designed to provide prisoners tools and skills that can motivate them to turn their lives around and reduce re-offending.



Employer partnerships that open up job opportunities

An employer breakfast took place in Auckland in November 2015, at which around 80 of New Zealand's biggest employers heard about Corrections' work to provide offenders with jobs skills. Feedback from this event was extremely positive, with one attendee describing it as "a superb session – great speakers, meaningful messages and realistic targets for New Zealand to work towards. I felt extremely fortunate being there and hope I can in some way help to make a difference." Following this, future events are being considered for Wellington, Christchurch and Hamilton.

Prison Gate to Plate dinners - Visa Wellington on a Plate

The popularity of the Prison Gate to Plate dinners at Rimutaka Prison, as part of Visa Wellington on a Plate, continues to rise. The tickets for this annual event sell out faster than any other for the Wellington on a Plate festival – in a matter of minutes last year. In 2016 we are in our fourth year, and it is encouraging to see how the public has embraced the concept of a prison cooked meal as a sought-after event. The dinners highlight the training and job opportunities available for prisoners, while helping to dispel people's stereotypes about those behind bars.

