

STATEMENT OF INTENT

1 JULY 2013 – 30 JUNE 2016

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FOREWORD – MINISTER OF CORRECTIONS

New Zealand's crime rate is at its lowest in 30 years, and the number of people in our courts and prisons is decreasing. With its primary goal of reducing re-offending, the Department of Corrections is making a significant contribution to this achievement.

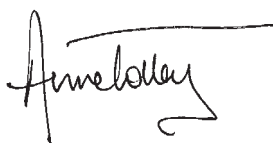
Last year the Government set Corrections a bold target – to reduce re-offending by 25 percent by 2017. Already the Department has achieved a reduction of nine percent, and we can expect to see a further reduction as more initiatives from the comprehensive programme of work bear fruit.

The Government is continuing the drive for better public services. For Corrections, this means working alongside New Zealand Police, the Ministry of Justice and other government agencies to make their combined service as effective as possible. It means working with service providers to ensure they produce results and provide value for money. New technology will be used to track offenders and systems such as CCTV and alarms introduced to provide greater protection to staff. Laptops and cellphones will also allow staff to be more mobile. Facilities will be improved to ensure they are fit-for-purpose and able to support rehabilitation outcomes for offenders.

I want Corrections to take local approaches to reduce re-offending. Communities know their people; they know what works and what doesn't work. Corrections will engage more with communities to find local solutions that will help offenders to turn their lives around and become a contributing member of their community.

Staff must be able to operate in a safe environment without fear of injury. The dangerous, violent people are not going to go away, but there is more that can be done to protect staff, and I look forward to seeing the changes that will be introduced as part of the Staff Safety Action Plan.

Everything the Department of Corrections does is about ensuring the safety of the people of New Zealand. That is the bottom line. The Department has the opportunity to reduce re-offending and make New Zealand a better place to live in. Working with its justice sector partners, I know that Corrections will ably play its part in reducing crime.



Hon Anne Tolley
Minister of Corrections

INTRODUCTION FROM THE CHIEF EXECUTIVE

There is so much we can do to help people turn away from a life of violence and crime. To reduce re-offending by 25 percent by 2017, we will do more to address the underlying causes of crime: illiteracy, joblessness, homelessness, addiction, mental illness, and health issues. We will provide people with reading and writing skills, help them learn a trade to enable them to secure employment, provide programmes that will help them with drug and alcohol addiction, and ensure their health issues are diagnosed and managed.

There will always be those who are not ready to change and who pose a serious risk to the community. We will do everything we can to protect the public from these people. We will ensure our prisons are secure, and that offenders are given every opportunity to take part in rehabilitation programmes and interventions. For offenders who are preparing for release, we will ensure they have the support they need for their return to the community. If they are high-risk, we will use Global Positioning System (GPS) technology to monitor them, and our probation staff will keep in close contact with them, to ensure they adhere to the conditions of their release.

We will provide more opportunities for community-based offenders, those on remand, and those serving short sentences, to address drug and alcohol issues, and to have access to work and basic skills training.

We are reaching out to those around us who can help. At a national level, we are working closely with other Government agencies and organisations that share our goal of reducing re-offending. At a local level, we are connecting with people and groups in the community who can support offenders through employment opportunities, housing, and rehabilitation.

There will be new training programmes for our staff to help them make a difference in offenders' lives every day. The training for new custodial staff will be more comprehensive, and existing custodial staff will receive additional training to make every contact count. Probation staff training is being expanded to include a wider range of interventions and relapse prevention techniques to help community offenders stay on track. In addition, there is a significant training programme underway to support our managers in their leadership, and to recognise and develop emerging leaders at Corrections.

I am committed to reducing assaults on staff by 50 percent over the next two years. To focus on the most effective ways to protect our staff, we have called on experts outside the organisation as well as using the knowledge of our own staff.

We have the opportunity to do a lot of good here, and we have the people with the skills and commitment to make it happen.

Chief Executive's statement of responsibility

In signing this statement, I acknowledge that I am responsible for the information contained in the Statement of Intent for the Department of Corrections. This information has been prepared in accordance with the Public Finance Act 1989. It is also consistent with the proposed appropriations set out in the Appropriations (2013/14 Estimates) Bill, as presented to the House of Representatives in accordance with section 13 of the Public Finance Act 1989, and with existing appropriations and financial authorities.



Ray Smith
Chief Executive



Sean Mahony
Chief Financial Officer

NATURE AND SCOPE OF FUNCTION

The Department of Corrections is responsible for managing some of New Zealand's most challenging people. We manage, on average, over 40,000 offenders per year: approximately 8,500 are being held in our prisons, and approximately 32,000 are managed in the community, serving a community-based sentence or order.

We employ over 8,000 people (7,651 FTEs) who work with offenders in our 17 prisons and 125 community probation sites throughout the country. There is also one privately managed prison, operated by Serco.

Corrections' work is carried out in accordance with the purposes and principles set out in sections five and six of the Corrections Act 2004.

Improving public safety and contributing to the maintenance of a just society

As identified in the Corrections Act 2004, the purpose of Corrections is to improve public safety and contribute to the maintenance of a just society by:

- > assisting in the rehabilitation of offenders and their reintegration into the community through the provision of programmes and other interventions
- > ensuring that the custodial and community-based sentences and orders imposed by the Courts and New Zealand Parole Board are administered in a safe, secure, humane, and effective manner
- > providing for corrections facilities to be operated in accordance with the Corrections Act 2004 that are based, amongst other matters, on the United Nations Standard Minimum Rules for the Treatment of Prisoners
- > providing information to the Courts and New Zealand Parole Board to assist their decision-making.

The principles we observe

In meeting this purpose, we observe the following principles:

- > maintaining public safety
- > considering victims' interests, and providing access to restorative justice where appropriate
- > providing access to rehabilitative and reintegrative support
- > ensuring fair treatment of offenders, taking into account their cultural background, ethnicity, and language
- > encouraging and supporting contact between offenders and their families where appropriate.

THE JUSTICE SECTOR

Collectively, the justice sector aims to provide accessible justice, and encourages a safe and just society where people enjoy civil and democratic rights. To do this, a wide range of agencies are involved in providing services within the complex and interconnected civil and criminal justice system. The following diagram highlights some of the Government agencies involved. Other independent players include the Judiciary, the New Zealand Parole Board, and a range of scientific, technical, and advocacy specialists.

Justice sector Ministers recognise that achieving the best outcomes requires justice sector agencies to work together. To drive an enduring focus across the justice sector the outcomes framework was agreed in 2006/07. The Framework provides an overview for agencies and stakeholders who need to interact with the agencies concerned.

Coordination across the sector is required to ensure resources are used as effectively as possible, and that future policy, investments, and changes to service delivery have the greatest positive impact. To strengthen leadership across the sector, a Sector Leadership Board has been established, comprising the Chief Executives of New Zealand Police, the Ministry of Justice, and Corrections, supported by the new Sector Group at the Ministry of Justice. The Board is responsible for driving performance across the justice system, coordinating the major change programmes underway, and collectively planning to modernise the sector, reduce costs, improve services, and further enhance public safety.

As part of a series of Better Public Services goals, the justice sector is reducing the overall crime rate by 15 percent by 2017. To do this, we will reduce the violent crime rate by 20 percent, reduce the youth crime rate by five percent and reduce the re-offending rate by 25 percent.

Corrections is working closely with its justice sector partners to contribute to the overall sector performance, and to achieve these goals. Specifically, we are contributing to reducing re-offending by providing new and expanded alcohol and drug treatment, rehabilitation interventions, and education and employment opportunities for offenders in prisons and in the community. We are also delivering enhanced rehabilitation services by probation staff to community-based offenders.

JUSTICE SECTOR OUTCOMES

A SAFE AND JUST SOCIETY

Safer communities		Civil and democratic rights and obligations enjoyed	
Impact of crime reduced	Offenders held to account	Crime reduced	Trusted justice system
Accessible justice services	Internationally connected	Durable settlement of Treaty claims	Effective constitutional arrangements

CORE SECTOR AGENCIES

Ministry of Justice	New Zealand Police	Department of Corrections
Ministry of Social Development (Child, Youth & Family)	Crown Law Office	Serious Fraud Office

CROWN ENTITIES AND OTHER AGENCIES

Electoral Commission	Electoral Enrolment Centre	Human Rights Commission	Independent Police Conduct Authority	Agencies in other sectors <i>(including education & health and transport)</i>
Law Commission	New Zealand Council of Victim Support Groups	Privacy Commissioner	Public Trust	Communities, Iwi, Local Authorities

CORRECTIONS' ROLE WITHIN THE JUSTICE SECTOR

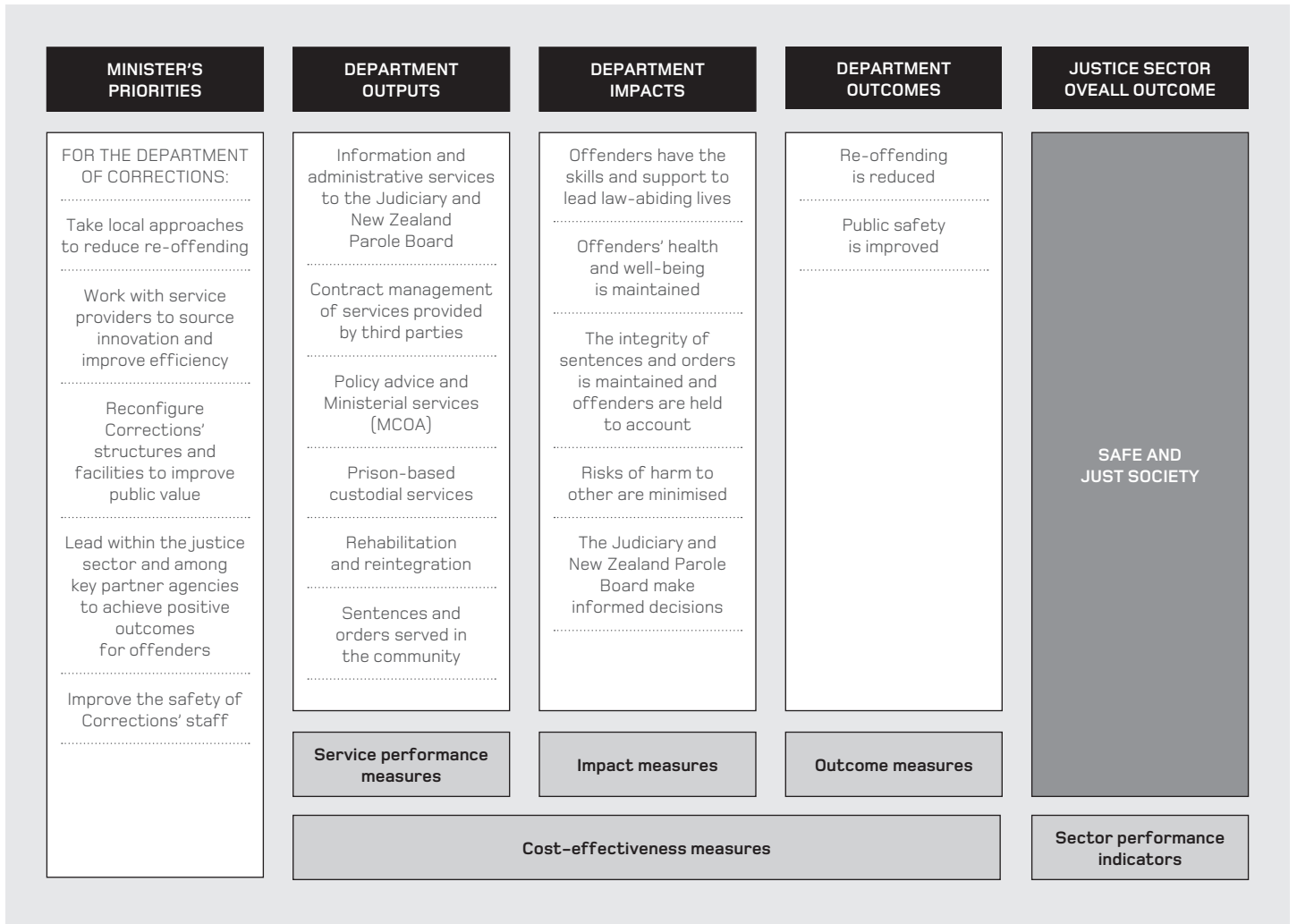
Corrections exercises considerable influence within the justice sector outcomes framework. Corrections' management of correctional facilities and community-based sentences and orders holds offenders to account and contributes to building public trust in the justice system. Our rehabilitative and reintegrative work with offenders reduces crime and its impact, leading to safer communities and a safe and just society.

As a key player in the justice sector, Corrections works to achieve two specific outcomes for New Zealand society:

- > re-offending is reduced
- > public safety is improved.

The following diagram illustrates the two outcomes; the impacts we want our work to have on society, and the outputs under which our day-to-day activities sit. The outcomes and impacts, and indicators to measure them both, are described in the following sections. Information on each output, including performance measures, is outlined in the Statement of Service Performance at page 29.

A table providing a view of Corrections' performance against outcome and impact measures, the standards expected over the period of the Statement of Intent, and the directional movement of each indicator, is attached at Appendix A (page 46).



STRATEGIC DIRECTION

By 2017, we will reduce re-offending by 25 percent, and New Zealand will be a safer place. This will mean 600 fewer prisoners re-imprisoned one year after release, and 4,000 fewer offenders being reconvicted within a year of beginning their community-based sentence. This will translate to 18,500 fewer victims of crime. Corrections will be a world leader, using innovative approaches that effectively reduce re-offending.

Over the next three years we will build on the achievements we have already made towards reaching this goal. Staff safety is a priority and we will ensure our staff are safer, more engaged, and better equipped to provide motivation and encouragement, and create lasting change in offenders' lives. We will introduce more consistency into the work we do to keep the public safe. Our prisons will be more secure, and our escape levels and contraband will remain extremely low.

Helping offenders to help themselves

More offenders will leave the corrections system having overcome their drug and alcohol problems, and having addressed their offending behaviours. They will have improved literacy and numeracy skills, and will have attained better education levels. More offenders will have been supported towards work readiness, and will have found work on release. While in prison, offenders will be supported to make a difference for themselves, taking ownership of organising their time, and becoming responsible for day-to-day tasks. This means they will leave our prisons better equipped to manage their own lives, and more aware of the consequences of their actions and inactions.

Offenders completing community-based sentences will be supported to lead law-abiding lives, and will have more opportunities to address their offending behaviour. Probation officers will provide interventions to build motivation and life-skills, and support will be available for offenders who feel their lives are taking a wrong turn.

Young offenders will receive focused support to address their offending behaviours, and will benefit from greater access to work and learning opportunities.

Working with others to create lasting change

We will work side-by-side with iwi and Māori communities to rehabilitate and reintegrate Māori offenders. Interventions targeted at Māori offenders will provide a Tikanga Māori reintegrative environment, and show increased success levels.

We will bring together our non-Government and community partners, and set mutual goals, learn from each others' strengths, share capability, and deliver results. Working more closely than ever before with our justice sector partners will be crucial in enabling us to make a real difference in offenders' lives. We will continue to develop opportunities for sustainable employment for offenders through our work with the Ministry of Social Development, and through our partnerships with employers and industries.

MANAGING IN A CHANGEABLE ENVIRONMENT

Like everybody else, Corrections is operating within an environment of sustained fiscal constraint, alongside an expectation of better, smarter public services.

In an environment that is constantly changing we are always seeking new ways to do things, and we are responding to the challenge with a number of initiatives. An expenditure review has identified opportunities for savings, and we are now implementing the recommendations. We have completed an organisational restructure with a focus on facilitating regional approaches to regional problems. The new structure encourages our staff to work more effectively with each other and with our partners, and ensures our back office structures better support the delivery of frontline services. Implementation of the prison reconfiguration project and the prison services modernisation programme will ensure we work more efficiently and effectively.

Working with our partners to achieve our goals

We will work closely with our justice sector partners (Ministry of Justice and New Zealand Police) and other Government agencies (such as Ministry of Social Development, Work and Income New Zealand, Ministry of Health, Housing New Zealand Corporation), to seek out new collaborative opportunities in areas like intelligence sharing, custodial activities, prisoner escorts and transport, electronic bail monitoring, and training. We will work with the Ministry of Justice to develop legislative changes which will support us to achieve our goals. Through our partnerships with Serco and SecureFuture, we will draw on their expertise to expand our initiatives and implement best practice.

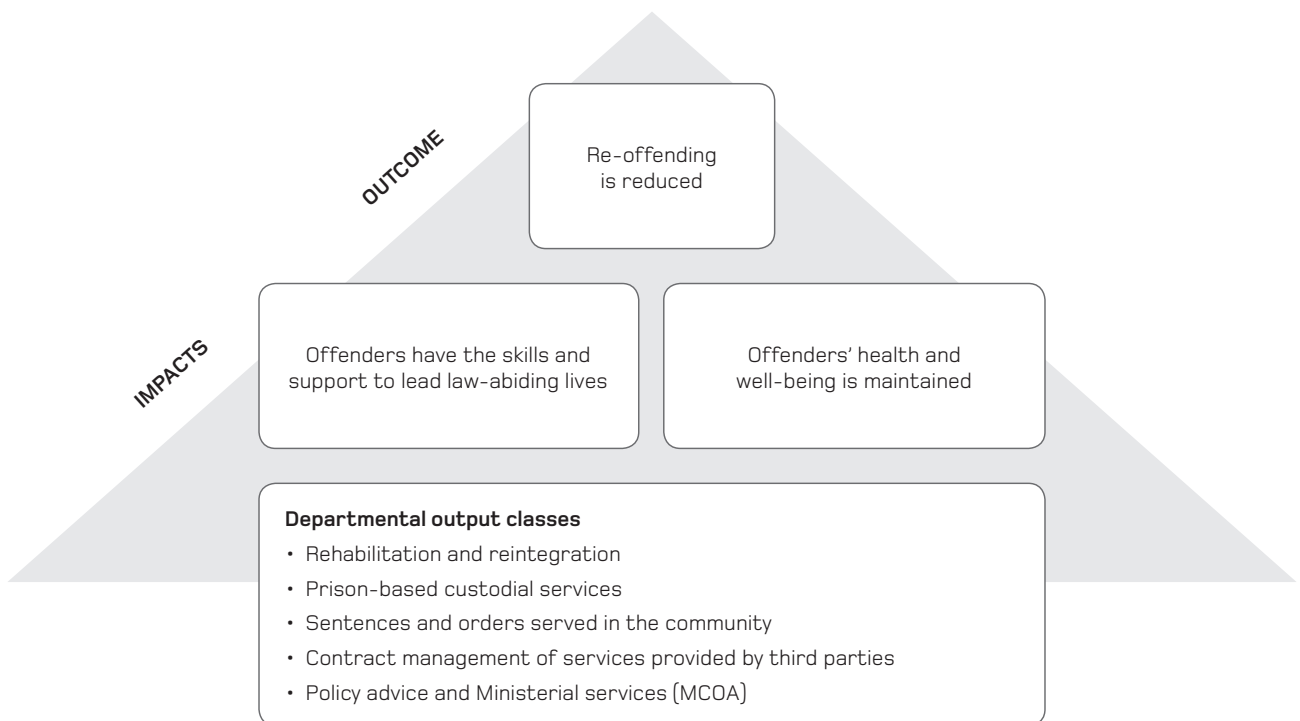
Taking new approaches to secure employment opportunities

Stable employment significantly decreases the likelihood of re-offending and the current job market remains a challenge for offenders. This means thinking outside the box and taking new approaches to secure post-release employment opportunities for prisoners. The programmes we have already introduced to help offenders find and maintain employment are proving very successful. We will expand these programmes, and develop our partnerships with employers and industries, to create more employment opportunities for released prisoners. We will establish more of our prisons as working prisons where all prisoners will be engaged in a structured 40-hour week of activities including employment, training and education programmes, and rehabilitation and reintegration programmes. At the same time, we will continue to work with key stakeholders in the public and private sectors to align prisoner employment and training activities in the three Christchurch prisons towards assisting with the Christchurch rebuild.

Building supportive community networks

We recognise that community groups, non-Government organisations, and iwi play an integral role in supporting offenders in the community, and Corrections is focused on building effective networks to support offenders to complete their sentences, and live offence-free lives, helping us drive down re-offending further.

REDUCING RE-OFFENDING



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

This is our ultimate goal.

Our goal is to reduce re-offending by 25 percent by 2017. This will mean 600 fewer prisoners re-imprisoned one year after release, and 4,000 fewer offenders reconvicted within a year of beginning their community-based sentence.

Our interventions can create lasting change in offenders' lives. Re-offending levels have decreased moderately, and we will continue to build on this success. It is recognised that activities that contribute to reducing re-offending may not have an immediate impact on the reducing re-offending targets. This is because offenders are participating in activities before they are counted in the Recidivism Index calculations. As we continue to improve and expand our interventions, and as prisoners complete programmes, receive post-release support, and spend time out in the community, more progress against the targets is expected.

Re-offending is reduced when offenders:

- > participate in interventions to address behaviours that contribute to their offending
- > receive training and skills to enable them to secure employment when released from prison
- > are healthy and have the skills to be positive role models
- > are managed fairly and decently whilst in our custody
- > are supported through engagement with iwi and community groups.

We will place offenders at the centre of our efforts, providing individual offenders with education, training, employment, and other rehabilitative and reintegrative support. We will enhance our case managers and probation officers' capabilities to support our goal.

We cannot achieve our goal alone. Offenders will be better supported to turn their lives around if we work with Government agencies and community groups.

By 2016, we will demonstrate our success through:

- > 3,833 fewer offenders re-offending.

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

Offenders typically have life-long problems, such as poor literacy, low levels of educational attainment, lack of employment skills, dysfunctional family relationships, mental health issues, and addiction.

We work with offenders through rehabilitative interventions to build skills, and help them to address problems and overcome their offending behaviours. We have strengthened our interventions and provided more opportunities for prisoners and community-based offenders to participate in activities that support their rehabilitation. We will monitor and evaluate our programmes, and build on them to ensure we deliver quality interventions.

Over the next three years, we will work with iwi, community groups, employers, and other stakeholders to reduce re-offending by 25 percent by:

- > increasing the range and availability of drug and alcohol treatment for offenders
- > expanding effective rehabilitation programmes, with increased focus on those on remand, those serving short sentences, community-based offenders, female offenders, and young offenders
- > developing a Youth Strategy to maximise rehabilitation options for young offenders
- > expanding education and training programmes to provide prisoners with the skills to secure employment upon release
- > implementing working prisons and increasing prisoners' participation in employment
- > working with employers and industry to provide real jobs for offenders after release from prison
- > expanding the capabilities of probation staff and case managers by:
 - increasing the focus on motivational approaches
 - enhancing relapse prevention capability
 - developing whānau engagement skills
 - developing the rehabilitation services provided directly by probation officers for higher-risk offenders completing community-based sentences.
- > fostering partnerships with iwi and communities to support offenders' social and accommodation needs through two new reintegration centres.

By 2016, we will demonstrate our success through:

- > 8,500 prisoners achieving recognised qualifications
- > 30 percent of prisoners will be in employment six months after release
- > 50 percent of prisoners securing employment with their Release to Work employer on release.

Offenders' health and well-being is maintained.

By providing offenders with a safe, secure, and healthy environment, they will be encouraged and supported to live an offence-free lifestyle.

We will provide primary healthcare to prisoners. Every new prisoner will have their health needs assessed, with care and treatment provided according to their clinical needs.

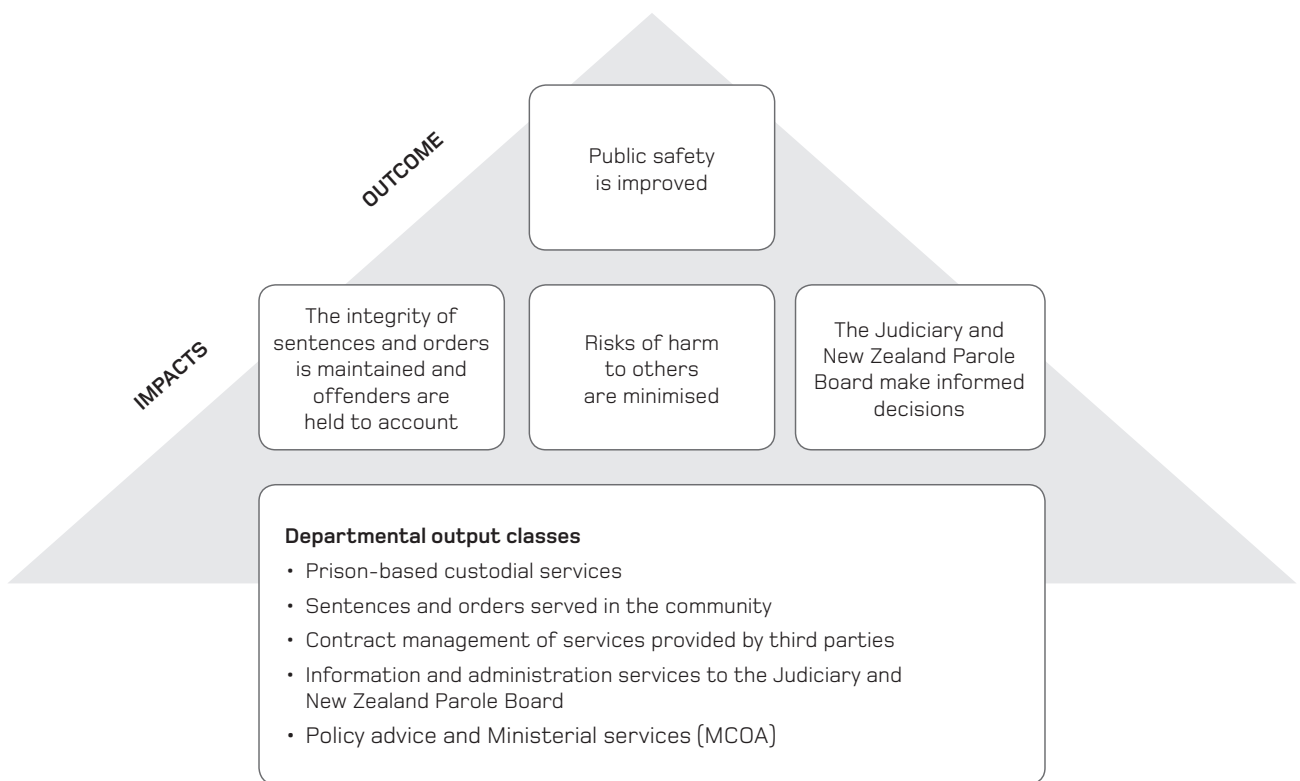
We will use the mental health screening tool to understand and respond to the mental health needs of our prisoners. We will encourage a positive mind-set through motivational programmes, and we will implement a Suicide Prevention Action Plan.

We will incorporate Tikanga Māori into the way we deliver services. Our staff will be highly responsive to Māori offenders' needs. We will work to build cultural strength, and encourage connectivity with the Māori community.

By 2016, we will demonstrate our success through:

- > fewer incidents of unnatural deaths of prisoners each year, when compared to the previous year
- > fewer incidents of self-harm threat to life by prisoners each year, when compared to the previous year
- > fewer justified complaints by prisoners to the Corrections' Inspectorate (general and about health services) each year, when compared to the previous year.

IMPROVING PUBLIC SAFETY



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

This will always be our bottom line.

An effective justice system is fundamental to public safety in New Zealand.

Public safety is improved when:

- > the prison environment is safe and secure
- > offenders comply with the sentences and orders handed down by the Courts, and are held to account when they do not
- > the Judiciary and New Zealand Parole Board are provided with good quality information on which to base decisions
- > probation officers are equipped to do their job safely and effectively.

The public expects prisoners to be securely accommodated, and community-based offenders to comply with their sentences and orders. It is our responsibility to ensure this happens. Sentence and order compliance levels are at their highest ever, and escape rates and contraband indicator levels are at their lowest ever. We will work on this success by keeping more contraband out of our prisons, and managing community-based offenders to increase sentence and order compliance levels further. We will ensure our staff are safer, more engaged, and better equipped to provide motivation and encouragement, and create lasting change in offenders' lives.

Successfully addressing offenders' needs means less re-offending and safer communities. We will seek local solutions to local problems, and find ways to address offenders' varied needs.

By 2016, we will demonstrate our success through:

- > more than 97 percent of offenders in the community complying with their sentences and orders, or being held to account.

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

The integrity of sentences and orders is maintained when prisoners are accommodated securely, when crime within prisons (such as introduced contraband) is prevented, and when community-based offenders comply with their sentences and orders.

In recent years, we have greatly reduced escape and contraband levels in our prisons. Breakout escapes have reduced from 11 in the 2005/06 financial year, to three in 2011/12. Levels of positive general random drug tests have reduced from 15 percent in 2005/06 to four percent in 2011/12.

We have introduced Audio Visual Link technology (AVL) in courts and prisons, enabling prisoners to 'virtually' attend court hearings without leaving prison. This reduces the risks associated with transporting them to court. We will continue to expand AVL through our prisons.

Over the next three years we will ensure that sentence and order integrity is maintained and offenders are held to account by:

- > implementing a consistent set of security regimes across the prison network
- > investing in prison upgrades to achieve a common set of security standards
- > expanding Global Positioning System (GPS) use to better monitor high-risk offenders who are serving community sentences or on parole
- > expanding AVL in prisons
- > broadening the range of drug and alcohol interventions available to offenders.

By 2016, we will demonstrate our success through:

- > fewer escapes from custody each year, when compared to the previous year
- > fewer than six percent of general random drug tests showing positive results
- > more than 97 percent of offenders complying with their home detention sentence, or being held to account
- > more than 97 percent of offenders complying with their community-based sentence, or being held to account
- > more than 97 percent of offenders complying with their post-release order, or being held to account.

Risks of harm to others are minimised.

We manage offenders in a way that minimises the risk of harm to others. This means preventing prisoner assaults on staff and on other prisoners. All instances of serious assault on staff are investigated, and Corrections is working to address the increase in assault levels recorded over the last two years. In the community, we are working to minimise the risk that offenders pose to staff and the public.

Over the next three years we will:

- > establish a residence for individuals on public protection orders¹
- > expand prisoners' temporary release options through Global Positioning System (GPS) use, allowing more prisoners to participate in release to work opportunities without compromising public safety
- > implement a pathway for prisoners who are contemplating leaving their gang associations
- > implement the staff safety Expert Advisory Panel recommendations to achieve a safer work environment.

By 2016, we will demonstrate our success through:

- > an overall reduction of 50 percent in the rate of serious prisoner assaults on staff
- > a reduction in the rate of serious prisoner assaults on other prisoners each year, when compared to the previous year
- > fewer than one percent of offenders serving community-based sentences against whom an alert has been raised are convicted of a violent offence.

¹ Subject to legislation before the House being passed into law.

The Judiciary and New Zealand Parole Board make informed decisions.

We will provide the Judiciary and New Zealand Parole Board with the right information at the right time. We will provide high quality information on offenders' risk to others, and the likelihood of re-offending. This will enable the Judiciary and New Zealand Parole Board to make well informed decisions.

Victims are at the centre of our concern, and we will ensure they are kept informed about offender hearings and releases.

Over the next three years we will:

- > implement legislation to reduce unnecessary parole hearings. This will alleviate stress on victims of crime
- > provide serious crime victims the opportunity to stay informed about Board decisions relating to the person who offended against them.

By 2016, we will demonstrate our success through:

- > a reduced level of re-offending by offenders on parole or home detention, compared to the baseline of the previous year.

BETTER PUBLIC VALUE

Prioritise our resources to improve our services.

In everything we do, we will strive to deliver the best value to the New Zealand public. We will build public confidence in a corrections system that is using taxpayers' resources wisely. We will ensure every activity contributes to our goal of reducing re-offending and improving public safety. We will provide a work environment that supports lasting change.

Recently Corrections reviewed its organisational structure and resource utilisation. We are now operating in a new structure. This will better enable us to achieve our goal to reduce re-offending by 25 percent by 2017 within our baseline funding.

We will succeed in providing better public value by:

- > continuing to implement the Cabinet-mandated Expenditure Review results, delivering at least \$22 million in savings per annum by 2015/16
- > continuing to move providers towards results-based contracts, providing incentives to be more effective in reducing re-offending
- > completing development of New Zealand's first public/private partnership prison in 2015 with SecureFuture.

We will continue to monitor performance through:

- > our performance against budget
- > modernisation of our facilities over time
- > improved results within existing funding levels.

Effectively managing assets

Corrections will ensure that its capital assets are deployed effectively. We manage over \$1.9 billion worth of facilities, including 17 prisons and 125 community probation sites. Effective management of this portfolio is a key part of our undertaking to create lasting change.

We will succeed in providing better public value through our capital and asset management programme by:

- > modernising Community Probation Services Centres, creating hubs that encourage more efficient interactions between Department staff, offenders, and service providers in the community
- > achieving savings through a greater cohesion between Corrections, New Zealand Police, and the Courts
- > co-location work, for example the collaboration work between Corrections, New Zealand Police, and the Courts to create a remand hub at New Plymouth Police Station
- > building new facilities that help to engage prisoners in work or training
- > developing long-term plans for shifting resources and operations as prisons are decommissioned.

Developing information technology

Information technology is vital to all aspects of our work. To effectively manage offenders we need information to be reliable, readily accessible, and secure. We will take advantage of new developments in technology to work faster, smarter, and more efficiently to reduce re-offending and ensure public safety.

We will succeed in providing better public value through our information technology by:

- > continuing to expand Audio Visual Link (AVL) to reduce the costs associated with offender transportation and escorting to court
- > continuing to upgrade Corrections' core business system for offender management support
- > embedding Global Positioning System (GPS) technology as a tracking tool for high risk offenders.

VISIBLE LEADERSHIP

Leading across the public service and within the community, using our unique insights into offending behaviour.

We will work with Government agencies and community organisations to make significant headway in reducing re-offending. We will clearly outline our goals, take time to understand their work, and collaborate with them to find new and better ways to do things.

To create lasting change we need a professional workforce, focused on Corrections' outcomes. We will ensure that staff are engaged and supported to reduce re-offending and ensure sentence compliance. We will improve the way we work with offenders, and we will improve the systems and processes that support this work. We will provide a modern and sustainable Corrections, contributing to an effective justice system.

We will share our story about our work to clearly demonstrate our progress towards reducing re-offending and improving public safety.

We will demonstrate our success by:

- > having an engaged workforce
- > unifying our efforts to achieve results
- > developing strong relationships with our partners
- > sharing our story.

Supporting and encouraging our people

We will create an environment where everyone strives to achieve the highest success level in their work. Our performance management systems will focus on identifying, encouraging, and rewarding behaviours that contribute to creating lasting change in offenders' lives.

We will improve the public perception of our workplace by proactively engaging the community and sharing our story. This will allow us to attract larger numbers of skilled applicants with more diverse backgrounds, enhancing our ability to select the best qualified individuals to join our Department.

We will promote innovation and collaboration by:

- > developing tools and guidelines to support our staff to use their professional judgement to make the right decisions
- > developing our leaders' skills through a leadership plan and emerging leaders' group
- > strengthening regional management by implementing district plans
- > ensuring performance measures are appropriate, robust, and comprehensive
- > developing safer work practices, training, and equipment.

Strengthening our partnerships to deliver our shared objectives

We must bring together our partners, work with them to set mutual goals, learn from each other's strengths, share capability, and deliver results. In particular, working closely with our justice sector partners is critical in enabling us to create lasting change.

We will take the lead in strengthening key partnerships by:

- > supporting Child, Youth and Family in preventing young people who are likely to offend from becoming adult offenders through the development of a Youth Strategy
- > working alongside Work and Income to help recently released prisoners to find work
- > supporting offenders to turn their lives around through our work with community organisations and local providers
- > engaging with iwi and Māori to improve outcomes for Māori offenders, particularly in smaller communities, supported through our Māori Focus Units.
- > supporting an integrated justice sector, developing initiatives to reduce re-offending, and supporting legislative changes
- > working closely with New Zealand Police to safely manage high-risk offenders in the community through the Joining Forces programme.

ADDITIONAL STATUTORY REPORTING REQUIREMENTS

The Department of Corrections is required to provide additional reporting at the end of each financial year under the Correction Act 2004 and the Parole Act 2002.

Section 190 of the Correction Act 2004

Section 190 prescribes particular requirements that must be reported on in Corrections' Annual Report. The requirements cover:

Section 190(1)(a) – a report on how the Chief Executive has carried out his functions under section 8(1)(k) and Prison Managers have carried out their functions under section 12(d), of ensuring that processes are established and maintained to identify communities significantly affected by policies and practices in the corrections system, and giving opportunities for those communities to give their views on those policies and practices, and ensuring those views are taken into account.

Section 190(1)(b) – a report on the work undertaken by the inspectors of Corrections, including statistical information about the disposition of complaints made by people under control or supervision and comment on issues arising from complaints or visits.

Section 190(1)(c)(d)(e) – a report on the processes and systems in place to supervise and control the monitoring of prisoner phone calls, including statistics on the proportion of prisoner calls monitored (otherwise than merely by being recorded) and the number and percentage of calls disclosed under section 117(1) and (2):

- > to any person other than an employee of the Chief Executive or a contractor
- > to an employee of the Chief Executive or a contractor
- > of those disclosed, the number of proceedings against a person for a disciplinary offence in which a recording of any of those calls was used in evidence.

Legislative authority for Corrections to monitor prisoners' telephone calls is provided under section 113 of the Corrections Act 2004.

Section 190(1)(f) – a report on measures to reduce drug and alcohol use by prisoners and the effectiveness of those measures, random-testing programmes and the results of those programmes.

Section 190(1)(g) – a report on the operation of every security contract in force for the whole, or any part, of the year to which the annual report relates, including:

- > a summary of reports forwarded to the Chief Executive under section 171(2) or (3)
- > a summary of reports made to the Chief Executive under section 172(2)(b)
- > a summary of actions taken in relation to the operation of security contracts as a result of matters raised in any report forwarded or made.

Section 190(1)(h) – a report on the operation of every contract prison in operation in whole or in part in the year, including:

- > a summary of reports forwarded to the Chief Executive under section 199D(2) and (3)
- > a summary of reports made to the Chief Executive under section 199E(3)(b)
- > a summary of actions taken in relation to the management of contract prisons as a result of matters raised in any report forwarded or made.

With regard to the report required under section 190(1)(b) above, the Corrections Inspectors are appointed under the provisions of section 28 of the Corrections Act 2004 and perform a dedicated complaints resolution, investigation and assurance function, reporting directly to the Chief Executive independently of operational line management. The legislation acknowledges the high level of risk attached to prison management and the need to provide a level of legislative prescription, protection and access for the Chief Executive's assurance agents in matters related to sentence management and imprisonment in particular.

Section 15A of the Parole Act 2002

Section 15A(4) of the Parole Act 2002 requires Corrections to include in its Annual Report information about the use of electronic monitoring. The information required covers:

- > the number of offenders who were at any time subject to an electronic monitoring condition
- > the average number of offenders who were subject to an electronic monitoring condition and the average duration of the condition
- > the percentage of offenders who, while subject to an electronic monitoring condition attached to an extended supervision order, were convicted for a breach of the condition, or convicted of any other offence
- > a description of processes and systems relating to electronic monitoring that were in place during the year reported on.

FINANCIAL SUMMARY

The following financial highlights for the Department of Corrections present a performance forecast for the year ending 30 June 2014.

In 2013/14 Corrections expects to earn total income of 1,198.837 million:

- > \$1,167.589 million in revenue from the Crown
- > \$31.248 million in revenue from other sources.

\$1,198.837 million expenses are expected in purchasing services that will be supplied and administered under Corrections' six² output classes. Expenditure distribution is intended as follows:

- > \$753.380 million (62.84 percent of the vote) for the provision of custodial services for offenders lawfully required to be detained in custody. This includes remand prisoners (people awaiting trial, and offenders convicted but not yet sentenced), those offenders sentenced to imprisonment, and any other offender required to be lawfully detained in custody.
- > \$206.065 million (17.19 percent of the Vote) for the management and delivery of sentences and orders served in the community.
- > \$170.597 million (14.23 percent of the Vote) for the provision of case management and interventions designed to address the underlying causes of criminal re-offending.
- > \$61.844 million (5.16 percent of the Vote) for the provision of information about offenders to victims of crime, the Judiciary and the New Zealand Parole Board, and the provision of administrative, financial and secretariat services to the New Zealand Parole Board.
- > \$4.217 million (0.35 percent of the Vote) for the provision of advice (including second opinion advice and contributions to policy advice led by other agencies) to support decision-making by Ministers on Government policy matters.
- > \$1.598 million (0.13 percent of the Vote) for preparing for and managing contracts for the provision of services provided by third parties.
- > \$1.136 million (0.10 percent of the Vote) for Department responses to ministerial correspondence and parliamentary questions.

Corrections does not expect to collect any Crown revenue in 2013/14.

Corrections manages a Government investment (through taxpayers' funds) of \$2.330 billion.

Further information on Corrections' performance is located on pages 29-47, including output expenses and the quality, timeliness and quantity of the Corrections' services.

The financial information presented above consists of forecasts. The actual results achieved for the periods covered are likely to vary from the information presented.

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² The Output classes pertaining to policy advice and the provision of ministerial services are represented as a multi-class output appropriation (MCOA) in the Information Supporting the Estimates – Budget 2013.

STATEMENT OF SERVICE PERFORMANCE 2013/14

For the Year Ending 30 June 2014

As part of the Information Supporting the Estimates 2013/14
BUDGET 2013

APPROPRIATION – INFORMATION AND ADMINISTRATIVE SERVICES TO THE JUDICIARY AND NEW ZEALAND PAROLE BOARD

This appropriation is limited to the provision of information about offenders to victims of crime, the Judiciary and the New Zealand Parole Board, and the provision of administrative, financial and secretariat services to the New Zealand Parole Board.

ANNUAL EXPENSES AND REVENUE	BUDGETED \$000 2012/13	ESTIMATED ACTUAL \$000 2012/13	BUDGET \$000 2013/14
Total Appropriation	62,042	62,042	61,844
Revenue from Crown	61,912	61,912	61,844
Revenue from Other	130	130	-

OUTPUT: INFORMATION SERVICES TO THE JUDICIARY

This output focuses on the preparation of reports that provide sentencing Judges with information about offenders, to assist with the sentencing process. This service includes attendance at court, prosecutions, and attendance at sentencing resulting from community probation initiated proceedings. This output supports the Judiciary to make informed decisions.

PERFORMANCE MEASURES	BUDGETED STANDARD 2012/13	ESTIMATED ACTUAL STANDARD 2012/13	BUDGET STANDARD 2013/14
Quality The percentage of probation reports provided to court that met mandatory standards (note 3)	≥90%	98%	≥90%
Timeliness The percentage of reports provided to court within agreed timeframes before sentencing: (note 4)			
> probation reports	≥95%	95%	≥95%
> psychological reports (note 2)	≥95%	95%	≥95%

ACTIVITY INFORMATION	BUDGETED VOLUME 2012/13	ESTIMATED ACTUAL OUTCOME 2012/13	BUDGET VOLUME 2013/14
Number of Reports and Hours The number of reports provided to court:	52,726	47,645	50,540
> probation reports	52,476	47,470	50,290
> psychological reports (note 2)	250	175	250
The number of court attendance hours	107,057	103,414	103,586

OUTPUT: INFORMATION SERVICES TO THE NEW ZEALAND PAROLE BOARD (NZPB)

This output focuses on ensuring reports provide information to the Board to assist with decisions regarding a prisoner's release from prison. The Department also provides progress reports to the Board on offender compliance with the conditions of their parole orders. This output supports the Board to make informed decisions.

PERFORMANCE MEASURES	BUDGETED STANDARD 2012/13	ESTIMATED ACTUAL STANDARD 2012/13	BUDGET STANDARD 2013/14
Quality The percentage of parole progress reports provided to agreed standards pursuant to NZPB requirements (note 5)	≥90%	96%	≥90%
Timeliness The percentage of reports provided to agreed timeframes pursuant to NZPB requirements: (note 6)			
> parole assessment reports (note 2)	≥75%	90%	≥75%
> parole progress reports	≥95%	95%	≥95%
> psychological reports (note 2)	≥90%	95%	≥90%

ACTIVITY INFORMATION	BUDGETED VOLUME 2012/13	ESTIMATED ACTUAL OUTCOME 2012/13	BUDGET VOLUME 2013/14
Number of Reports The number of reports provided to the NZPB:	7,669	8,463	7,335
> parole assessment reports (note 2)	6,228	6,898	5,699
> parole progress reports	441	339	436
> psychological reports (note 2)	1,000	1,226	1,200

OUTPUT: INFORMATION AND ADMINISTRATIVE SERVICES TO VICTIMS

This output focuses on the administration of victim notification services. The Department has a responsibility to notify eligible victims about specific events as detailed in the Victims' Rights Act 2002. The New Zealand Police refer details of eligible victims to the Department.

PERFORMANCE MEASURES	BUDGETED STANDARD 2012/13	ESTIMATED ACTUAL STANDARD 2012/13	BUDGET STANDARD 2013/14
Quality and Timeliness The number of justified complaints about notification services received from registered victims (note 7)	Nil	Nil	Nil
ACTIVITY INFORMATION	BUDGETED VOLUME 2012/13	ESTIMATED ACTUAL OUTCOME 2012/13	BUDGET VOLUME 2013/14
Number of Victims The number of victim referrals received from the New Zealand Police	≥700	700	≥700

OUTPUT: ADMINISTRATIVE SERVICES TO THE NEW ZEALAND PAROLE BOARD (NZPB)

The Department provides administrative services to the Board.

PERFORMANCE MEASURES	BUDGETED STANDARD 2012/13	ESTIMATED ACTUAL STANDARD 2012/13	BUDGET STANDARD 2013/14
Quality The percentage of offenders who are notified as per NZPB requirements (note 8)	≥98%	100%	≥98%
The percentage of victims who are notified as per NZPB requirements (note 9)	≥98%	100%	≥98%
Timeliness The percentage of all cases to be heard by the NZPB that are scheduled no later than 16 weeks from the date of the hearing	≥98%	100%	≥98%
ACTIVITY INFORMATION	BUDGETED VOLUME 2012/13	ESTIMATED ACTUAL OUTCOME 2012/13	BUDGET VOLUME 2013/14
Number of Hearings The number of NZPB hearings where administrative support was required	8,500	8,709	8,500

APPROPRIATION – CONTRACT MANAGEMENT OF SERVICES PROVIDED BY THIRD PARTIES

This appropriation is limited to preparing for and managing contracts for the provision of services provided by third parties.

ANNUAL EXPENSES AND REVENUE	BUDGETED \$000 2012/13	ESTIMATED ACTUAL \$000 2012/13	BUDGET \$000 2013/14
Total Appropriation	4,700	4,700	1,598
Revenue from Crown	4,700	4,700	1,598
Revenue from Others	–	–	–

OUTPUT: CONTRACT MANAGEMENT

This output covers the contract management of services provided by third parties to the Department.

PERFORMANCE MEASURES	BUDGETED STANDARD 2012/13	ESTIMATED ACTUAL STANDARD 2012/13	BUDGET STANDARD 2013/14
Quality Undertake audits of the contracts through the year, and report on the audits (note 10)	Achieved	Achieved	Achieved

APPROPRIATION – POLICY ADVICE AND MINISTERIAL SERVICES (MULTI CLASS OUTPUT APPROPRIATION)

APPROPRIATION: POLICY ADVICE

This output class is limited to the provision of advice (including second opinion advice and contributions to policy advice led by other agencies) to support decision-making by Ministers on Government policy matters.

APPROPRIATION: MINISTERIAL SERVICES

This output class is limited to the provision of responses to ministerial correspondence and parliamentary questions.

ANNUAL EXPENSES AND REVENUE	BUDGETED \$000 2012/13	ESTIMATED ACTUAL \$000 2012/13	BUDGET \$000 2013/14
Total Appropriation	5,346	5,346	5,353
> <i>Policy Advice</i>	4,225	4,225	4,217
> <i>Ministerial Services</i>	1,121	1,121	1,136
Revenue from Crown	5,346	5,346	5,353
> <i>Policy Advice</i>	4,225	4,225	4,217
> <i>Ministerial Services</i>	1,121	1,121	1,136
Revenue from Other	–	–	–
> <i>Policy Advice</i>	–	–	–
> <i>Ministerial Services</i>	–	–	–

APPROPRIATION: POLICY ADVICE

The Department provides advice and develops policies that contribute to service delivery, including policies that improve outcomes for Māori and Pacific peoples, and the development of effective criminal justice sector legislation. Services also include the development of standards, the analysis of trends in the offender population, and the evaluation of the impact of programmes to reduce re-offending.

PERFORMANCE MEASURES	BUDGETED STANDARD 2012/13	ESTIMATED ACTUAL STANDARD 2012/13	BUDGET STANDARD 2013/14
Quality			
The technical quality of the Department's policy advice will be externally assessed from a representative sample by a third party assessor (measured through an annual review) (note 11)	note 1	note 1	≥70%
The office of the Minister of Corrections is satisfied with the quality of policy advice provided, including quality of the written material and quality of the advice provided (measured through an annual survey) (note 12)	note 1	note 1	≥78%
Cost			
Total cost per output hours of professional staff time devoted to policy advice and other policy functions (note 13)	note 1	note 1	≤\$105

APPROPRIATION: MINISTERIAL SERVICES

The Department provides responses to ministerial correspondence and parliamentary questions.

PERFORMANCE MEASURES	BUDGETED STANDARD 2012/13	ESTIMATED ACTUAL STANDARD 2012/13	BUDGET STANDARD 2013/14
Quality			
The percentage of ministerial draft correspondence that is signed without changes	≥90%	90%	≥90%
Timeliness			
The percentage of all responses to parliamentary questions that are completed within five working days	≥98%	98%	≥98%
The percentage of responses to ministerial draft correspondence that are completed within 20 working days	≥98%	98%	≥98%

APPROPRIATION – PRISON-BASED CUSTODIAL SERVICES

This appropriation is limited to the provision of custodial services for offenders lawfully required to be detained in custody. This includes remand prisoners (people awaiting trial, and offenders convicted but not yet sentenced), those offenders sentenced to imprisonment, and any other offender required to be lawfully detained in custody.

ANNUAL EXPENSES AND REVENUE	BUDGETED \$000 2012/13	ESTIMATED ACTUAL \$000 2012/13	BUDGET \$000 2013/14
Total Appropriation	749,569	749,569	753,380
Revenue From Crown	745,039	745,039	753,130
Revenue From Other	4,530	4,530	250

OUTPUT: CUSTODIAL SERVICES

This output provides custodial services for prisoners and ensures offenders complete the correct imposed order/sentence and comply with the specific restrictions and requirements of their order/sentence, are not harmed, and are treated fairly and their legitimate needs are met. This output also provides for drug testing of prisoners while in prison. This is complemented by other drug control activities such as checkpoints, dogs, and cell searches.

PERFORMANCE MEASURES	BUDGETED STANDARD 2012/13	ESTIMATED ACTUAL STANDARD 2012/13	BUDGET STANDARD 2013/14
Quantity			
The number of non-serious/no injury prisoner/prisoner assaults (note 2 & 14)	≤800	750	≤800
The number of non-serious / no injury prisoner / staff assaults (note 2 & 14)	≤300	330	≤300
The number of general random drug tests sampled (note 2)	note 1	4,260	≥4,200

ACTIVITY INFORMATION	BUDGETED VOLUME 2012/13	ESTIMATED ACTUAL OUTCOME 2012/13	BUDGET VOLUME 2013/14
Numbers of Offenders			
The average prison population (note 2)	8,341	8,341	8,634
The maximum number of prisoners held (note 2)	8,506	8,506	8,793

OUTPUT: HEALTH

This output provides for health assessments and primary healthcare for all prisoners in custody.

PERFORMANCE MEASURES	BUDGETED STANDARD 2012/13	ESTIMATED ACTUAL STANDARD 2012/13	BUDGET STANDARD 2013/14
Quality			
The percentage of new receptions who have been assessed as requiring a cardio-vascular risk assessment (CVRA), and receive a CVRA within eight weeks of identification with Prison Services	≥90%	85%	≥90%
The number of identified Prison Services Health Centres achieving Cornerstone accreditation (note 15)	5	6	4
The percentage of newly received prisoners who have a reception health triage assessment on the day of reception (note 2)	≥95%	99%	≥95%

ACTIVITY INFORMATION	BUDGETED VOLUME 2012/13	ESTIMATED ACTUAL OUTCOME 2012/13	BUDGET VOLUME 2013/14
Numbers of Prisoners			
The number of prisoners who require a health screening upon reception (note 2)	27,500	30,557	30,500
The total number of health consultations with healthcare staff (note 2)	240,000	264,360	264,000

APPROPRIATION – REHABILITATION AND REINTEGRATION

This appropriation is limited to the provision of case management and interventions designed to address the underlying causes of criminal re-offending.

ANNUAL EXPENSES AND REVENUE	BUDGETED \$000 2012/13	ESTIMATED ACTUAL \$000 2012/13	BUDGET \$000 2013/14
Total Appropriation	152,174	152,174	170,597
Revenue from Crown	117,074	117,074	139,599
Revenue from Other	35,100	35,100	30,998

OUTPUT: CASE MANAGEMENT

This output is focused on planning and managing a prisoner's rehabilitation and reintegration needs which are reflected in a high quality offender plan for each individual prisoner.

PERFORMANCE MEASURES	BUDGETED STANDARD 2012/13	ESTIMATED ACTUAL STANDARD 2012/13	BUDGET STANDARD 2013/14
Quantity The percentage of prisoners entitled to receive an offender plan that received one (note 2 & 16)	≥95%	95%	≥95%

OUTPUT: INTERVENTIONS – TRAINING AND EDUCATION

This output focuses on providing prisoners with industry recognised training and education that improve their ability to engage productively in society upon release. It ensures that those undertaking these educative interventions have had their educational and skill needs correctly assessed and that the Department is providing these opportunities to a minimum number of prisoners each year.

PERFORMANCE MEASURES	BUDGETED STANDARD 2012/13	ESTIMATED ACTUAL STANDARD 2012/13	BUDGET STANDARD 2013/14
Quality The percentage of prisoners who demonstrate measurable gains with literacy and numeracy (note 17)	≥75%	75%	≥75%
Quantity The number of prisoners who receive literacy and numeracy programmes (note 18)	2,769	2,700	2,969
The total number of qualifications achieved by prisoners while in prison (note 19)	2,550	3,089	2,800

OUTPUT: INTERVENTIONS – PRISONER EMPLOYMENT

This output is focused on providing employment relevant skills that can be applied upon release to secure employment.

PERFORMANCE MEASURES	BUDGETED STANDARD 2012/13	ESTIMATED ACTUAL STANDARD 2012/13	BUDGET STANDARD 2013/14
Quantity			
The number of prisoners who have engaged in employment activities (note 20)	7,800	11,120	11,435

OUTPUT: INTERVENTIONS – REHABILITATION

This output is focused on ensuring offenders start and complete their rehabilitation.

PERFORMANCE MEASURES	BUDGETED STANDARD 2012/13	ESTIMATED ACTUAL STANDARD 2012/13	BUDGET STANDARD 2013/14
Quality			
The percentage of offenders who start and complete a rehabilitation programme:			
> prisoners	≥75%	86%	≥75%
> community-based offenders	≥65%	65%	≥65%
Quantity			
The number of offenders who start a rehabilitation programme	9,450	11,600	14,135
> prisoners	4,100	5,000	7,856
> community-based offenders	5,350	6,500	6,279

OUTPUT: INTERVENTIONS – REINTEGRATION

This output is focused on ensuring offenders start and complete their reintegrative interventions.

PERFORMANCE MEASURES	BUDGETED STANDARD 2012/13	ESTIMATED ACTUAL STANDARD 2012/13	BUDGET STANDARD 2013/14
Quality			
The percentage of reintegrative needs addressed (note 21)	≥60%	60%	≥60%

APPROPRIATION – SENTENCES AND ORDERS SERVED IN THE COMMUNITY

This appropriation is limited to the management and delivery of sentences and orders served in the community.

ANNUAL EXPENSES AND REVENUE	BUDGETED \$000 2012/13	ESTIMATED ACTUAL \$000 2012/13	BUDGET \$000 2013/14
Total Appropriation	207,062	207,062	206,065
Revenue from Crown	206,483	206,483	206,065
Revenue from Other	579	579	–

OUTPUT: HOME DETENTION SENTENCES

This output covers sentences imposed by the Courts that require the offender to reside at an approved address under strict conditions and with strict monitoring, including electronic monitoring. The Department ensures that offenders complete the correct imposed sentence and comply with the restrictions and requirements of their sentence.

PERFORMANCE MEASURES	BUDGETED STANDARD 2012/13	ESTIMATED ACTUAL STANDARD 2012/13	BUDGET STANDARD 2013/14
Quality and Timeliness			
Compliance with mandatory standards for home detention sentences (note 22)	≥98%	98%	≥98%

ACTIVITY INFORMATION	BUDGETED VOLUME 2012/13	ESTIMATED ACTUAL OUTCOME 2012/13	BUDGET VOLUME 2013/14
Numbers of Offenders			
The total number of offenders commencing a home detention sentence	2,825	3,579	3,275
The average number of home detention sentences being served	2,329	2,849	2,748

OUTPUT: COMMUNITY-BASED SENTENCES

This output covers the management of offenders serving community-based sentences, being: community work, intensive supervision, community detention and supervision. The Department ensures that offenders complete the correct imposed sentence and comply with the restrictions and requirements of their sentence.

PERFORMANCE MEASURES	BUDGETED STANDARD 2012/13	ESTIMATED ACTUAL STANDARD 2012/13	BUDGET STANDARD 2013/14
Quality and Timeliness			
Compliance with mandatory standards for community-based sentences (note 22)	≥98%	96%	≥98%

ACTIVITY INFORMATION	BUDGETED VOLUME 2012/13	ESTIMATED ACTUAL OUTCOME 2012/13	BUDGET VOLUME 2013/14
Numbers of Offenders			
The total number of offenders commencing community-based sentences	61,561	55,987	67,666
The average number of community-based sentences being served	34,090	30,613	31,349

OUTPUT: POST-RELEASE ORDERS

This output covers the management of offenders who have post-release conditions as imposed by the Courts at the time of sentencing for prisoners with short sentences. It also covers parole orders imposed by the Board and extended supervision orders imposed by the Courts, with additional special conditions set by the Board to actively manage the long term risks posed by high risk child-sex offenders in the community. The Department ensures that offenders complete the correct imposed order and comply with the restrictions and requirements of their order.

PERFORMANCE MEASURES	BUDGETED STANDARD 2012/13	ESTIMATED ACTUAL STANDARD 2012/13	BUDGET STANDARD 2013/14
Quality and Timeliness			
Compliance with mandatory standards for post-release orders (note 22)	≥98%	98%	≥98%

ACTIVITY INFORMATION	BUDGETED VOLUME 2012/13	ESTIMATED ACTUAL OUTCOME 2012/13	BUDGET VOLUME 2013/14
Numbers of Offenders			
The total number of offenders with a post-release order	6,336	6,106	5,901
The average number of post-release orders being served	6,151	5,861	6,155

NOTES TO PERFORMANCE MEASURES

NOTE #	REFERENCE/PERFORMANCE MEASURE	DEFINITION
1	New measure for 2013/14	These new performance measures are being introduced for the 2013/14 financial year.
2	Performance measure includes both the Department and private prison	The aggregated standard (budget and actual) includes performance results for the Department and the private prison.
3	The percentage of probation reports provided to court that met mandatory standards	Probation reports are completed to formal standards as set out in the Community Probation Supported Decision Framework.
4	The percentage of reports provided to court within agreed timeframes before sentencing	<p>Probation reports are completed to timeframes as set out in the Community Probation Service Operations Manual. Specific timeframes are provided in respect of each of the individual report types that are included under the heading of 'probation' reports.</p> <p>Psychological reports are provided to court at least two working days before sentencing where a request is received, allowing an agreed minimum timeframes as set out in the Psychological Operations Manual.</p>
5	The percentage of parole progress reports provided to agreed standards pursuant to NZPB requirements	Parole progress reports are completed to formal standards as set out in the Community Probation Services integrated Quality Framework
6	The percentage of reports provided to agreed timeframes pursuant to NZPB requirements	<p>Parole assessment reports are provided to the NZPB at least 15 working days prior to the hearing date.</p> <p>Parole progress reports are provided to the NZPB at least 10 working days prior to the hearing date.</p> <p>Psychological reports are prepared for the NZPB at least five weeks prior to the hearing date.</p>
7	The number of justified complaints about notification services received from registered victims	<p>The Victims Rights' Act 2002 imposes clear obligations on specified agencies to provide information and offer assistance to victims of offences.</p> <p>The Department works towards minimising the number of complaints from registered victims who have chosen to register on the Victim Notification Register.</p> <p>This measure demonstrates that the Department is meeting its legislative requirements and providing victims with notification of events relating to those who offended against them.</p>
8	The percentage of offenders who are notified as per NZPB requirements	<p>Offenders are notified of an impending hearing no later than 14 days from the date of the hearing.</p> <p>Offenders are notified of a Board decision no later than 14 days following receipt of the signed decision.</p>
9	The percentage of victims who are notified as per NZPB requirements	<p>Victims are notified of an impending hearing no later than 28 days from the date of the hearing.</p> <p>Victims are notified of a Board decision no later than 14 days following receipt of the signed decision.</p>
10	Undertake audits of the contracts through the year, and report on the audits	All audits will be undertaken by 30 June 2014, with reports being completed within two months of the completion of the audit.

NOTE #	REFERENCE/PERFORMANCE MEASURE	DEFINITION
11	The technical quality of Corrections' policy advice will be externally assessed from a representative sample by a third party assessor (measured through an annual review)	This indicator provides a standardised score for the policy technical quality reviews undertaken by the third party assessor, in this case, the New Zealand Institute of Economic Research.
12	The office of the Minister of Corrections is satisfied with the quality of policy advice provided, including quality of the written material and quality of the advice provided (measured through an annual review)	This indicator is a quantitative representation of the Minister of Correction's satisfaction with the policy advice provided by the Department of Corrections against the following standards: <ul style="list-style-type: none"> > completeness/alignment > timeliness > robustness > value for money > likelihood to recommend > overall satisfaction > possible improvements in the delivery of policy advice.
13	Total cost per output hours of professional staff time devoted to policy advice and other policy functions	This indicator provides the total cost of an hour of professional staff time devoted to both policy advice and other policy unit outputs. Total cost includes labour, overhead, support staff, direct costs, and outsourced work to support output production.
14	The number of non-serious / no injury assaults	Non-serious assault – An act of physical violence that resulted in physical injuries that may, or may not, have required attention, but not overnight hospitalisation or on-going medical treatment. No injury assault – An act of physical violence that did not result in physical injuries or require any form of medical treatment.
15	The number of identified Prison Services Health Centres achieving Cornerstone accreditation	To demonstrate that the level of care in prison meet the standards of care that are available in the community, all health centres are aiming to be accredited under the Cornerstone process. The accreditation process demonstrates that prison health centres meet the Royal New Zealand College of General Practitioners Aiming for Excellence for New Zealand general practice.
16	The percentage of prisoners entitled to receive an offender plan that received one	Corrections Act 2004 – Section 51 Management Plans This section applies to every prisoner who is: <ul style="list-style-type: none"> a) sentenced to imprisonment for a term of more than two months, or b) in custody for a continuous period of more than two months on remand.
17	The percentage of prisoners who demonstrate measurable gains with literacy and numeracy	Measures the percentage of prisoners participating in the adult literacy and numeracy classes (Foundation Skills programme) that demonstrate improvement as measured by the providers use of the Tertiary Education Commission Literacy and Numeracy for Adults Assessment Tool ('the TEC tool').

NOTE #	REFERENCE/PERFORMANCE MEASURE	DEFINITION
18	The number of prisoners who receive literacy and numeracy programmes	<p>Education participation is a planned intervention that is scheduled and undertaken as part of an offender's plan. Ensuring every offender has an offender plan will assist in education being undertaken. The timing and sequencing of education will take into account an offender's needs as well as the other interventions the offender has planned.</p> <ul style="list-style-type: none"> > Literacy and numeracy programmes include: > Adult literacy and numeracy education (Foundation Skills) provided in prisons > Embedded adult literacy and numeracy education delivered as part of trade and technical training.
19	The total number of qualifications achieved by prisoners while in prison	<p>This measure is an indication of the quality of training being provided to prisoners through the Department's programmes of skills and employment training, and the quality of education being delivered through secondary schooling and self-directed learning. Each qualification reported is on the New Zealand Qualifications Framework (including NCEA), and is of specific value and relevance to prospective employers.</p> <ul style="list-style-type: none"> > New Zealand Qualifications framework (NZQF) National Certificates and other NZQF certificates at level 2,3 or above as a complete qualification > Limited Credit Programmes and Modularised Training Programmes –short programmes which are parts of NZQA qualifications but have been divided into smaller sections to make them achievable within shorter timeframes, but can add up to National Certificates if enough programmes are achieved > Trade tickets (industry specific licence to practice e.g. welding) > Vocational driver's licenses > Health and Safety qualifications accredited by Industry Training Organisations (ITOs), e.g. First Aid, Grow Safe and Site Safe > NCEA qualifications completed while in prison.
20	The number of prisoners who have engaged in employment activities	<p>Provision of prisoner employment, including the provision and administration of work experience and training opportunities designed to help address the underlying causes of criminal re-offending. The Department provides employment and work-based training with assessment of New Zealand Qualifications Framework (NZQF) unit standards and qualifications to prisoners.</p> <p>Eligible prisoners are provided with work related training to support their reintegration into the community on release from prison. Prisoners nearing their release date and who meet eligibility criteria, work outside the prison boundaries during the day in supervised work parties or on Release to Work to support their reintegration back into the community.</p>

NOTE #	REFERENCE/PERFORMANCE MEASURE	DEFINITION
21	The percentage of reintegrative needs addressed	<p>Reintegration services build upon the rehabilitation programmes provided within New Zealand's prisons, enabling and supporting the offender's transition into the community, or to assist offenders serving sentences in the community to fulfil the conditions of their sentence or order.</p> <p>Reintegration services are demand driven and can be accessed by offenders while in custody (remand and sentenced) and post release. The services are not scheduled and are usually requested by offenders as they prepare to transition back to the community. The timing of reintegration is based on the offender's needs and supports other interventions.</p> <p>The Department contracts reintegration providers to assist offenders with accommodation, employment or training, financial management, managing relationships and connecting with family/whānau, community support, victim related issues and healthcare.</p>
22	Compliance with mandatory standards	<p>Mandatory standards set the bottom line and the starting point for the level of service to be delivered by probation officers. There are up to 13 mandatory standards for each of the different orders and sentences. The community probation purpose is to contribute to safer communities by holding offenders to account and managing them to: comply with their sentences and orders, reduce their likelihood of re-offending, and minimise their risk of harm to others. Each mandatory standard links to at least one of the three elements of the community probation purpose providing a rationale for that standard. A set of definitions is provided to probation officers to ensure consistency of understanding and application.</p> <p>Mandatory standards are part of the Department's drive to improve performance across all sentences and orders served in the community. They are designed to ensure probation officers are doing the basics correctly and effectively, and enable them to focus their time on making supported decisions about how to reduce the risk of re-offending and how to minimise the risk of harm to others posed by medium and high risk offenders.</p>

APPENDIX A – OUTCOME AND IMPACT MEASURE PERFORMANCE AND BASELINE COMPARISON

Outcome: Reducing Re-offending

Key Performance Indicator	
Fewer offenders re-offending	
Impact: Offenders have the skills and support to lead law-abiding lives	More prisoners achieving recognised qualifications
	More prisoners in employment six months after release
	More prisoners securing employment with their Release to Work employer on release
Impact: Offenders' health and well-being is maintained	Fewer incidents of unnatural deaths of prisoners
	Fewer incidents of self-harm threat to life by prisoners
	Fewer justified complaints by prisoners to the Corrections' Inspectorate (general and about health services)

Outcome: Improving Public Safety

Key Performance Indicator	
Offenders in the community complying with their sentences and orders, or being held to account	
Impact: The integrity of sentences and orders is maintained and offenders are held to account	Fewer escapes from custody
	Fewer general random drug tests showing positive results
	Offenders complying with their home detention sentence, or being held to account
	Offenders complying with their community-based sentences, or being held to account
	Offenders complying with their post-release orders, or being held to account
Impact: Risks of harm to others are minimised	Reduction in the rate of serious prisoner assaults on staff
	Reduction in the rate of serious prisoner assaults on other prisoners
	Offenders serving community-based sentences, against whom an alert has been raised are convicted of a violent offence
Impact: The Judiciary and New Zealand Parole Board make informed decisions	Level of re-offending by offenders on parole or home detention, compared to the baseline of the previous year

Actual Standard					Estimated Actual Standard	Budget Standard			Directional Movement
2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	
				1,072	1,533	2,300	3,067	3,833	↑
					2,000				↑
				26%	27%	28%	29%	30%	↑
51%	51%	37%	39%	47%	50%	48%	49%	50%	↑
0.06 per 100 prisoners (5)	0.06 per 100 prisoners (5)	0.07 per 100 prisoners (6)	0.14 per 100 prisoners (12)	0.06 per 100 prisoners (5)	0.02 per 100 prisoners (2)	< 0.02 per 100 prisoners (<2)			↓
0.39 per 100 prisoners (31)	0.41 per 100 prisoners (33)	0.37 per 100 prisoners (31)	0.26 per 100 prisoners (23)	0.07 per 100 prisoners (6)	0.10 per 100 prisoners (8)	<0.09 per 100 prisoners (<8)			↓
3.78% (84)	3.32% (93)	2.34% (57)	2.53% (70)	1.51% (48)	0.35% (10)	<0.35% (<10)			↓

Actual Standard					Estimated Actual Standard	Budget Standard			Directional Movement
2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	
-	-	-	-	97%	97%	≥97%	≥97%	≥97%	↑
0.29 per 100 prisoners (23)	0.15 per 100 prisoners (12)	0.11 per 100 prisoners (9)	0.05 per 100 prisoners (4)	0.12 per 100 prisoners (10)	0.00 per 100 prisoners (0)	0.00 per 100 prisoners (0)			↓
13.3%	11.4%	9.6%	7.0%	4.3%	≤6%	≤6%	≤6%	≤6%	↓
			95%	98%	97%	≥97%	≥97%	≥97%	↑
			96%	96%	97%	≥97%	≥97%	≥97%	↑
				98%	97%	≥97%	≥97%	≥97%	↑
0.08 per 100 prisoners (6)	0.14 per 100 prisoners (11)	0.02 per 100 prisoners (2)	0.13 per 100 prisoners (11)	0.21 per 100 prisoners (18)	0.18 per 100 prisoners (15)	<0.17 per 100 prisoners (<15)			↓
0.38 per 100 prisoners (30)	0.53 per 100 prisoners (43)	0.38 per 100 prisoners (32)	0.55 per 100 prisoners (48)	0.56 per 100 prisoners (48)	0.78 per 100 prisoners (65)	< 0.75 per 100 prisoners (<65)			↓
				1.1%	1.0%	≤1%	≤1%	≤1%	↓
Parole 11.35%	Home Detention 5.85% Parole 12.60%	Home Detention 4.82% Parole 12.31%	Home Detention 5.39% Parole 10.45%	Home Detention 4.68% Parole 10.83%	Home Detention 4.70% Parole 10.90%	Home Detention ≤4.70% Parole ≤10.90%			↓

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