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DEPARTMENT OF CORRECTIONS

Briefing to the Incoming Minister 2017

MESSAGE FROM THE CHIEF EXECUTIVE

The Department of Corrections is New Zealand's largest core government agency, leading some of the country's largest projects. Detaining people securely in prison, and keeping an eye on those under our management in the community, is just the beginning of our work.

As an organisation, we reach across every aspect of the lives of the people we manage, in every part of New Zealand society. We are involved in education and training, health services and housing, and a vast array of employment areas.

We do this work because, as a community, we don't want offenders coming back to the criminal justice sector. We don't want them to re-offend, and that means we need to help them change whatever part of their lives led them here in the first place.

At any given time, three out of four people Corrections manages are based in the community. While it will ultimately be up to them to build the lives they want to lead, we can do a lot to help them along the way. If we can help them change their lives, we will improve the safety of our communities.

It isn't easy, and there are long-standing challenges. We are all aware of the significant over-representation of Māori in all stages of the criminal justice system. Māori have made up approximately half of New Zealand's prison population for at least the last 30 years. We also know about the significant mental health, addiction, education and employment challenges these individuals face.

My focus is building an organisation that has the capacity and capability to work with offenders in a safe manner and deliver on the outcomes we all want to see. We have world-leading programmes and interventions to reduce re-offending, designed on evidence of what works. We know that early interventions have the biggest impact, and produce the greatest reductions in crime-associated costs.

There has been a lot of progress to date, and more to be done. We have the support of thousands of dedicated front-line staff who come to work each day with the goal of making New Zealand a safer place.

I look forward to what more we can achieve together.

Ray Smith



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OVERVIEW

The Department of Corrections occupies an important place in the justice sector. We have the responsibility of ensuring that those that offend are held accountable for their actions and the public are protected, while also aiming to create lasting change in the lives of the people we manage.

WHO WE ARE

Corrections was formed in 1995 on the principles of rehabilitation and public safety – which remain at the core of what we do

Corrections protects the public by:

- making sure prisoners, parolees and other people in the community comply with sentences and orders imposed by the Courts and the Parole Board
- providing those under our management with effective rehabilitation programmes, education and training opportunities that will turn their lives around and break the cycle of re-offending.

We have nearly 9,000 staff who are committed to supporting people to address their offending and gain skills that will help them lead a crime-free life.

The organisation has grown and evolved to meet the demands of a modern corrections system. The current Strategic Plan, *Change Lives, Shape Futures*, has four priorities that reflect the focus of our efforts:

- Community Safety
- Industry, Treatment & Learning
- Modern Infrastructure
- Our People.

We work closely with our partner agencies in the justice and social sectors to provide a criminal justice system that the public can trust, and that helps to cultivate a safe, fair and prosperous society. While we administer sentences for only a small subset of those that enter the justice system, the people we manage represent the “hard end” of the system.

Further information on how the justice sector works together is provided in Appendix A.

WHO WE MANAGE

The number of people in prison has risen steadily since 1985, exceeding 10,000 for the first time in 2016

On any given day Corrections manages:

- approximately 30,000 people in the community
- over 10,400 prisoners

Of prisoners:

- 71% are serving a sentence of imprisonment and 29% are on remand awaiting trial or sentencing
- 50% identify as Māori

Of those in the community:

- 80% are serving a community sentence, and 20% a post-prison order
- about half of sentences served in the community are Community Work

Over the course of a year:

- 11,500 people start a period in custody on remand, and over 9,100 start a prison sentence
- 80% of prisoners are sentenced to periods of two years or less, with 19% sentenced to a finite period over two years, and a small number an indeterminate sentence (0.3%)
- more than 36,000 people start a community sentence or order – with most completed within a year
- 21% of people starting a community sentence, and 10% of those starting a prison sentence, are female.

The New Zealand justice system is relatively unique in terms of its community-based sentence and orders – there is a wide range of sentencing options and they are used significantly more than in most other countries.

These sentences and orders vary considerably in terms of the level of intervention and restriction imposed on an individual. At the lowest end (that Corrections manages), a person is set a number of hours to be completed on a Community Work sentence. At the more restrictive end, a high-risk individual can be subject to ‘intensive monitoring’ with 24 hour personal supervision and monitoring on an Extended Supervision Order.

There is also Home Detention, which detains a person at a location in the community as an alternative to a sentence of imprisonment. There are currently more than 1,500 people on Home Detention, and nearly 1,500 on conditions following a sentence of Home Detention.

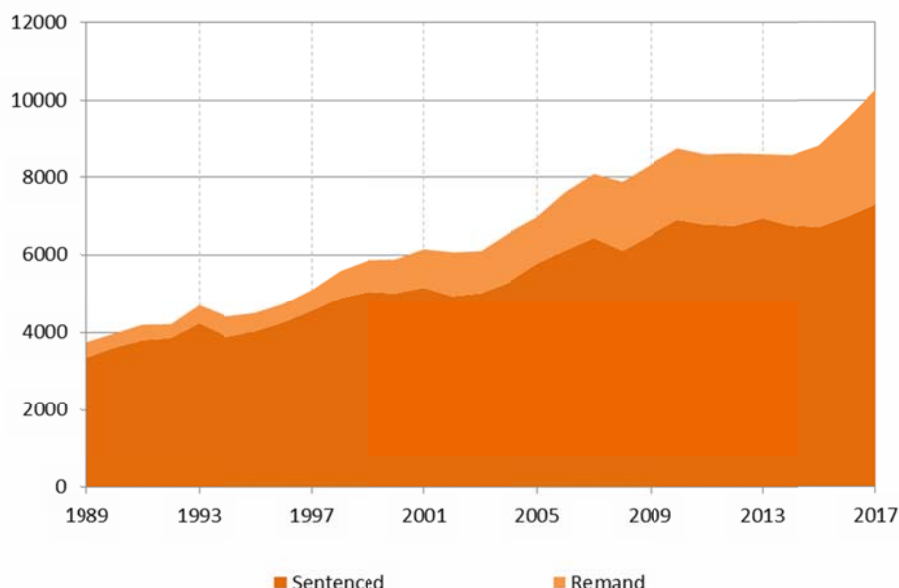
At the same time, the prison population has seen sustained growth for over 30 years, with particularly rapid growth between 2002 and 2007, and since early 2015. This most recent period has been one of the most rapid periods of growth ever recorded, with direct consequences for Corrections – greater demand must be met with additional supply so prisoners can continue to be managed safely and with a focus on their return to society.

A major cause of growth over the past 10-15 years has been prisoners on longer sentences (more than two years) serving a greater proportion of their sentence in prison. The average proportion of a long-term sentence served in prison has increased from 52% in 2002/03 to 77% in 2016/17.

More recently there has been a significant increase in the remand population, reflecting an increase in serious crimes and changes to legislation.

The make-up of the prisoner population has also changed significantly. Over the past 10 years the proportion of the prisoner population made up of people convicted of violent, sexual and serious drug-related offences has increased from 65% to 74%.

Prison population (remand and sentenced) over last 30 years



The challenge for Corrections is not necessarily responding to a growing prison population – this has been sustainably managed over several decades as the prison network has expanded to absorb growth. The pace of growth and the need to respond more frequently to sharp surges in the prison population is a greater challenge and makes longer term planning more difficult.

Corrections is now reaching the limit of what it can do to create additional capacity within existing facilities, without significantly impacting on the operation of these facilities. We have implemented a range of short term measures to respond to immediate pressures while longer term capacity planning is developed. Further information on the drivers of the rising prison population and responding to capacity demands is outlined in the chapter *Critical Issues for the Corrections System*.

INVESTING IN INITIATIVES PROVEN TO DELIVER THE BEST OUTCOMES

Early interventions have the biggest impact and produce the greatest reductions in crime-associated costs.

Corrections has comprehensive data sets that help us to understand the needs of our population and to measure the impact of our programmes on re-offending. Those under our management have significant future costs:

- 49% of released prisoners will be re-imprisoned within five years, generating costs to Corrections of approximately \$650 million over the next five years
- the estimated welfare liability of people on community based sentences is estimated to be \$4 billion over the next 15 years.

Those in our care are disadvantaged on a range of key measures, including prevalence of mental health issues, benefit dependency and substance abuse, and low levels of literacy and numeracy.

Corrections has responded to these needs by increasing its investment in rehabilitation services, and expanding the range of interventions and supports that it provides. Further information is provided in the chapter *Reducing re-offending is our ultimate goal*.

We invest \$181 million annually in reintegration and rehabilitation

People come to us with substantial challenges. Using statistical tools and data, we are able to target our resources effectively and use evidence to inform our investment decisions.

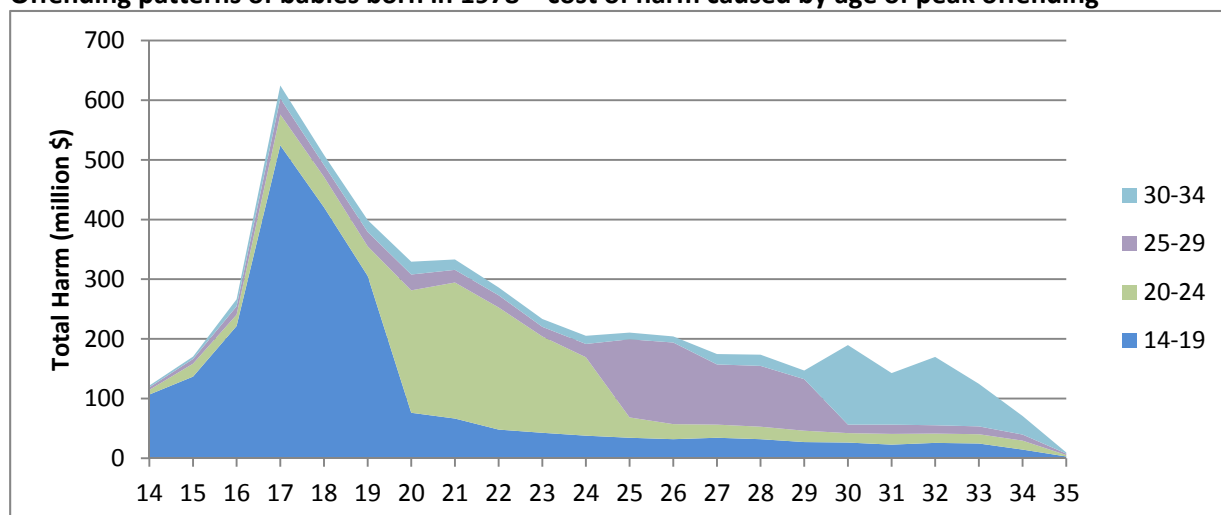
We measure the impact of our programmes on re-offending, assess the cost-benefit of our interventions, and adjust or discontinue programmes that are not delivering.

The adjacent graph outlines where we currently invest our resources to achieve the greatest longer term outcomes. A big priority for Corrections is assisting people into meaningful employment through prison industry training, and gaining skills and qualifications.



Analysis has also shown us that 50% of a person's lifetime offending is committed by the age of 23, and the majority of people 'age out' of offending rather than persisting over the life course. This supports our decision to invest in early interventions to have the biggest impact on victims and produce the greatest reduction in crime associated cost. As an example, the diagram on the following page shows the distribution of the cost of harm by people born in 1978 who have offended.

Offending patterns of babies born in 1978 – cost of harm caused by age of peak offending



IMPROVING MĀORI OUTCOMES

Māori have made up approximately half of our prison population for at least the last 30 years

Māori are over-represented at all stages of the criminal justice ‘pipeline’, including Police apprehensions, prosecutions, bail decisions, convictions, and sentencing. Māori also make up more than half of the population Corrections manages, in prisons and the community. Particular concern exists around the high levels of Māori recidivism.

In April this year the Waitangi Tribunal released its report *Tū Mai te Rangi! Report on the Crown and Disproportionate Reoffending Rates*. It found that Corrections had breached the Treaty principles of active protection and equity by not sufficiently prioritising the reduction of Māori re-offending rates. The Tribunal found that Corrections had not breached the principle of partnership, however, given its good faith attempts to engage with Māori through both its Māori Advisory Board and individual relationship agreements with iwi and hapū.

Corrections accepts the need to act on the Tribunal’s recommendations. Corrections is committed – within the organisational limits of the corrections environment – to approach the problems of Māori offending through a much more deliberate effort to partner with Māori and iwi to design and deliver solutions.

One of the first initiatives we have taken in this regard has been the establishment of a Māori Strategy and Partnerships Team within the Office of the Chief Executive. We are also continuing to focus on external relationships with key partners such as the Kiingitanga, with whom Corrections signed an accord in March 2017.

Further information about Corrections’ work programme to improve outcomes for Māori is outlined in the chapter *Critical issues for the corrections system*.

ROLES AND RESPONSIBILITIES

Role of the Minister of Corrections

The Minister of Corrections is responsible for determining policy and exercising statutory powers and functions related to the Corrections portfolio. The Minister is also responsible to Parliament for ensuring Corrections carries out its functions properly and efficiently.

The Corrections Act 2004, which is the primary Act governing the corrections system, creates several powers and functions, such as giving general directions to the Chief Executive relating to the exercise of his or her powers and functions. The Minister is not authorised to give directions in relation to a particular person.

Corrections supports the Minister through the provision of information and advice, including meeting weekly with the Executive Leadership Team.

Chief Executive of Corrections

The Chief Executive is responsible for the day-to-day running of the Department of Corrections. This includes responsibility for ensuring the corrections system operates in accordance with the purposes set out in the Corrections Act 2004.

The Chief Executive has legal custody of prisoners in corrections prisons, and is responsible for ensuring their safe custody and welfare. The Chief Executive is also responsible for the welfare of those we manage in the community, while they are carrying out their sentence or order in the presence of a Corrections employee.

The New Zealand Parole Board

The New Zealand Parole Board is an independent statutory body that considers prisoners eligible for release on parole, compassionate release and release at their statutory or final release date. It also considers applications to recall to prison people who are on parole. The Board does not consider the release of a prisoner on a short-term prison sentence (of two years or less), except for applications for compassionate release.

As an independent body, the Board can not be directed by the Minister or the Department in its decision making. Corrections is required to ensure that the Board is provided with administration and training support.

CRITICAL ISSUES FOR THE CORRECTIONS SYSTEM

The corrections system is responding to critical issues relating to:

- New Zealand's high (and increasing) imprisonment rate, and the impact that this is having on prison capacity;
- the need to significantly improve how the justice system works with Māori to improve their outcomes; and
- the significant mental health and alcohol and drug treatment needs affecting a large proportion of the people we manage.

PRISON CAPACITY AND THE RISING PRISON POPULATION

Policies and practices at all stages of the criminal justice 'pipeline' influence the number of people in prison

The prison population has grown steadily for over 30 years, with particular periods of growth from 2002-2007 and since 2015. In 2016 the prison population exceeded 10,000 for the first time, and it has continued to grow since then.

For Corrections, this has a direct consequence on our service – greater demand for prison beds requires additional supply so prisoners can continue to be managed in a safe and effective way. In addition to physical infrastructure, this means extra staffing, services, interventions and other resources to continue reducing the likelihood of future offending. Given the length of time required to construct additional capacity, as well as put in place the necessary other resources, planning for prison capacity is typically done on a longer-term cycle, guided by a 10-year Justice Sector Forecast that is updated regularly.

Drivers of the prison population

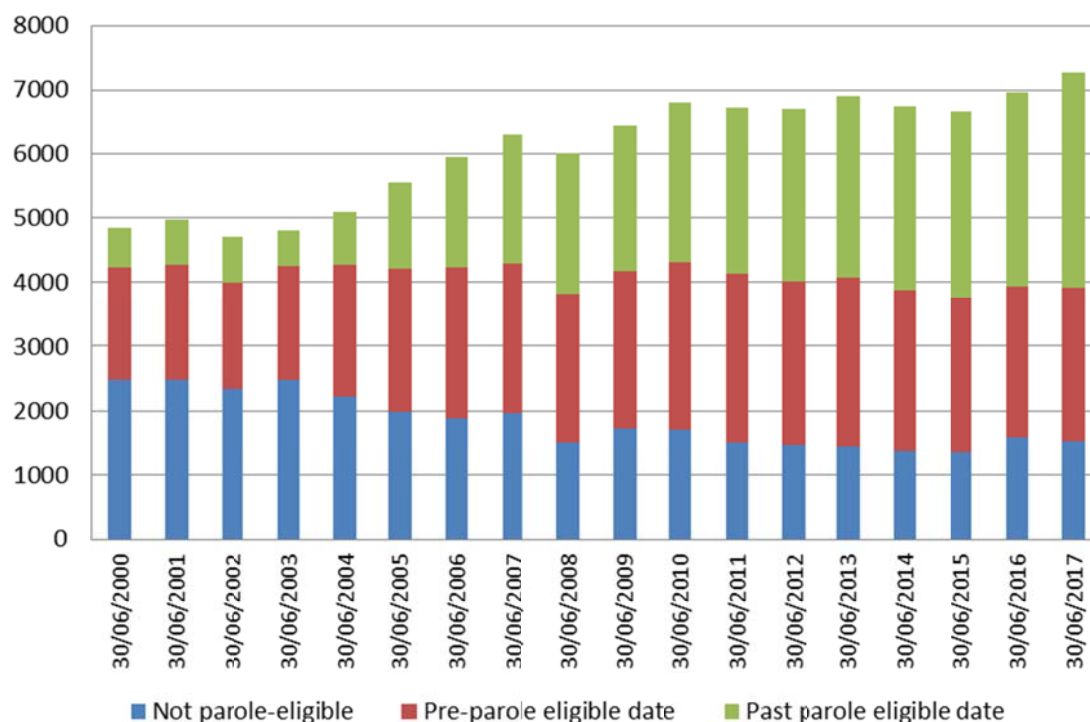
Rates of imprisonment are driven primarily by rates of more serious crimes (particularly violent, sexual and serious drug offences), and by the policies and practices that determine how the justice system responds to crime. While overall crime rates tend to be relatively weak drivers of the prison population, levels of serious crime are an important factor.

Policy settings can affect rates of imprisonment at each stage of the process:

- Pre-conviction / pre-sentence management of defendants (i.e. proportion of people remanded in custody, length of time spent on custodial remand)
- Sentencing of prisoners (i.e. proportion of people sentenced to prison and length of prison sentences)
- Release from custody (i.e. proportion of prison sentences spent in custody rather than under supervision in the community).

A major cause of growth over the past 15 years has been prisoners on longer sentences (more than two years) serving a greater proportion of their sentence in prison. The average proportion of a long-term sentence served in prison has increased from 52% in 2002/03, to 77% in 2016/17. As a result, these prisoners are making up a greater proportion of the prison population. Illustrating this, the graph below shows the growing proportion of sentenced prisoners who have passed their parole eligibility date but remain in prison.

Number of sentenced prisoners by stage of parole eligibility



This shift to prisoners spending more of their sentence in prison resulted from the Parole Act 2002. The Act removed provisions allowing for the automatic release of long serving prisoners at two thirds of their sentence, and replaced it with a system of discretionary release, based on risk, administered by the Parole Board.

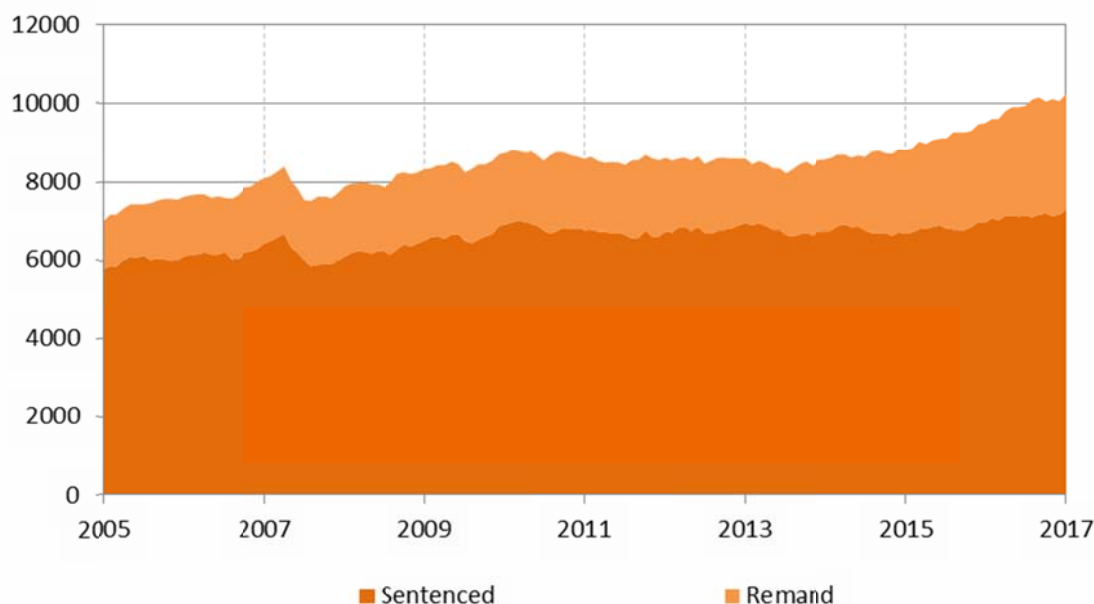
There is also a steady increase in the number of prisoners serving indeterminate sentences: from around 450 in 2002, to nearly 850 by mid-2017. An increasing number of these prisoners are being detained well past their parole eligibility dates.

As noted earlier, it is also worth highlighting that New Zealand uses community-based sentences and orders significantly more than most other countries. Re-offending rates for those on community sentences are generally lower than for released prisoners, with Home Detention particularly effective in preventing re-offending during the course of the sentence.

Increase in prison population since 2015

Since early 2015 there has been more than a 20% increase in the prison population – one of the most rapid growth periods ever recorded. Most of this increase has been in the remand population, which now accounts for 29% of the prison population, although the sentenced population is currently the stronger area of growth.

Number of sentenced and remand prisoners since 2005



The primary drivers for the increase include:

- an increase in serious crimes, such as violence, sexual offences and drug offences, as well as burglary offences. It is difficult to be certain whether this increase actually reflects an increase in these types of offending, or improved detection and enforcement as these areas have also been a key focus for justice sector agencies. For example, Police has been focusing heavily on family violence offending, and being much more likely to arrest and prosecute than previously.
- legislative changes to the Bail, Sentencing and Victims' Rights Acts resulting in Judges remanding more people in custody and it taking longer for the cases of those remanded in custody to proceed through the courts.

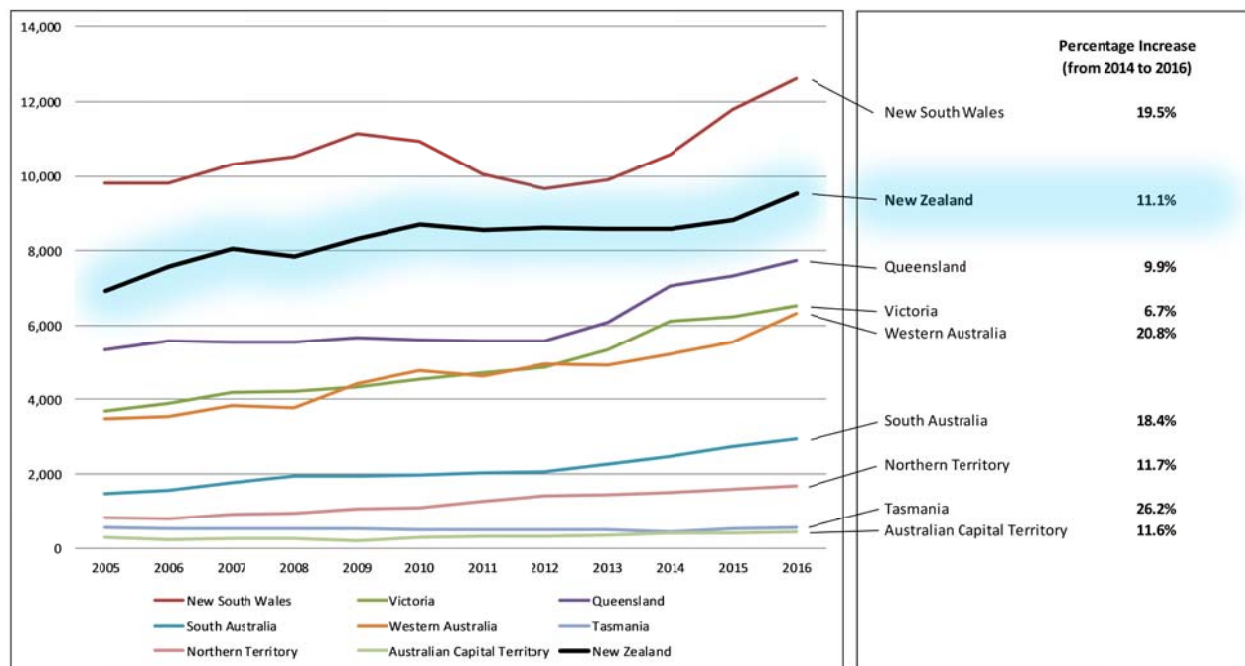
As a result of these changes, more people who have been charged with serious offences are being processed by Police, and are entering the corrections system on custodial remand.

The number of women in prison has also been growing rapidly – at a faster rate than men. Since early 2015 the number of women in prison has increased by 40%. This poses its own challenges – while women make up a much smaller proportion of the prison population than men, they are managed separately and require their own capacity planning. Māori are also even more overrepresented among women, with 63% of female prisoners being Māori.

New Zealand is not alone in facing a rapidly rising prison population. Internationally, many jurisdictions are currently experiencing rapid increases, putting pressure on their corrections

systems. As in New Zealand, these increases are driven by a range of factors. The following diagram compares recent growth in Australian states and territories and New Zealand.

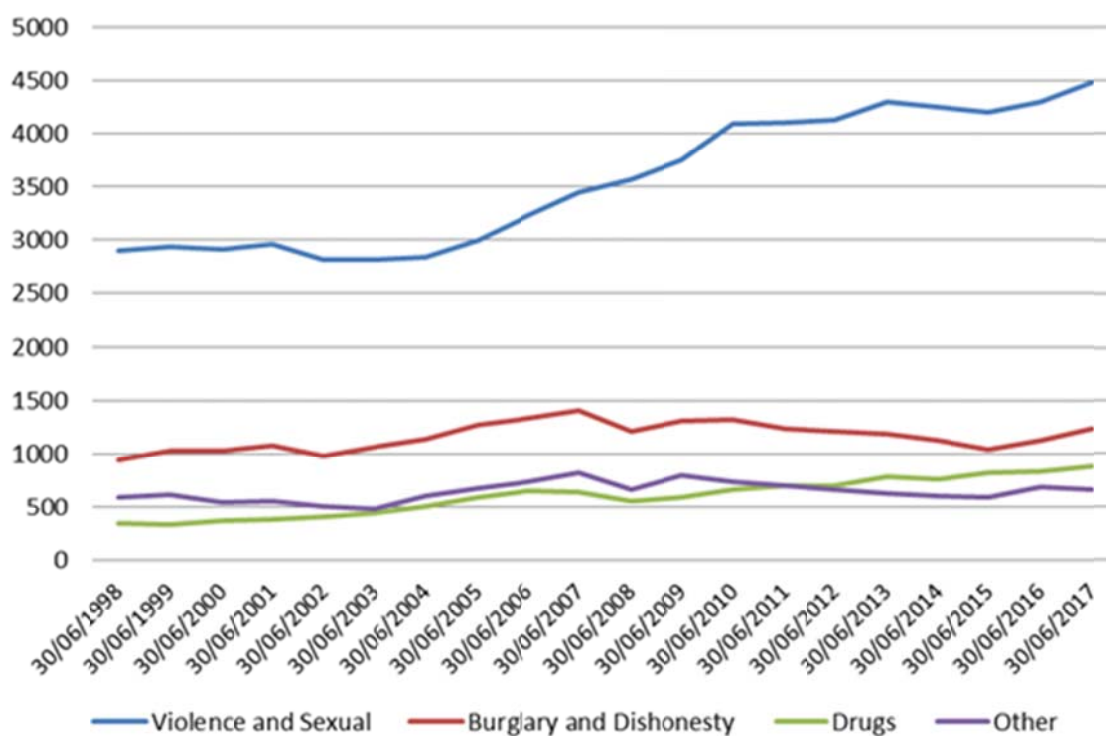
Growth in the prison population in New Zealand and Australian states and territories



Types of offences for which people are sentenced to prison

The graph below sets out changes in the composition of the sentenced prison population, in particular highlighting the increase in prisoners with violent, sexual and drug offending.

Number of sentenced prisoners by category of offending



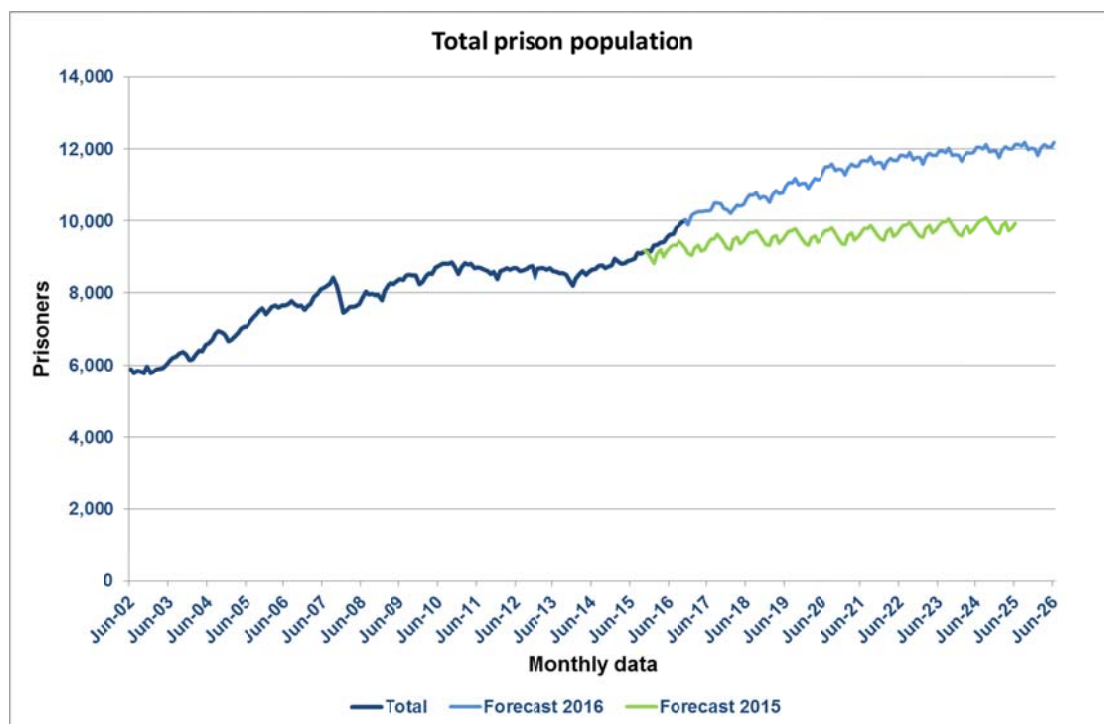
Over 60% of the sentenced prisoner population are in prison because their current offending involves sexual or violent offending. A further 12% are in prison for drug offending, almost all of which involves supplying drugs, predominantly methamphetamine.

The 9% of the sentenced population categorised as “Other” include arsonists, those sentenced to imprisonment for breaching a sentence or protection order, those convicted of carrying weapons, and traffic offending (such as repeated driving while disqualified and drink driving). It is worth noting that the vast majority of those in the “other” category have also previously been sentenced to prison, many more than once.

The prison forecast

The most recent Justice Sector Forecast (2016-2026) estimates continued growth over the next decade, with an increase in the prison population to over 12,000 by 2026. The graph below shows the 2016 Forecast against the 2015 Forecast and demand over the last 15 years.

Prison Forecast 2015 and 2016



Drivers of the forecast increases include: potential further growth in serious (category 3) cases coming into the system; increasing numbers of people being held on remand as a result of changes in the Bail Amendment Act 2013; expected impacts from the ‘three strikes’ policy; increased use of restorative justice (as some will need to remain on remand for longer while the process is completed); new family violence legislation (new offences and more severe penalties), and additional police numbers (more arrests and prosecutions).

Responding to capacity demands

Forecasting tends not to predict periods of unusually rapid growth, given its basis in longer-term trends. Nevertheless, Corrections has been successfully managing increases in the prison muster for more than two decades. The pace of the current increase in numbers is, however, a particular challenge.

The increase in people being remanded and/or sentenced to prison since 2015 was largely unanticipated and, as a result, pressure on existing prison capacity has been significant.

Corrections has responded to increased demand by expanding its network capacity, and utilising a large portion of its disaster recovery reserve as a short-term measure, while planning the development of new capacity. Justice sector agencies have also been making operational changes to optimise the use of community-based alternatives to prison.

Longer term, on the current demand forecast further capacity will be needed through the development of a new facility at Waikeria.

Short to medium-term capacity additions

In the last two years a number of short and medium term capacity additions have been approved through a mixture of double bunking, reconfiguration of existing buildings and small scale new builds. This includes:

- the procurement of rapid build prison places at Tongariro Prison (240 beds) and Rolleston Prison (120 beds). This capacity will be in service by 2018.
- the commissioning of capacity that was previously retired, and capacity from the disaster recovery reserve. This has provided around 490 prisoner beds and was self-funded by Corrections. Some of this capacity is already in-service, with the rest in the process of being commissioned.

Construction of additional capacity at Mount Eden Correctional Facility has also been approved, providing 245 prisoner beds. Construction of this capacity is well underway, and is expected to come into service by the end of 2019.

Operational enhancements to improve efficiency through the justice system

Justice sector agencies have been working to ensure all parts of the justice system operate efficiently, and eliminate unnecessary barriers to community-based alternatives that can be imposed by the court or Parole Board. Activities include:

- investing in additional Police prosecution resources to intensively case manage defendants remanded in custody to determine the most effective course of action through the court process
- engaging with newly received prisoners to canvass and facilitate EM Bail applications to the court, where safe and appropriate

- ensuring short serving prisoners, who are granted leave by the court to apply for Home Detention, are supported to make timely and appropriate resentencing applications.

Future capacity demands

Corrections developed a Prison Capacity Programme Business Case in 2016, which included a new facility at Waikeria, procured via a Design, Build, Finance and Maintain Public Private Partnership (PPP). The facility is expected to provide an additional 1,500 prisoner beds.

The new facility at Waikeria is being designed and procured with an ability to expand it to 2,000 prisoner beds, if required. A Request for Proposal for the Waikeria Prison Development PPP was released in April 2017 and Corrections is currently procuring this capacity. A contract is intended to be signed in April 2018, with the new facility in service in 2021.

SUCCEEDING WITH MĀORI

The Department of Corrections' official te reo Māori name, Ara Poutama Aotearoa, reflects our efforts to change the lives of those we manage

To a significant extent, Corrections' work involves Māori, who are over-represented in all stages of the criminal justice 'pipeline'. This includes Police apprehensions, prosecutions, bail decisions, convictions, and sentencing. Māori make up more than half the population Corrections manages, in prisons and the community.

Perhaps of greatest concern is the disproportionately high Māori re-offending rate. The current reimprisonment rate for Māori (within 12 months) is 36.5%, compared to 25.3% for NZ Europeans. The high level of involvement of Māori in gangs is one factor that strongly influences these rates.

The causes of Māori re-offending are complex, and some are well beyond Corrections' sphere of influence. However, we recognise that we cannot succeed in our ultimate goal of improving public safety by reducing re-offending without significantly improving outcomes for Māori. There is a departmental saying that encapsulates this outlook:

Kia angitu mo te katoa, me angitu me te hunga hara Māori

To succeed overall we must succeed with Māori offenders

Corrections has made significant investment over the last 20 years in rehabilitation and reintegration services and programmes designed specifically for Māori. We are continually looking at ways to strengthen this focus further, with improved or new initiatives.

Collaboration and partnership

Corrections understands the importance of strong partnerships with Māori. This stems not just from the Crown's Treaty obligations but also from our belief that collaboration with Māori communities is essential to reducing Māori re-offending rates.

Our commitment is reflected in the range of initiatives at different levels of Corrections, and in the opportunity for Māori communities and providers to be involved in the design, development and delivery of our interventions.

In April 2017 the Waitangi Tribunal released its report *Tū Mai te Rangi! Report on the Crown and Disproportionate Reoffending Rates*. It found that the Crown, through the Department of Corrections, was in breach of its Treaty obligations of active protection and equity by failing to have specific targets for reducing Māori re-offending as opposed to a reduction in re-offending rates generally.

We have accepted the need to act on the recommendations in the Tribunal's report. Since its release we have been actively considering how to implement a Māori-specific re-offending strategy that builds upon and complements the existing sector-wide Māori Justice Outcomes Strategy of reducing Māori re-offending by 25% by 2025. Together with the

Māori Advisory Board, established in 2015, we will consider how we can measure progress in this regard, and what resources will be required to meet these targets.

The Tribunal found that the Crown had not breached the principle of partnership, as it recognised that Corrections' Māori Advisory Board and other relationship agreements were evidence of good faith attempts to engage iwi and hapū. However, the Tribunal recommended that the Board's role be enhanced, and that its terms of reference be revised. We have made good progress in acting on this recommendation and will be seeking the Board's agreement to new terms of reference at its next meeting.

At the same time we are continuing to strengthen our relationships with key iwi and urban Māori authorities that play a central role in significant areas of our work. Aside from the Māori Advisory Board, for example, Corrections signed an accord with the Kiingitanga in March 2017 that recognises the mutual interests shared by Corrections and the Kiingitanga in improving the health and well-being of Māori people being managed by Corrections. We are looking to conclude similar agreements with other Māori organisations.

Specific efforts include:

- implementing initiatives in partnership with Kiingitanga over the next two years, including a women's reintegration centre in Hamilton, and Waka Taua cultural programme for Māori men within Waikato to develop leadership and relationship skills
- opportunities for Kiingitanga and the wider Tainui confederation to work alongside Corrections in the proposed expansion of Waikeria Prison to determine better outcomes for Māori. This includes engagement with Raukawa over any environmental impacts, particularly in relation to surrounding waterways and (further downstream) the Waikato River
- greater involvement and inclusion of Ngāti Kahungunu in initiatives across the Hawke's Bay region.

Hawke's Bay has become a centre for our Māori-focused and collaborative efforts. The regional prison includes a 60-bed Te Tirohanga unit, one of the five where previously known as Māori Focus Units where the six-phase Te Tirohanga rehabilitative programme is delivered to Māori prisoners. The Māori Focus Unit opened at this prison was the first in the country. Hawke's Bay is also one of the two locations where, since 2011, the Whare Oranga Ake programme has been delivered outside prison boundaries to low-risk Māori prisoners to prepare them for release. The Department hopes soon to formalise a relationship agreement with Ngāti Kahungunu Iwi Incorporated, which will further advance our focus on reducing Māori re-offending in the Hawke's Bay region.

Our collaboration with other entities also occurs within government itself. We engage with sector partners to address the key issues affecting the justice sector. This relationship is led by the Justice Sector Leadership Board, which is made up of the Chief Executives of the Ministry of Justice, Police and Corrections. This engagement gives us some input into issues that are otherwise outside our control, such as the inflow of people into our system.

Improving rehabilitation

While we have limited influence over the wider social-economic factors that contribute to Māori offending and re-offending – such as gang involvement, low literacy levels, intergenerational unemployment and economic hardship – our aim is to ensure that a person's release from custody is managed in such a way that the chances of successful rehabilitation are enhanced.

In recent years Corrections has made considerable progress in introducing programmes and interventions that are designed to achieve this. These include drug and alcohol treatment, work skills programmes and trade training, and interventions aimed at improving literacy and numeracy levels.

Māori make up the largest ethnic group participating in all forms of rehabilitation. For example, Māori have made up 60% of those commencing the Special Treatment Unit Rehabilitation Programme, and 55% of those starting Drug Treatment Programmes.

The completion rates for rehabilitative prison programmes are identical for Māori and non-Māori. Māori perform as well as, and sometimes better than, other people as a result of completing these 'mainstream' programmes.

In addition, comprehensive, kaupapa Māori-focused rehabilitation occurs within the Te Tirohanga system. Besides Hawke's Bay, Te Tirohanga units are located at Waikeria, Tongariro, Whanganui and Rimutaka prisons. We have also mentioned the Whare Oranga Ake reintegration centres for low-risk prisoners outside the perimeter fence at Hawke's Bay and Spring Hill prisons. Aside from these high-profile initiatives, there are numerous culturally-based programmes delivered to Māori throughout the corrections system. Examples include Tikanga Māori Programmes delivered by providers under the Te Ihu Waka Tikanga Framework; the Tiaki Tangata reintegrative programme for long-serving Māori prisoners; and the Te Kupenga approach to reduce intergenerational whānau offending.

Staff initiatives

Over 20% of all Corrections staff identify as Māori. We are preparing a strategy to recruit more Māori staff in all roles, beginning with a review of job descriptions and competencies. We have also accepted the Tribunal's recommendation that senior staff receive similar training in cultural awareness to that which is provided to frontline staff.

Corrections has a Māori Services Team, which takes a lead role in managing Māori prisoner reintegration at a regional level. Members of the team link with whanau, hapū, iwi and kaitiaki to enhance the quality of reintegrative and rehabilitative services. They also support the work of other parts of the organisation, including Regional Commissioners.

We have also very recently established a Māori Strategy and Partnerships team within the Office of the Chief Executive. This team will provide greater focus in departmental activities on initiatives that improve outcomes for Māori. The team will also be responsible for enhancing existing partnerships with iwi and other Māori authorities, and will look to new opportunities to partner with Māori communities in the design and delivery of Corrections' services.

ADDRESSING MENTAL HEALTH NEEDS AND ALCOHOL AND DRUG USE

91% of prisoners have been diagnosed with substance abuse or a mental health disorder at some point in their lifetime

Mental health issues and drug and alcohol dependence are significant problems for many of the people that Corrections manages, and for the justice system as a whole.

In addition to being serious health issues, they can be contributing factors to crime and other social harm in the community, and a barrier to people accessing rehabilitation and reintegration services.

Addressing mental health needs

Ensuring that prisoners with serious mental health issues are managed safely and appropriately is an issue that prison systems around the world are grappling with. This is currently a focus for Corrections, building on recent research highlighting the mental health needs of the prison population and reports identifying concerns with the use of restraints within prisons (and other detention settings).

Corrections is responsible for providing primary health care for prisoners, including primary mental health services. We are moving beyond a model of 'managing' prisoners with mental health needs, and towards a model that intervenes earlier, supports their mental health, and reduces escalation wherever possible.

A particular pressure that Corrections faces is managing prisoners who are mentally unwell and who exhibit extremely challenging behaviours, including self-harm, but who are not able to be transferred into the forensic mental health system. There is increasing recognition of the challenges for prioritising access to mental health services for prisoners from the wider mental health system.

What mental health services are available to prisoners?

Mild to moderate mental health needs are the responsibility of Corrections' health services. Mild to moderate mental health services may be provided by contracted Medical Officers (GPs), Corrections nursing staff or contracted mental health services providers. Services include medication, one to one or group therapy, and health education.

Prisoners with moderate to severe mental health needs are referred to forensic mental health services for assessment and treatment. This is generally managed within the prison environment, but individuals may also be admitted to secure inpatient facilities if this is clinically indicated.

Prisoners with complex needs who do not meet eligibility criteria for forensic services (for example, prisoners with a severe personality disorder) are managed by Corrections using a multidisciplinary approach that includes health, psychology and custodial staff.

To better support the level of mental health care for prisoners, additional funding of \$21 million has been invested. More mental health clinicians working in prisons and some Community Corrections sites are being piloted, and will be evaluated to inform potential future bids for funding.

The funding will also be used to improve the management of prisoners who are at risk of self harm or suicide. Further information on those improvements can be found in the chapter *Welfare and accountability*.

Corrections expects that funding more mental health services in-house will reduce the number of prisoners who require forensic mental health services, ensuring that services can be focused on those with the most complex needs. Intervening earlier with in-house mental health services will reduce the escalation of behaviours and conditions to crisis point.

Addressing alcohol and other drug needs

In 2016 Corrections launched *Breaking the cycle: Our drug and alcohol strategy through to 2020*. The strategy is structured around three key pillars: demand reduction, supply control, and problem limitation.

The strategy recognises the need for services are offender-centric and tailored to need, and that processes and policies do not act as barriers to access. It focuses on improving the continuity of care for those with alcohol and other drug needs, and the delivery of effective programmes and services.

Building on this strategic vision, Corrections offers a suite of programmes that deal with the issues of substance abuse and dependency. These range from low intensity (AOD brief and intermediate programmes) to medium and high intensity (Intensive Treatment Programmes and Drug Treatment Programmes available to prisoners, and Residential AOD Treatment and Intensive Outpatient AOD Programmes available to those in the community).

What AOD treatment services are provided to prisoners?

AOD Brief Support Programme – a motivational programme for all with an identified need

AOD Intermediate Support Programme – treatment for prisoners serving short sentences with all levels of need, that don't have time for more intensive treatment (20 hours of treatment)

Intensive Treatment Programmes – treatment for prisoners with a moderate AOD treatment need (8 weeks treatment)

Drug Treatment Programmes – treatment for prisoners with a moderate to high AOD treatment need (3-6 months treatment)

Aftercare Service – for prisoners requiring post treatment support

RecoverRing AOD Support Line – telephone service available to people in prison and the community

An approach is also being piloted at Mt Eden Corrections Facility implementing SBIRT (Screening, brief intervention and referral to treatment) to establish the prevalence of methamphetamine use amongst prisoners and refer them for treatment.

SAFETY UNDERPINS EVERYTHING WE DO

In 2016/17, Corrections electronically monitored 12,862 people in the community

Every day Corrections staff make decisions that influence their safety, the safety of those we manage, and the safety of the community.

Corrections' strategic plan, *Change Lives, Shape Futures*, has a strong focus on the safety of our staff and communities. This reflects our commitment to keeping the community safe and protecting our staff, to the best of our ability, while acknowledging the difficult and complex nature of the work we do.

COMMUNITY SAFETY

The High Court imposed the first Public Protection Order in December 2016, on application from Corrections

Corrections takes its responsibility to keep the community safe seriously, and is constantly improving the tools and resources it uses to minimise the likelihood of serious incidents. We invest in secure facilities and consider how best to manage people in the community, in particular putting significant effort into managing high-risk people including through the use of new technology.

Sentences and orders served in the community

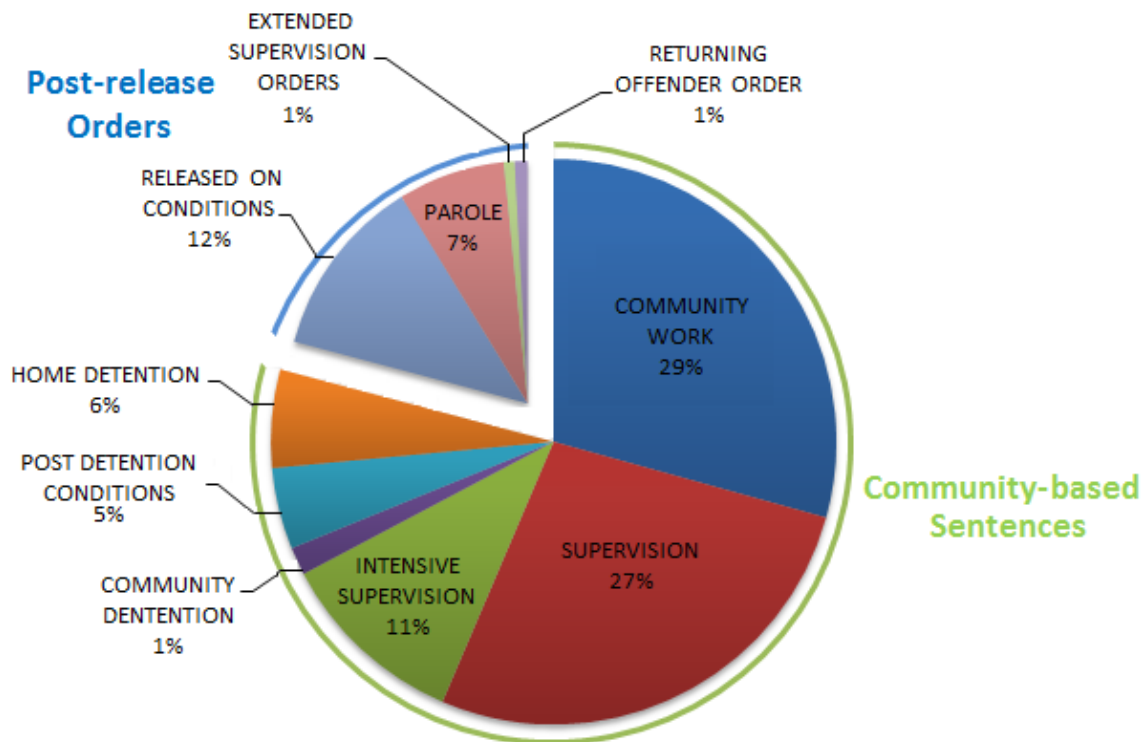
New Zealand has a range of community-based sentences and orders that can be imposed by the courts, each with its own specific objectives and requirements. At any given time, most of the people Corrections manages (approximately three-quarters) live in the community on one or more of these sentences or orders.

Corrections' ability to influence and change a person's behaviour, or mitigate their level of risk, depends on the sentence or order imposed. For example, a person on Community Work will be required to complete a set number of hours, and may complete some of these hours as 'work and living skills' training, but is otherwise not subject to any restrictions or management by Corrections.

Those on more restrictive regimes, such as parole or an Extended Supervision Order, can be subject to greater restrictions set by the Parole Board, which may include restrictions on who they associate with, places they may not go, times they must be at home, and increased levels of monitoring.

The diagram on the following page breaks down the people Corrections manages in the community by their sentence or order. The biggest groups of people Corrections manages in the community are on sentences towards the lower end of the sentencing hierarchy, with fewer restrictions and obligations (eg. Community Work and Supervision). A full list of sentences and orders managed by Corrections is provided in Appendix C.

Breakdown by lead sentence or order of 30,000 people being currently managed by Corrections in the community



Electronic monitoring

Electronic monitoring is used to monitor a person's compliance with location conditions of their sentence or order. There are two conditions that can be monitored:

- curfews – person is restricted to a particular address for a specified period of time (e.g. must be at home between 8pm and 6am every night)
- whereabouts – person is prohibited from entering certain areas (e.g. a high risk child sex offender may be prohibited from entering into parks or school grounds).

It is a tool that provides additional information to staff managing individuals in the community, but there are limitations to its use. In particular, while electronic monitoring allows Corrections to monitor a person's location, it cannot control their movements, and Corrections must utilise other tools alongside electronic monitoring to mitigate risk and increase compliance.

In 2016/17, 12,682 individuals were monitored electronically for all or part of the year as a condition of their sentence or order, or while on EM Bail. Without electronic monitoring, many of these people would instead be in prison (for example, instead of on Home Detention or EM Bail), with higher costs of managing them.

Managing high risk people in the community

The challenge of managing high risk people in the community is not unique to New Zealand. Indeed, New Zealand Corrections has made significantly greater use of the tools and

technologies at its disposal, particularly electronic monitoring and post-sentence orders for the highest risk individuals, compared to other jurisdictions.

Corrections has also established national and regional levels of support, through High and Complex Needs panels, a High Risk Response Team and GPS Immediate Response Team. We are constantly improving guidance and support for probation staff, and decisions about where to place a person is made with a high level of consultation with the community. We also work closely with our partner agencies, such as Police, on joint areas of concern including the Child Sex Offender Register and Gang Intelligence Centre.

Post-detention management options

For those individuals who pose a serious risk of sexual or violent offending after completing a finite term of imprisonment, Corrections can apply to the court for either:

- an Extended Supervision Order (ESO), which provides for on-going management in the community on conditions set by the Parole Board. Conditions may include electronic monitoring and residential restrictions.
- a Public Protection Order (PPO), which provides for a person's detainment in a secure civil facility located on prison land (separate to prisoners). The court must be satisfied a person poses a very high and imminent risk of serious sexual or violent offending to impose a PPO.

These regimes were developed to balance the risk to public safety posed by these individuals, with their rights as people who have served their sentence, and the costs of long-term (potentially intensive) management. Applications to the court require at least one assessment by a health professional (such as a psychologist) against legislated criteria.

Corrections is currently managing approximately 200 people on an ESO in the community, and 1 person is detained on a PPO (with a further person subject to an interim PPO).

Secure facilities

Corrections maintains a secure environment in all its facilities, using effective management practices and physical features and systems. Our approach to managing individual prisoners varies according to the level of risk posed by the different prisoners. There have been no breakout escapes from prison since 2013/14.

Prisoner transfers are one of the most common situations in which prisoners find opportunities to escape, as they require prisoners to be temporarily outside the prison (under escort). In 2016/17 there were over 62,500 prisoner transfers, primarily for court and medical reasons. In this period five prisoners escaped

Strengthening Auckland Prison

Corrections is currently improving the maximum-security facilities at Auckland Prison.

The new facilities include specialised facilities for managing both the most violent and the most vulnerable prisoners, a new gatehouse, and a large supporting services building. In addition, a secure walkway will allow quicker and safer movement across the prison.

The building's design and layout will create a safer environment with blindspots designed out and improvements such as new training facilities and learning areas designed in.

during transfer.

In order to mitigate the risk surrounding transfers, the justice sector has invested in Audio Visual Link (AVL) technology to reduce the need for transfers, in particular to courts where the prisoner is not required to attend in person. This not only reduces the risk of a prisoner attempting to escape, but also reduces opportunities for prisoners to obtain contraband or become violent during transport.

KEEPING OUR PEOPLE SAFE

On-body cameras are now used in all prisons in New Zealand

Corrections operates in one of the most complex health and safety environments in New Zealand.

We have a unique risk profile that requires a particular focus. In addition to the individuals we manage, we have vans, forklifts, cranes, farm and forestry machinery. There are dogs, pigs, bees, industrial kitchens, nurseries, light engineering, building sites and hazardous chemicals in our facilities. Alongside our workforce are many thousands of volunteers, contractors, staff from non-government organisations and other agencies.

Our health and safety strategy “Everyone Safe, Every Day”, covers all Corrections staff, the people we manage, and anyone impacted by the work we do. It is led by a Health and Safety Risk Governance Committee made up of the Executive Leadership Team and an independent health and safety expert. Over the last four years the Committee has undertaken a systematic review of every aspect of the organisation to see where we can improve processes and manage risks.

In May 2017 Corrections won an award for having the best board level engagement in health and safety at the New Zealand Workplace Health and Safety Awards. In recognition of Corrections’ achievements, we have also been asked by the State Services Commission to undertake the new role of functional ‘lead’ for health and safety across the public sector.

The role of the health and safety lead is to raise awareness of issues and opportunities, support sharing of good proactive and joined-up responses, and develop system resources where it is practical to do so. The aim is for agencies to demonstrate how smart health and safety practice, which balances service delivery, security and safety, can produce the right level of protection that is proportionate, sensible, cost effective and practical.

Health and safety in prisons

Assaults on staff are always a risk in prisons as many prisoners use violent behaviour to resolve issues or express themselves. Identifying and understanding the drivers for assaults is critical to reducing levels of violence in prisons. We use a framework of prevention first, followed by responding, holding perpetrators to account, and reviewing processes to improve future efforts.

Recent efforts include:

- investing in Stab Resistant Body Armour for front-line custodial positions, along with on-body cameras. The cameras provide detection, and can help de-escalate situations as the prisoner is able to see what is being recorded when they are activated.
- introducing a Prison Tension Assessment Tool for daily use in prison. The tool helps corrections officers assess the overall level of tension in units, based mainly on qualitative information, their observations and interactions with prisoners.
- expanding the provision of pepper spray to allow trained staff to carry and use pepper spray while inside a prison, and while escorting prisoners outside a prison.

Serious assaults in prisons continue to be a particular concern for Corrections. We have established a Violence in Prison's Working Group to provide high level oversight of human resources, custodial and health and safety related risks, and opportunities to ensure that these risks are proactively identified and managed. The group has representation from subject matter experts within Corrections and unions.

Health and safety in Community Corrections

Assault rates on staff are much lower in the community than in prisons, and rarely involve physical violence. Instead they mostly involve verbal threats and intimidation. Corrections is improving staff culture to reduce the tolerance of this behaviour in the community, while providing more tools and supports to reduce the likelihood of incidents occurring.

In 2013 Corrections initiated an extensive upgrade of its Community Corrections sites, due to be completed by 2019. One of the key benefits of the renovations is improved safety for staff and visitors to the sites. Features include:

- Access control into buildings
- Increased CCTV coverage
- Duress Alarms
- Manual electronic door locking
- Better visibility into open plan and interview rooms.

Safety outside Community Corrections sites

Corrections has issued smart phones to its community workforce. The phones enable staff to remotely access our information management system (through a secure application). They also have a safety application which allows the staff member to signal back to the office if they are in trouble, and provides their key contacts with an image, voice recording and GPS coordinates to assist in locating the staff member.

Probation sites also operate with a home visit procedure to ensure that staff are in regular communication with the office when they are out visiting offenders.

Responding to trauma

Corrections has recently introduced a new policy to respond to staff affected by acute and long-term psychological trauma. It can be demanding work for our frontline staff, working with damaged and dangerous people, and needing to constantly make important decisions.

Psychological trauma is an emotional response to a severe incident, such as witnessing or being involved in a death, an assault, or serious threats.

The trauma policy provides a timely and confidential response to staff exposed to traumatic events. Assessment and treatment is available from qualified psychologists, along with training, resources, access to psychological assessments and support to help staff maintain their health and wellbeing, as well as minimise post incident reactions and the risk of developing ongoing psychological harm.

REDUCING RE-OFFENDING IS OUR ULTIMATE GOAL

The best contribution Corrections can make is to ensure that people who come into the corrections system do not re-offend. That is why reducing re-offending is our ultimate goal

Offending and re-offending is driven by a range of different behaviours, difficulties and circumstantial issues (referred to as dynamic risk factors), including: violence propensity, drug and alcohol dependence and abuse, pro-criminal thinking patterns, low self-control, poor emotional management, intimate relationship problems, social isolation, criminal associates, sexual preoccupation and sexual deviance.

Factors such as low education levels, lack of employment skills, alcohol and other drug problems, housing and financial difficulties, although less correlated with re-offending, are nonetheless important factors to address for individuals working to reintegrate back into society. Corrections' research shows that supporting people in these areas strengthens the gains made on offence-focused interventions.

WE FOCUS ON WHAT WORKS

New Zealand is the only country in the OECD to comprehensively measure and report publicly on the effectiveness of its interventions annually (in terms of reducing re-offending)

Corrections is able to access rich data on its population, stretching back more than 30 years. There is a strong evidence base for what works in correctional rehabilitation, and statistical tools allow for accurate risk profiling and targeting of our programmes and interventions.

The Research and Analysis team has an annual programme of research and evaluation, which informs investment and the design of services. For example, in 2016 Corrections released a co-morbidity study on mental health and substance use disorders, which led to significant further investment in mental health services for prisoners. Corrections also publishes a twice-yearly journal, *Practice*, which has in-depth, academic and practice-focused articles on corrections issues.

The results of individual interventions are routinely measured to ensure that the best possible outcomes are being achieved. The degree to which re-offending is reduced (known as the Rehabilitation Quotient) is measured and published every year in the Annual Report. Cost-benefit analysis can then be undertaken at an individual programme level, based on the capacity to estimate future costs avoided, due to reduced re-offending.

A snapshot of Rehabilitation Quotient results is shown in the table on the following page. Figures are percentage-point reductions in 12-month reconviction or reimprisonment rates for people who completed the intervention, compared to the same reconviction or reimprisonment rates for those of an equivalent level of risk who have not.

For example, a reimprisonment result of -5.0 would show that if the 12-month rate of reimprisonment among people who did not complete a specific intervention was 35%, the corresponding rate for those who complete the intervention would be 30%.

Interventions in Prisons	Re-imprisonment	Reconviction
Offender employment, average across programmes	-3.1	-4.1
Special Treatment Unit Rehabilitation Programme	-8.0	-10.4
Medium Intensity Rehabilitative Programme	-4.3	-8.3
Drug Treatment Unit 3 months	-3.8	-7.3
Drug Treatment Unit 6 Months	-3.9	-0.5
Short Rehabilitation Programme	-5.1	-4.5

Not everyone will benefit equally from different interventions, and the lowest risk prisoners may not require special assistance to lead crime-free lives on release. Corrections is able to direct (and improve) interventions to the groups where they are most needed, and most likely to make a positive difference.

Nevertheless, we understand the need to keep prisoners engaged in the activities that will support their success on release. Our investment in Industry, Treatment and Learning (ITL) has evolved in recent years, and an ITL framework is operating in all public prisons.

Under the framework, every eligible prisoner is engaged in education, training, employment programmes, treatment or rehabilitation, or some other constructive activity as part of a structured day.

OUR REHABILITATION PROGRAMMES

In 2016/17 almost 7,200 prisoners, and over 3,200 people in the community, completed a rehabilitation programme

Offence-focused rehabilitation programmes specifically target the underlying causes of offending, and aim to provide people with the right skills and knowledge to lead offence-free lives.

Rehabilitation includes programmes for those convicted of sexual and violent offences, and those considered to be at moderate risk of seriously re-offending. The intensity and length of the programmes is matched to the person's assessed risk of re-offending, with higher risk individuals typically attending longer, more intensive treatment programmes.

The achievement of a greater than ten percentage-point reduction in reconviction rates amongst prisoners who completed the Special Treatment Unit rehabilitation programmes is particularly noteworthy (as shown in the table above). Participants in these programmes tend to be the most violent and high-risk of any prisoners, and achieving this level of programme impact places this particular programme amongst the best correctional interventions in the world.

Psychologists also work with high risk and complex individuals in one-on-one sessions, particularly those who are unsuitable or have inadequate time on sentence to engage in group-based programmes.

All the rehabilitation programmes have Tikanga concepts woven through them and facilitators demonstrate competence in the delivery of these cultural components. Corrections also has specialist programmes particularly focused on addressing both the cultural and offence-related needs of Māori and Pacifica. Staff delivering these programmes have a high degree of cultural competency and are from Māori and Pacifica backgrounds.

To support these offence-focused rehabilitation programmes we also provide:

- short motivational programmes to assist those who may not be ready to engage in offence-focused rehabilitation
- drug and alcohol treatment programmes (discussed earlier in the section 'Critical issues facing the corrections system')
- other rehabilitative and constructive, skills-based interventions, such as parenting programmes, that aim to improve the person's skills and wellbeing.

REINTEGRATION, EDUCATION AND EMPLOYMENT

Corrections has signed 140 Memoranda of Understanding with employer partners to date, offering 1,292 job opportunities each year

For those released from prison, support to reintegrate back into the community can be essential. Prisoners can be disconnected from the realities of day-to-day life outside a prison, and can need support with tasks such as arranging accommodation, getting a bank account, and applying for financial assistance from Work and Income.

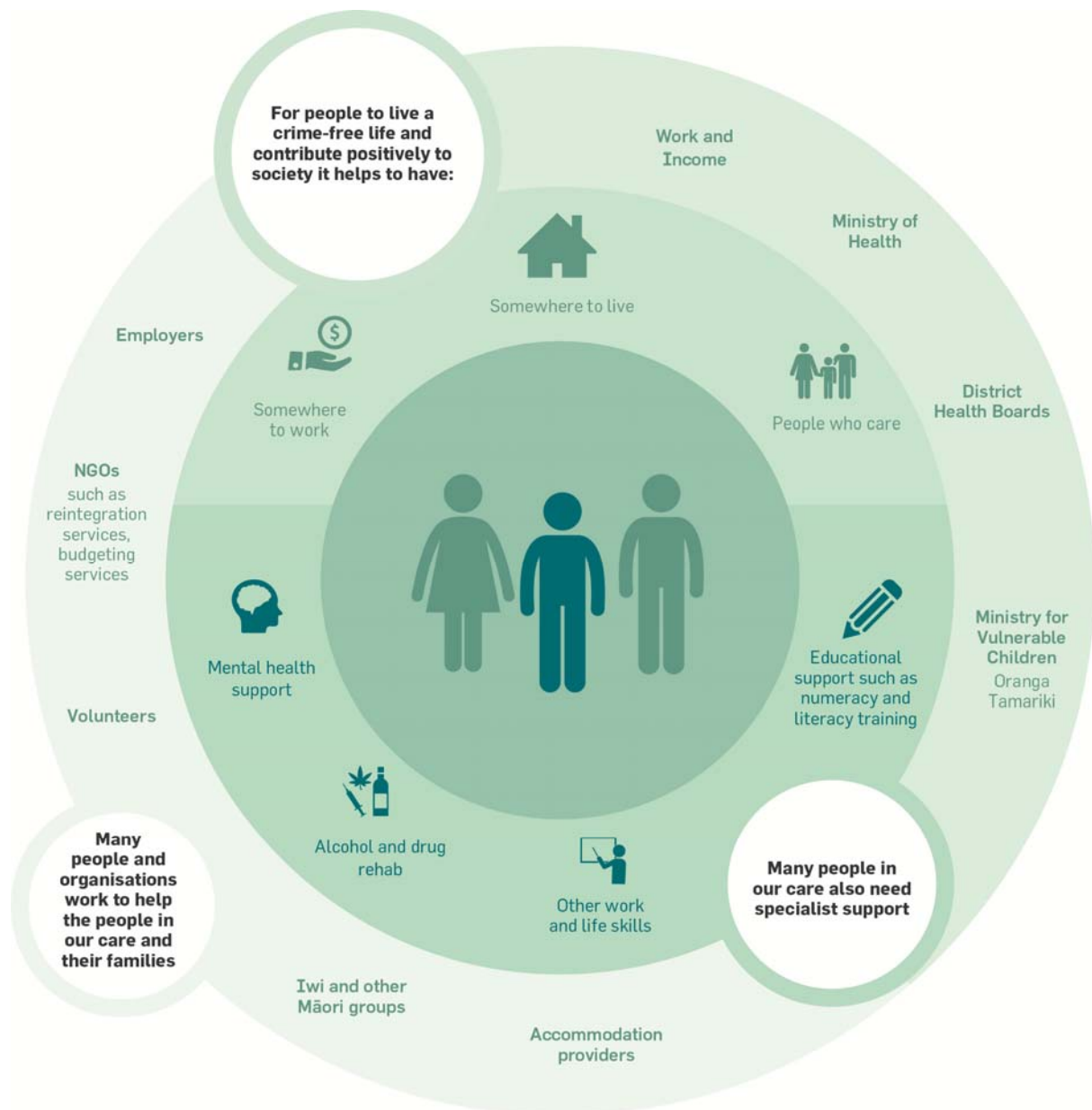
Reflecting this diversity of need, Corrections works with a wide range of agencies and organisations in the health and social sectors.

A key part of being able to successfully reintegrate is also having the education and employment training, skills and opportunities to be able to participate in society, including finding work.

Reintegration

Corrections contracts a range of reintegration services ranging from low intensity navigation support services through to high intensity residential support services for those who pose a high risk of re-offending.

A particular challenge for Corrections is finding appropriate housing for people it manages, especially those released from prison. In total, Corrections provides access to over 1,000 accommodation places per year, ranging from six nights of emergency accommodation through to 12 months of intensive supported accommodation.



Prison Education

Prisoners are more likely to present with high levels of educational need, including significant literacy and numeracy barriers and low levels of formal qualification attainment.

It is estimated that 65% of the prison population have low levels of literacy and numeracy (below NCEA Level One), with a similar proportion also having no formal qualifications.

As high levels of educational need can constrain an individual's ability to effectively engage in rehabilitative programmes and limit employment outcomes, Corrections provides a range of prison-based educational support services. These services are tailored to different levels of need.

Employment

Similarly, Corrections has a range of programmes and services to support prisoners into employment on release. As well as brokering services and programmes to remove

employment barriers, Corrections provides work opportunities in prisons, opportunities in the community through Release to Work, and has a series of Employer Partnerships for jobs on release.

New Zealand's prisons offer training in a vast array of industries including: horticulture, working at heights, agriculture, construction, carpentry, beekeeping, concreting, joinery, hospitality, painting, forestry, laundry, catering, printing, and distribution.

The aim is to ensure that prisoners learn essential skills and are work-ready. By gaining work experience within a prison industry, people have the opportunity to train and upskill themselves, gaining unit standards and qualifications. They are also learning positive work attitudes, teamwork, communications skills and sensible decision-making.

IMPROVING OUTCOMES FOR WOMEN

Two-thirds of women in prison have been a victim of family violence, and half a victim of sexual violence

Recent research by Corrections has reinforced international findings that while some factors affect both men and women who offend, there are key differences between the two.

In general, women commit less serious crime and pose a lower risk to the community on release, and a lower risk to prison staff and others in prison. The pathways they take into offending are also different, and it is more common for women to be affected by trauma and victimisation; mental health issues; unhealthy relationships; parenting difficulty and stress; and economic marginalisation. Recent analysis has shown that 52% of women in prison have Post Traumatic Stress Disorder.

Alongside this, factors such as women having very limited and less diverse work histories, and that many women are mothers and primary carers to other dependents, have led Corrections to take a fresh look at how it manages and supports women on sentence.

The Women's Strategy, Wahine – E Rere Ana Ki Te Pae Hou (Women rising above a new horizon), has been developed in response to the different pathways into crime, their subsequent needs and the realities of their lives. The strategy has three focus areas:

- Providing interventions and services that meet women's unique risks and needs.
- Managing women in ways which are trauma-informed and empowering.
- Managing women in ways that recognise the importance of relationships in their lives.

Corrections will spend \$14 million over four years implementing the strategy. This funding will increase women's access to rehabilitation as well as extended support services such as social workers and counsellors in prisons. It will also increase the range of learning opportunities available for women, including the creation of new construction industries.

IMPROVING OUTCOMES FOR YOUTH

Youth in custody aged under 20 have higher reimprisonment and reconviction rates than the general prison population (68% to 44% reconviction; 45% to 30% reimprisonment)

Youth aged under 24 years present a unique challenge for Corrections. While the number of young people in prison has fallen, those that do enter the prison system have higher reimprisonment and reconviction rates than the general prison population.

Like the general Corrections population, youth in the corrections system tend to have low education levels; poor mental health; high rates of drug and alcohol dependency; gang affiliation; and limited employable skills.

Corrections has a Youth Strategy with the aim of helping young people to leave us educated or employed and with a sense of belonging. Current priority areas for the Strategy are to:

- develop Youth Units as centres of excellence
- provide exceptional staff engagement with a focus on youth champions
- develop world leading rehabilitation and reintegration services.

Corrections is currently creating the first rehabilitation programme for high risk youth in the Christchurch Youth Unit, and will implement a youth focused AOD programme for those under 20, starting at the Hawkes Bay Prison Youth Unit. Corrections is also developing rehabilitation programmes and reintegration supports targeting young recidivist burglars.

GANG MEMBERSHIP

Gang members re-offend at nearly twice the rate of non-gang members

One of the key challenges for Corrections in reducing re-offending is being successful with gangs. This is particularly important in the context of reducing re-offending by Māori, who are significantly overrepresented among gang membership.

Earlier this year Corrections launched a new Gang Strategy, which has three objectives:

- Contain the negative influence of gang members in the custodial environment.
- Disrupt the efforts and capabilities of gang members under our management to organise and commit crime from within prisons and in the community.
- Reduce the re-offending rates of gang members and the harm caused by gangs in prisons and the community.

Working closely with Police and other agencies, workstreams under these three objectives will enable us to change the way we manage gang members to more effectively reduce their negative influence and impact within prisons and the community.

WELFARE AND ACCOUNTABILITY

The Corrections Inspectorate undertakes an in-depth review of every prison every two years

Corrections is responsible for managing people with a range of complex needs, and challenges. Corrections has a particular duty of care to those in its custody, and is committed to managing all prisoners in a safe, secure, humane and effective manner.

OUR OBLIGATIONS

Corrections is subject to a range of domestic and international obligations related to its care of prisoners, including:

- the Convention Against Torture, and Optional Protocol to the Convention Against Torture (OPCAT)
- Crimes of Torture Act
- obligations under the Corrections Act 2004, and
- other domestic legislation (including the Bill of Rights, Human Rights, Crimes and Health and Safety at Work Acts).

OPCAT is an international human rights agreement that New Zealand signed up to in 2007, and is given effect by the Crimes of Torture Act. Under OPCAT, independent bodies – called National Preventive Mechanisms (NPMs) – carry out regular visits to all places of detention in New Zealand to examine the conditions and treatment of persons held there. These include prisons, police cells, military detention, immigration centres, health facilities, and child and youth residences.

NPMs identify improvements that are required or problems that need to be addressed, and make recommendations. The visits are focused on preventing human rights breaches rather than responding to prisoner complaints.

The Office of the Ombudsmen is the NPM responsible for monitoring Corrections facilities. The Children's Commissioner accompanies the Ombudsman on visits to Mothers with Babies units. The Human Rights Commission acts as the Central NPM for New Zealand, with responsibilities for coordination, reporting, systemic issues and liaison with the UN.

OPCAT also provides for the establishment of an international preventive body called the Subcommittee on the Prevention of Torture. The Subcommittee is an international body of experts that visit each OPCAT country to inspect detention facilities and make recommendations. The Subcommittee last visited New Zealand in 2013.

IMPROVED MONITORING AND ACCOUNTABILITY

Corrections recognises the importance of transparency and accountability in managing the welfare of prisoners, and is committed to adopting a more proactive approach, so that risks and issues can be identified and addressed as they emerge.

To support this goal, we have strengthened the Office of the Inspectorate, which is made up of independent inspectors who check on the fair, safe, secure and humane treatment of prisoners and people detained within the Corrections system. The number of inspectors has increased, and regular proactive reviews of prisons introduced. The prison inspection framework is based on international best practice and was developed in consultation with the State Services Commission.

The Inspectorate reports to the Chief Executive. Reports are also provided to the Minister for Corrections for information, and summaries released publically. The reports deliver findings and identify circumstances that warrant immediate action. Recommendations will put an onus on Corrections to respond quickly, by developing strategies and solutions to address the issues raised.

Corrections has also established a Prisoner Welfare Governance Board, which includes three external members – Dame Beverley Wakem, Mel Smith CNZM, and Michelle Hippolite (Chief Executive of Te Puni Kōkiri). The Board will oversee a programmes of work designed to improve prisoner welfare and address matters raised by independent bodies. The Board provides advice to the Chief Executive on these matters and will take a reactive and proactive role in terms of advancing the welfare of prisoners.

MANAGING THOSE WITH THE MOST COMPLEX NEEDS

More than 7,000 prisoners have been through an At Risk Unit in the last three years

As highlighted throughout this briefing, Corrections is responsible for managing some of the most vulnerable and disadvantaged people in society. This is represented across a range of measures including prevalence of mental health issues and substance abuse, low levels of literacy and numeracy, and previous experience of physical or sexual abuse.

In response, Corrections' approach has been to invest in more services and work more closely with social and justice sector partners to meet the complex needs of these individuals. This includes increased investment in mental health services for prisoners, as outlined in the chapter 'Critical issues for the corrections system'.

Among the most vulnerable of people that Corrections manages are those in prison at risk of self-harm and suicide. Recent reports into the management and welfare of prisoners in Corrections' custody have highlighted some significant concerns relating to at-risk prisoners, and in particular regarding the use of restraints:

- in March 2017, the Chief Ombudsman released a report under the Crimes of Torture Act into the care and management of prisoners at risk of self-harm

- in April 2017, the Human Rights Commission released a report into seclusion and restraint practices at prisons and other facilities (such as mental health units).

Corrections recognises that changes were needed to the policies and practices governing the use of restraints. These changes have been made, reaffirming the use of tie-down beds in particular as a measure of last resort.

Corrections is also designing a new model of care to manage at-risk prisoners, which will be introduced at Auckland Prison, Auckland Region Women's Corrections Facility, and Christchurch Men's Prison.

This new model of care will involve:

- new multi-disciplinary teams to support the three sites
- improved screening and assessment tools
- transforming existing At-Risk Units into specialised Intervention and Support Units (ISUs), which includes physical enhancements to soften the look and feel of the units
- therapeutic intervention and support plans for prisoners in ISUs, including increased support to transition back into the wider prison environment and
- intervention and support plans for at-risk prisoners who can be accommodated in mainstream units.

Addressing the unique needs of transgender prisoners

Transgender people have particular needs that can present a challenge in a custodial environment.

Corrections is improving how it manages trans people in prison to better recognise their gender identity, and protect and enhance their privacy, dignity and safety.

In 2014 changes were made to Corrections Regulations relating to the placement of transgender prisoners. Prior to these changes prisoners were required to have undergone full gender reassignment surgery before they could apply to be placed in a prison that aligned with their gender identity.

This is no longer a requirement, and all trans prisoners are now able to apply to the Chief Executive of Corrections to have their placement reviewed. Since the change, 18 applications have been received and 17 approved, with one pending.

To further improve the way Corrections manages trans prisoners, we have developed a new set of guidance for custodial staff. The new guidelines cover a number of management aspects including appropriate searching and access to support, and are intended to support better treatment of trans prisoners. The new guidelines bring us into line with international jurisdictions, and practices of the New Zealand Police.

Corrections has consulted on these guidelines with the Office of the Ombudsman, the Human Rights Commissioner and trans individuals. Trans community groups have also been approached for advice and feedback.

Training is being created for custodial staff that will help increase awareness and understanding of trans people, and the discrimination and difficulties they are likely to have faced in their lives.

ABOUT CORRECTIONS

Corrections is the largest core government agency in New Zealand

Corrections employs nearly 9,000 people, more than ninety percent of whom are frontline staff. This makes Corrections, by number of employees, one of the largest organisations in New Zealand and largest core government agency (excluding the New Zealand Police and the New Zealand Defence Force).

We work across 18 prisons, including the contract-managed Kohuora Auckland South Corrections Facility, and 148 Community Corrections sites around the country.

Corrections has a single, regionally-structured service delivery group, with five other groups providing support to this operational arm of the Department and to the Chief Executive. This structure gives greater autonomy to the regions and empowers frontline staff to work together as one team focused on the people we manage. A list of key contacts, including the Executive Leadership Team and Regional Commissioners, is provided in Appendix D.

MANAGING OUR FINANCES

Corrections has an annual operating expenditure of approximately \$1.4 billion, and manages a portfolio of assets worth more than \$2.8 billion.

Operating expenditure for the coming year (2017/18) includes:

- \$938 million for custodial services to manage prisoners. This includes custodial staff, asset and facility maintenance, and clothing and feeding prisoners
- \$217 million for community services to manage those on sentences and orders in the community. This includes probation and Community Work staff, and managing people on electronic monitoring and other conditions
- \$201 million for rehabilitation and reintegration, including programmes, education and training, and reintegration support
- \$65 million for information and administrative services to the Judiciary and New Zealand Parole Board, as well as policy and ministerial services.

In addition to funding from its Vote, Corrections receives funding from the Justice Sector Fund, the Proceeds of Crime Fund, and the new Mental Health Contingency Fund. Corrections also generates a small revenue stream from our prisoner employment activities such as farming, distribution and other industries.

WORKING BEYOND THE PUBLIC SECTOR

Partnerships across different sectors are a means of driving innovation. Corrections makes use of the private and community sectors to deliver not only interventions, but also to design and develop new infrastructure.

Corrections manages some of the government's largest and most complex contracts. We engage extensively with providers for services in prisons and the community. This includes national contracts for electronic monitoring, prisoner transport, information technology services, and facilities management, as well as local and national contracts for rehabilitation and reintegration services.

Public Private Partnerships

Two of Corrections' major contracts are Public Private Partnership (PPP) agreements. These contracts have a clear focus on results and we expect to see improved performance across the prison system from a cycle of continuous learning and benchmarking to achieve better outcomes. A regime of financial incentives and penalties is tied to performance outcomes to facilitate innovations in service delivery.

Kohuora, Auckland South Corrections Facility

Corrections has a contract with SecureFuture Wiri Limited for the design, build, operation and maintenance of Auckland South Corrections Facility. Opening in May 2015, site operations are subcontracted to Serco for a 25 year period, with Spotless subcontracted for facilities maintenance services.

The contract with SecureFuture focuses on sentence compliance, reducing re-offending and ensuring better outcomes for Māori. There is a strong focus on offering prisoners practical skills and training that will translate into realistic employment opportunities when they leave prison.

The PPP is given commercial oversight and contract management by the Commercial Services branch of Corrections. Onsite Prison Monitors provide additional assurance of service delivery, and performance information is regularly released publicly.

Auckland Prison

Corrections entered into a contract with Next Step Partners (NSP) in September 2015 for the building of a new maximum security facility at Auckland Prison. The existing maximum security facility built in 1968 is outdated and at the end of its working life but, as New Zealand's only maximum security facility, is a highly strategic asset. NSP will be responsible for designing, building, financing and maintaining the new facility. The PPP excludes custodial operations, which will be retained by Corrections.

NSP is the equity provider, with Fletcher Construction subcontracted to undertake the design and construction, and Cushman & Wakefield subcontracted for asset management. NSP commenced the project in November 2015 and is expected to be completed in the first quarter of the 2018 calendar year. The facilities will be operational from mid 2018.

In conjunction with the new build, Corrections is developing an enhanced operating model across the Auckland Prison site to maximise the opportunities the new facilities will provide.

OUR PEOPLE

*54% of our workforce are male and 46% female.
One in five staff identify as Māori, and one in ten as Pacific People*

While Corrections spends a significant amount on developing and maintaining infrastructure, including prisons, our people are our single biggest asset.

Corrections employs staff in a wide range of frontline and office-based roles, including:

- Corrections officers
- Offender employment instructors
- Case managers
- Nurses
- Psychologists
- Probation officers
- Programme facilitators
- Education tutors
- Community work supervisors
- National, regional and district office staff.

Many of the roles in our workforce are highly specialised and require a considerable investment in upfront and ongoing training. We invest in our staff to assist them to be more effective in their roles and ensure they have the appropriate skills to respond to the challenges of working with those that have offended.

Training and development programmes for staff cover professional practice and programme delivery, custodial and community practice, integrity, effective decision making, health and safety (including tactical responses), core systems and leadership.

UPCOMING DECISIONS AND DELIVERABLES

Prison capacity

In the next few months, the priority will be decisions on prison capacity and funding to ensure there are sufficient prison beds and staffing to accommodate current and forecast growth in the short to medium term.

In November, the Government will need to consider decisions relating to the proposed development of a new prison facility at Waikeria, due to open in 2021, to accommodate the medium to long term requirement for capacity.

Justice Sector agencies are also planning to provide Ministers with options in November that could place downward pressure on the long term prison forecast.

Current legislative programme

Corrections has no legislation currently before the House. A possible Corrections Amendment Bill is in development, which involves a range of amendments designed to better support prisons to safely, humanely and fairly treat prisoners; improve the disciplinary regime in prisons; improve oversight of the Corrections system; and provide greater legal clarity for some aspects of the Act.

We will brief you further on this Bill and other potential legislative bids.

APPENDIX A – WORKING TOGETHER TO ACHIEVE POSITIVE OUTCOMES ACROSS THE SYSTEM

A joined-up criminal justice system is critical for a safe, fair and prosperous New Zealand

We operate as part of a wider system where a collaborative and holistic approach, led by all of Government, is critical in effectively addressing key systemic issues and achieving positive outcomes for all New Zealanders. The New Zealand criminal justice system is part of our system of government and is made up of a number of institutions, groups of people and individuals who make, apply and enforce the law. The primary functions of the criminal justice system are to:

- provide effective crime response and prevention, with a focus on reducing contact with the system
- maintain and administer law and order, with a focus on holding offenders to account, and minimising harm and victimisation
- manage offending, with a focus on providing rehabilitation for people in the system and reducing re-offending.

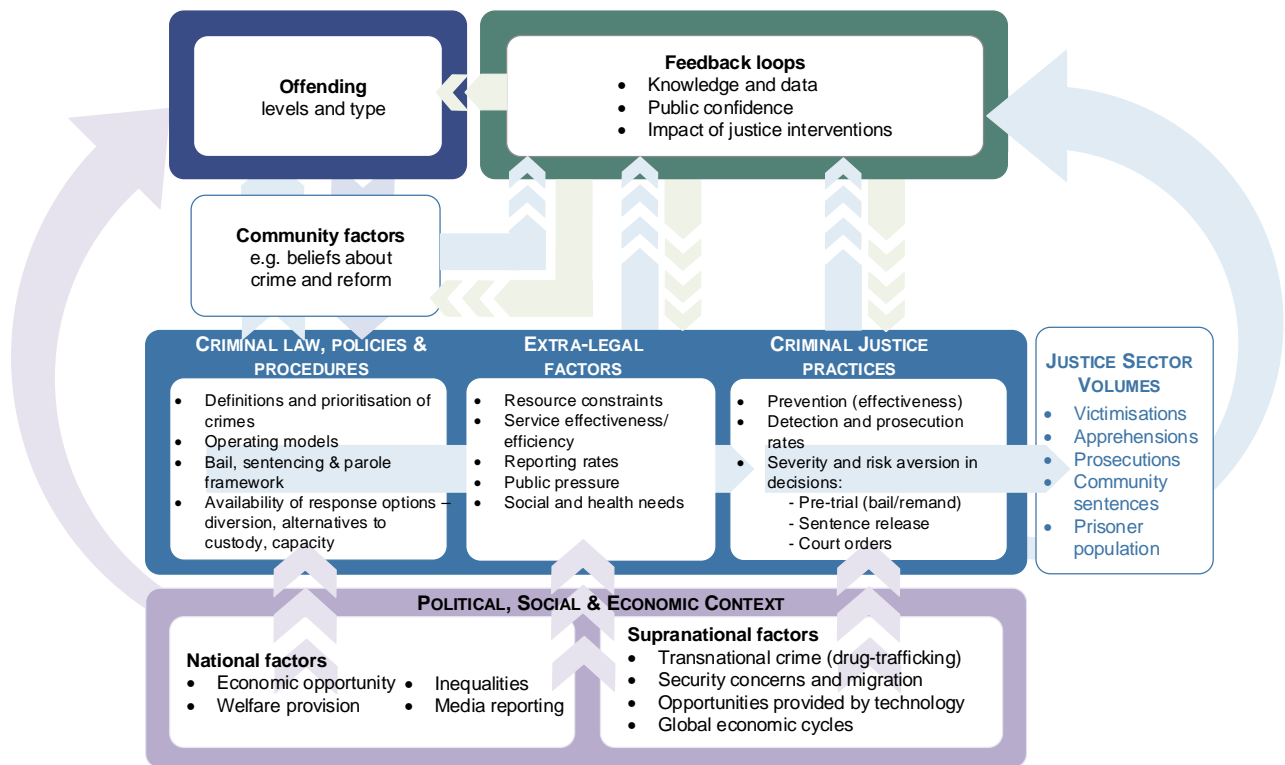
Through these functions, the system promotes a safe and just New Zealand. New Zealanders want to have confidence that they are able to go about their business safe from crime, that others will obey the law and meet their obligations, and have assurance that conflicts will be resolved fairly. When the criminal justice system is joined-up and working well we can help provide the conditions to improve social and justice outcomes. Our strategically aligned individual decisions can collectively improve New Zealanders' welfare and prosperity and is vital in underpinning a safe, fair and prosperous New Zealand.

What we can achieve by working together

We know systemic opportunities and issues of greatest concern to Ministers and communities often cannot be addressed by single agencies working alone. In key areas, such as the increasing pressures on the criminal justice pipeline and the over-representation of Māori in the justice system, real progress is typically best achieved through concerted government-wide action. In particular, there are opportunities to leverage investment work and increase digital transformation to address some intractable problems which have concerned successive governments.

Pressure on the criminal justice system is currently the sector's most significant challenge. The diagram below illustrates the complexity of the justice system and the often-inter-connected range of factors that are impacting on the rising justice sector volumes.

Factors Impacting the Criminal Justice System



Criminal justice services, provided by different justice agencies, are demand driven and linked across the criminal justice pipeline. Volumes are driven by a complex mix of different factors, and current rates of growth across the pipeline are not sustainable under existing policy settings and at current levels of resourcing.

We also recognise that we work as part of a system, and that justice sector volumes are heavily impacted by social sector outcomes. It is crucial that we collaborate with our social sector partners to appropriately and effectively respond to those most vulnerable in our society. In particular, the societal and intergenerational effects from Māori offending and victimisation, family violence, youth justice and mental health are profound, and there is general agreement that the scattered and siloed approaches of the past won't have a lasting impact on addressing these key issues.

Together with your justice sector ministerial colleagues, there are opportunities to coordinate the sector's strategies and resources to drive positive change for New Zealanders.

System issues require a sector approach

The justice sector is made up of the New Zealand Police, the Ministry of Justice, the Department of Corrections, the Crown Law Office, the Ministry for Vulnerable Children, Oranga Tamariki, and the Serious Fraud Office.

Justice agencies have improved the way we operate to deliver better outcomes for New Zealanders. To achieve that, agencies put New Zealanders at the forefront of their thinking

and are continuously operating with collective impact rather than tackling complex issues in isolation. The sector is aligned and working together for a safe and just New Zealand. The diagram below outlines the overarching functions of the different parts of the criminal justice pipeline, and the roles and responsibilities of each agency across this pipeline.



As illustrated above, a key role of the justice sector is supporting the Judiciary and courts. In delivering services, justice agencies recognise the importance of the constitutional requirements of independence of the judicial function, and work with the Judiciary to ensure this is preserved and maintained. The courts must be, and must be seen to be, separate from and independent of the executive.

Agencies have worked hard to achieve better outcomes on complex cross-cutting issues by working collectively more effectively. This approach has been effective in achieving our shared goals and we recommend the incoming government should consider retaining this. This approach will help the justice sector better support the government of the day to achieve its objectives. We think this approach is valuable and fundamental in responding to some intractable system issues, and there is strong support across the system for this.

How we work together

The justice sector governance mechanism was established in 2012 to foster strong working relationships, and increase collaboration on project development, resource management and collective decision-making. Senior leaders have regular meetings and report to justice sector Ministers to facilitate collaborative discussions, information and resource sharing, and effective decision-making at both a strategic and operational level. This mechanism has proven successful at delivering sector-wide goals focused on system-wide issues.

The justice sector is also regarded as part of the wider social sector, and supports the social sector in its work for safer communities. The Chief Executive from the Ministry of Justice represents the justice sector on the Social Investment Board. The Board provides advice to Ministers on the strategic direction, priorities and joint results for the social sector in areas where better results cannot be achieved without a collective approach.

APPENDIX B – CORRECTIONS’ LEGISLATIVE FRAMEWORK

Legislation administered by Corrections

Corrections is responsible for administering the Corrections Act 2004 and the Corrections Regulations 2005, which provide the legal framework for managing and operating the corrections system.

Corrections also administers the Public Safety (Public Protection Orders) Act 2014, which introduced Public Protection Orders (PPOs) as an additional measure to detain very high risk individuals under a civil regime after completing a finite prison sentence.

There are two Acts jointly administered with the Ministry of Justice:

- The Sentencing Act 2002, which covers the sentencing process and the criminal sanctions available to the courts.
- The Parole Act 2002, which covers the release of prisoners from prison, and extended supervision orders.

Recently Passed Legislation

Alcohol and drug testing of community-based offenders and bailees (November 2016)

The Drug and Alcohol Testing of Community-based Offenders, Bailees, and Other Persons Legislation Act 2016 creates an explicit legislative mandate for drug and alcohol testing of persons, subject to abstinence conditions, being managed on sentence / order or on bail in the community.

Corrections is implementing a two year trial in the Northern Region. The trial will evaluate a mixture of testing technology and testing frequency in order to inform further roll-out.

Expanding the use of GPS monitoring in the community (September 2016)

Parliament passed legislation to expand the use of GPS monitoring for those being managed in the community. The new legislation:

- enables the courts to impose electronic monitoring as a special condition of release when sentencing a person to a short term prison sentence of up to two years
- enables the courts to impose electronic monitoring when sentencing a person to a community-based sentence of Intensive Supervision.

The legislation came into force in December 2016.

APPENDIX C – SENTENCE AND ORDER TYPES

People managed by Corrections in prison

- **Remand** – person is held in Corrections' custody while awaiting trial or sentencing.
- **Short sentence of imprisonment** – person is sentenced to imprisonment for a term of two years or less. The prisoner is automatically released at the halfway point of their sentence.
- **Long finite sentence of imprisonment** – person is sentenced to imprisonment for a finite term of longer than two years. Prisoner is eligible for release on parole after serving one-third of their sentence (or longer, if the court sets a minimum non-parole period). To be released on parole, the Parole Board must be satisfied a person does not pose an undue risk to public safety. Prisoners must be released from prison at their sentence expiry date (ie. after serving the full term of their imprisonment).
- **Preventive Detention** – person is sentenced to an indefinite term of imprisonment for a serious sexual or violent offence. Court sets a minimum non-parole period, but prisoner could remain in prison for the rest of their life if the Parole Board considers they continue to pose an undue risk to public safety.
- **Life** – person is sentenced to an indeterminate life sentence for murder. As with preventive detention, the court sets a minimum non-parole period but prisoner could remain in prison for the rest of their life if the Parole Board considers they continue to pose an undue risk to public safety.

People on a community sentence being managed by Corrections

- **Community Work** – person does unpaid work in the community to make up for their offending.
- **Community Detention** – person is required to comply with an electronically-monitored curfew imposed by the court.
- **Supervision** – person is required to comply with standard and special conditions imposed by the court for a period of 6-12 months. Conditions may include restrictions on their living and working arrangements and who they may associate with, and they may be required to participate in programmes and address issues that led to their offending.
- **Intensive Supervision** – similar to supervision, but for higher-risk individuals for a period of 6-24 months. Person is required to address the causes of their offending with more intensive oversight from a probation officer.
- **Home Detention** – person is required to remain at an approved residence at all times under electronic monitoring, unless leave is approved by a probation officer for specific purposes, such as employment or rehabilitation.

- **Post-detention conditions** – person who has completed a sentence of Home Detention may have conditions imposed.
- **Returning Offender Order** – person who is returned to New Zealand following a recent sentence of imprisonment overseas is managed by Corrections on standard and special conditions imposed by the court.

People managed in the community by Corrections before or after a term of imprisonment

- **Electronic Bail** – Corrections has responsibility for managing people on electronically-monitored (EM) bail.
- **Release on Conditions** – prisoners who served a short prison sentence must comply with conditions, set by the court at sentencing, when released from prison. Conditions can include reporting to a probation officer and not changing address or taking up employment unless approved by the probation officer.
- **Parole** – prisoners released by the Parole Board from a long, finite term of imprisonment, with conditions set by the Board. Conditions can include residential restrictions and participation in programmes for rehabilitation or reintegration. Prisoners can be recalled to prison if their risk increases while in the community.
- **Post-release Conditions** – prisoners who are released at their sentence expiry date, having served the full length of a long, finite term of imprisonment, are subject to six months of conditions set by the Board.
- **Life-long parole** – prisoners released from an indeterminate prison sentence (preventive detention or life) remain on parole for the rest of their lives, subject to conditions set by the Parole Board.
- **Extended Supervision Order (ESO)** – ESOs allow Corrections to manage high risk sex offenders and very high risk violent offenders in the community following a finite term of imprisonment. The orders are imposed by the courts for a period of up ten years at a time, which can be renewed by the courts.
- **Public Protection Order (PPO)** - PPOs are civil orders issued by the High Court for the most dangerous individuals who pose an imminent risk of serious sexual or violent offending. Individuals subject to a PPO are detained at a secure residence on prison grounds.

APPENDIX D – KEY CONTACTS

THE EXECUTIVE LEADERSHIP TEAM



Ray Smith, Chief Executive

As Chief Executive, Ray heads the Department and its Executive Leadership Team. The Chief Executive carries a range of statutory responsibilities relating to the Corrections portfolio.



Jeremy Lightfoot, Deputy Chief Executive

As Deputy Chief Executive, Jeremy works closely with Chief Executive Ray Smith and other members of the Executive Leadership Team. As well as a focus on the strategic oversight and governance of the Department, Jeremy represents Corrections when meeting key stakeholders.



Rachel Leota, National Commissioner, Corrections Services

As the National Commissioner, Rachel is responsible for all service delivery operations across the Department. Specifically, Rachel has accountability for the operation of 18 prisons and 148 community corrections sites.



Jo Field, Deputy Chief Executive, Service Development

Service Development is made up of experts across a range of functions and disciplines at Corrections. The team's role is to develop and design future service delivery models, and deliver policy and legislative options to Ministers.



Richard Waggott, Deputy Chief Executive, Corporate Services

Corporate Services provides assurance to the Chief Executive that the internal controls, policies, risk management and procedures of the Department are being complied with effectively. Richard is also responsible for the Department's Human Resource and Learning and Development functions.



Neil Cherry, Deputy Chief Executive, Finance, Property & Technology

Neil leads the FPT team, which is responsible for the provision of specialist advice and support in the areas of financial management, information and technology, asset and facilities management, delivery of prison capacity, and corporate procurement.



Chris Fry, Deputy Chief Executive, Commercial Services

Chris leads the Commercial Services team to develop, implement and manage the major contracts for Corrections, including the Public Private Partnerships and national contracts for electronic monitoring, facilities management and other services.



Carolyn van Leuven, Deputy Chief Executive, Office of the Chief Executive

Carolyn is responsible for leading and managing work of immediate and critical importance to the Chief Executive. This includes matters of strategic interest, partnerships with Māori, and the Inspectorate.



Vince Arbuckle, Government Health and Safety Functional Lead

Vince has taken on a secondment in the role of Government Health and Safety Lead. As Lead, Vince works with public sector chief executives to strengthen system capability and build cross-sector relationships that sustain learning and intelligence about what works.

THE REGIONAL LEADERSHIP TEAM

Corrections has four regions, each led by a Regional Commissioner who is the ‘face’ of Corrections in the region and interacts with local partners and stakeholders. They play an active engagement role with local community leaders and organisations that support the work of Corrections in rehabilitating people under our management.

Jeanette Burns, Northern Regional Commissioner

The Northern region extends from the Manukau district north. It has four Corrections-run prisons: Northland Region Corrections Facility, Auckland Prison, Mt Eden Corrections Facility and Auckland Region Women’s Corrections Facility, as well as Auckland South Corrections Facility.

Terry Buffery, Central Regional Commissioner

The Central region extends from Waikato to the Bay of Plenty. It has three prisons: Spring Hill Corrections Facility, Waikeria Prison, and Tongariro Prison.

Paul Tomlinson, Lower North Regional Commissioner

The Lower North region extends from the Whanganui/Taranaki district to Wellington. It has five prisons: Whanganui, Hawke's Bay, Manawatu, Rimutaka and Arohata prisons.

Ben Clarke, Southern Regional Commissioner

The Southern region covers the entire South Island and has five prisons: Christchurch Men's, Christchurch Women's, Rolleston and Invercargill prisons and Otago Corrections Facility.

OTHER KEY PEOPLE**Janis Adair, Chief Inspector**

Janis was appointed Chief Inspector earlier this year, leading the Office of the Inspectorate – a team of independent inspectors who check on the fair, safe, secure and humane treatment of prisoners and people detained within the Corrections system. Inspectorate staff are independent of the activities and complaints they investigate, and operate under the Corrections Act 2004

Hon. J Warwick Gendall, Chair, Parole Board

Hon. J Warwick Gendall has been Chair of the Parole Board since 2012. The Board's primary role is to assess whether or not a prisoner, serving a sentence of imprisonment of more than 2 years, continues to pose an undue risk to the safety of the community, and if not, direct their release on parole with relevant conditions. There are approximately 40 members of the Board, made up of current and former judges, and non judicial members.

Peter Schuyt, Chair, Audit and Risk Committee

Peter is the independent Chair of the Audit and Risk Committee. The Committee advises the Chief Executive on the adequacy of Corrections' risks, systems, assurance programme and control environment.

Geoff Dangerfield, Chair, Major Outsourced Contracts Advisory Board

Geoff is the independent Chair of the Major Outsourced Contracts Advisory Board, which 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.