



DEPARTMENT  
OF CORRECTIONS

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OF CORRECTIONS

# Statement of Intent

1 July 2005 – 30 June 2006

PRESENTED TO THE HOUSE OF  
REPRESENTATIVES PURSUANT TO SECTION 39  
OF THE PUBLIC FINANCE ACT 1989

Produced by the Department of Corrections  
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For more information on the work of the Department  
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# INTRODUCTION

The *Statement of Intent* sets out the overall direction of the Department for the period 1 July 2005 to 30 June 2006. It is organised into three parts.

**Part 1** sets out the purpose and principles guiding the Department's day-to-day operations, the environment and issues that impact upon those operations, the Department's approach to managing offenders, strategies to mitigate against identified risk areas, the Department's strategic direction and how this links with the key government goals, the major initiatives for 2005/06 and how the Department will measure its progress.

**Part 2** contains information on future operating intentions prepared in accordance with sections 34 to 42 of the Public Finance Act 1989. Included in these are detailed descriptions of the outputs that will be delivered during 2005/06, the performance standards associated with these outputs, and statements setting out the Department's operating costs and expected financial position.

**Part 3** represents the Department's Sustainable Development Plan for 2005/06. The key aspects and indicators highlighted outline the status of the Department's sustainable development framework and the progress intended to be made, with respect to a better understanding and monitoring of the social, environmental and economic impact of its operations. Relevant supporting information, including the departmental profile, governance structures, relationship arrangements and management systems is also provided.

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## MINISTER'S FOREWORD

**The Government is continuing to safeguard the public through a modern and secure corrections system while also improving the rehabilitation and reintegration of offenders back into the community.**

The Corrections Act 2004 gives a legislative framework for the purpose and guiding principles of the corrections system. Public safety remains the paramount consideration. The Act completes a major programme of new legislation that improves our approach to criminal justice issues. Other legislation included stronger bail, sentencing and parole laws while victims' rights were also protected.

The corrections system now provides better protection for the public, gives greater recognition to the needs of victims and ensures the management of offenders is consistent with best practice. A new extended supervision regime for child-sex offenders has also been introduced. This enables the Department to monitor serious offenders for up to 10 years after they leave prison.

Along with legislative reform, the government has provided more resources for additional capacity to manage the growing prison population resulting from a tougher approach to crime, while delivering services to the required standards.

In March, I opened the 350-bed Northland Region Corrections Facility. This is the first of four new prisons being built that will add more than 1600 beds to prison capacity. In addition, the government has also provided funding for another 493 beds to be added to existing sites by next year.

The Government is also determined to reduce re-offending. The Statement of Intent highlights some priorities I have set for the Department in this area. These are:

- Reintegration for offenders on release from prison to the community
- Appropriate industry-accredited training for offenders and sustainable employment after release
- Enhanced offender management systems across the Department and with other agencies
- Improved rehabilitation of offenders in prison and in the community
- More effective management of offenders serving short sentences
- Trials of new technologies for electronic monitoring of offenders.

Specific initiatives to support reintegration will focus on better coordination of services across government and community agencies, a pilot project for supported accommodation for high-need offenders, more self-care facilities in prisons and improvements to training and employment programmes.

I have also asked Associate Corrections Minister Hon Mita Ririnui to address the disproportionate representation of Māori in the corrections system. His work will build on the research already done in this area.

In terms of my responsibility under section 39 of the Public Finance Act 1989 to present and publish information on the Department's future operating intentions, I certify that the information in this Statement of Intent is consistent with the policies and performance expectations of the Government.

**Hon Paul Swain**  
Minister of Corrections



## CHIEF EXECUTIVE'S OVERVIEW

I am pleased to present my first overview as Chief Executive of the Department of Corrections.

The key focus for the 2005/06 year will be on consolidating the gains made by the Department in recent years towards its outcome of Protecting the Public, while taking a fresh look at measures designed to reduce re-offending, including the introduction of a number of new reintegrative initiatives.

This Statement of Intent represents the middle year of the Department's five-year Strategic Business Plan 2003–2008 and outlines how the Department will continue the progress made in the previous two years towards fulfilling the promise of the plan. The overall strategic direction outlined in the plan remains valid, and will continue to guide the Department through to 2008. This Statement of Intent places the Department's work firmly in the context of justice sector planning to meet key Government goals. The Department will participate fully in further sector planning in 2005/06, as it is only through enhanced collaboration between agencies that shared outcomes will be achieved.

In terms of responding to change, the Government has put in place the legislative base and provided the resources necessary for the Department to deliver against its primary outcome of Safer Communities.

Early in 2005/06, the Auckland Central Remand Prison will move from private management and be integrated into the Public Prisons Service. The major development of the Department's facilities will continue. The first of the new regional prisons, the Northland Region Corrections Facility, opened in March this year. Construction of the Auckland Region Women's Corrections Facility in Manukau will be completed during the financial year and construction of the Spring Hill Corrections Facility and the Otago Region Corrections Facility will continue. Significant additional capacity will also be provided at existing prison sites in response to the growth in the prison population. Prison security will be enhanced through investment in monitoring of prisoners' telephone calls and increased crime prevention information capability.

Investment is not only being made in facilities and infrastructure, but also in our people. Significant resources have been provided to improve staff and management capability. These include a comprehensive management development programme and several key initiatives to enhance the capacity of Community Probation Service managers and staff to improve the management of offenders in the community. Improving the capability of our people and their support systems is essential to the development of the Department's best practice performance and to achieving better results across all the dimensions of offender management.

There will be a continued emphasis on consolidating the gains that have been made in improving the way our people work across the Department and with other agencies. Several initiatives in this Statement of Intent aim to coordinate processes and procedures across the Department in core aspects of offender management.



These developments provide the basis for the Department to deliver improved initiatives designed to reduce the rate of re-offending. In this regard, the Department will focus on the Government's priorities for improving the rehabilitation of offenders, both in prison and in the community. In particular, much work is being done to improve training and employment opportunities for offenders and to provide better services to support the reintegration into the community of offenders following release from prison or completion of community-based sentences.

The Department will maintain its commitment to Māori, by continuing the range of initiatives intended to fulfil the promise of our Māori Strategic Plan under its three key themes of building partnerships with Māori, being effective for Māori and being responsive to Māori. The Department will be issuing a new Pacific Strategy during the year, looking to support and extend the range of specific services and programmes that support the management and rehabilitation of Pacific offenders.

This Statement of Intent also continues the Department's work towards a robust sustainable development framework, providing additional information on how the Department conducts its business.

While the year ahead will be largely one of consolidation, there are many significant challenges for the organisation and its people. I look forward to working with our people as we face those challenges.



**Barry Matthews**  
Chief Executive





## PART 1

### Strategic Direction



# PART 1 – STRATEGIC DIRECTION

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# PURPOSE AND PRINCIPLES GUIDING THE CORRECTIONS SYSTEM

The purpose and principles guiding the corrections system are set out in the Corrections Act 2004.

## Purpose

The purpose of the corrections system is to improve public safety and contribute to the maintenance of a just society by:

- ensuring that the community-based and custodial sentences and related orders that are imposed by the courts and the New Zealand Parole Board are administered in a safe, secure, humane and effective manner; and
- providing for corrections facilities to be operated in accordance with rules set out in the corrections legislation and regulations made under this legislation that are based, amongst other matters, on the United Nations Standard Minimum Rules for the Treatment of Prisoners; and
- assisting in the rehabilitation of offenders and their reintegration into the community, where appropriate, and as so far as is reasonable and practicable in the circumstances and within the resources available, through the provision of programmes and other interventions; and
- providing information to the courts and the New Zealand Parole Board to assist them in decision-making.

## Principles Guiding the Corrections System

The principles that guide the operation of the corrections system are that:

- the maintenance of public safety is the paramount consideration in decisions about the management of persons under control or supervision
- victims' interests must be considered in decisions related to the management of persons under control or supervision
- in order to reduce the risk of re-offending, the cultural background, ethnic identity, and language of offenders must, where appropriate and to the extent practicable within the resources available, be taken into account:
  - in developing and providing rehabilitative programmes and other interventions intended to effectively assist the rehabilitation and reintegration of offenders into the community; and
  - in sentence planning and management of offenders
- offenders must, where appropriate and so far as is reasonable and practicable in the circumstances, be provided with access to any process designed to promote restorative justice between offenders and victims
- an offender's family must, so far as is reasonable and practicable in the circumstances and within the resources available, be recognised, and involved in:
  - decisions related to sentence planning and management, and the rehabilitation and reintegration of the offender into the community; and
  - planning for participation by the offender in programmes, services and activities in the course of his or her sentence
- the corrections system must ensure the fair treatment of persons under control or supervision by:
  - providing those persons with information about the rules, obligations, and entitlements that affect them; and
  - ensuring that decisions about those persons are taken in a fair and reasonable way and that those persons have access to an effective complaints procedure
- sentences and orders must not be administered more restrictively than is reasonably necessary to ensure the maintenance of the law and the safety of the public, corrections staff, and persons under control or supervision
- offenders must, so far as is reasonable and practicable in the circumstances within the resources available, be given access to activities that may contribute to their rehabilitation and reintegration into the community
- contact between prisoners and their families must be encouraged and supported, so far as is reasonable and practicable and within the resources available, and to the extent that this contact is consistent with the maintenance of safety and security requirements.

## DEPARTMENT'S FOCUS

The Department's strategic direction centres primarily on the justice sector end outcome of safer communities, supported by the achievement of two departmental outcomes of protecting the public and reducing re-offending.

The Department makes a particular contribution to four of the justice sector intermediate outcomes within the end outcome of Safer Communities:

- reduced youth offending
- reduced offending by Māori
- reduced violence
- reduced family violence.

The Department contributes to *protecting the public* by:

- providing a safe environment for staff and the public
- managing offenders in a safe, secure and humane manner
- ensuring appropriate compliance with, and administration of, sentences and orders
- providing information to the judiciary to inform the sentencing process and release conditions
- supporting reparation to the community.

Corrections also contributes to the justice sector end outcome of a fairer, more credible and more effective justice system. It does this through the delivery of effective interventions and by operating in a way that is consistent with its agreed purpose and principles thereby contributing to improved public perceptions of the fairness of the justice system. This end outcome is directly aligned with the key Government goal of reducing inequalities. The Department's contribution to reducing inequalities is discussed within the context of its sustainable development framework in Part 3.

The Department contributes to *reducing re-offending* through changing offending behaviour by providing targeted rehabilitative and reintegrative initiatives, including education, work

experience and skills. To do this the Department supplies:

- a risk and needs assessment for offenders to determine how best to address offending behaviour
- programmes to encourage offenders to address their offending behaviour
- programmes to address offenders' offence-related needs
- education
- training
- work experience to assist offenders to secure employment on release
- assistance with accessing community services, for example, through regional reintegration coordinators and supported accommodation, so that offenders can be successfully integrated back into society and given the opportunity to participate positively in society.

### Medium-term Direction

The Department has concentrated in recent years on those interventions that are directly related to the outcome of protecting the public, while continuing the development of initiatives to support the outcome of reducing re-offending. This has been necessary as part of the Government's overall approach to reforming the criminal justice system in order to better protect the public while enabling best practice management of offenders. The approach has also reflected the balance between resources devoted to producing outputs that contribute to this outcome (85 percent of the Department's output costs are linked to protecting the public, providing the core custodial services, community-based sentences and information to support the judiciary and the New Zealand Parole Board).

Successful investment in this area has been demonstrated through positive results from the relevant indicators, as reported in successive annual reports.

While the Department is pleased with the progress made to date towards the outcome of 'protecting the public', it is still concerned to ensure that the gains made do not erode given the current pressure on prison facilities in terms of the higher than forecast prison population and the difficulties in maintaining the required number of prison staff. Accordingly, it is essential that a strong focus remains on the effectiveness of the Department's operations that contribute directly to protecting the public.

However, it is recognised that the successful reduction of re-offending presents a better long-term promise of a positive impact on Safer Communities. In regard to reducing re-offending the Department has developed rehabilitative interventions that are founded on what works and international best practice. It is internationally recognised that the greatest gains in reducing re-offending will be made through a combination of best practice sentence management, appropriate rehabilitation programmes and a strong focus on the reintegration of offenders back into the community.

Accordingly, to supplement the progress made to date, the Department will in 2005/06 place greater emphasis on the development of rehabilitation and reintegration initiatives. In this regard the Minister of Corrections has agreed key initiatives for priority areas of development within the Department for 2005/06. The specific initiatives under these priority areas are identified under their respective themes in the section on Strategy and Initiatives.



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The priority areas are summarised below.

- Increase focus on and enhance reintegration of offenders who have spent time in prison, back into the community.
- Extend the focus on ensuring offenders in prison and on home detention receive appropriate industry training and assistance with finding sustainable employment.
- Make further enhancements to offender management processes and systems to ensure integration across the Department and with other agencies is maximised.
- Initiatives to improve the focus on rehabilitation of offenders in prison and in the community.
- More effective management of offenders serving short sentences in prison, including the period they are under supervision in the community.
- Trials of new technologies for electronic monitoring.
- Enhancing prison security through monitoring prisoners' telephone calls and improved crime prevention information capability.

## ENVIRONMENT, ISSUES AND IMPLICATIONS

In determining how to give best effect to its strategic direction the Department takes account of the environment in which it operates and the issues that impact upon its operations. These key environmental factors and their implications are set out in this section.

Demographic information is based on census data from Statistics New Zealand, New Zealand Police crime statistics reports, the Ministry of Justice Conviction and Sentencing report for 2004, the Ministry of Justice December 2004 prison population forecast and the Department of Corrections November 2003 prison census.

### General Trends in Crime

Given its core role of administering sentences imposed by the courts on individual offenders, trends in criminal offending are perhaps the single most important environmental consideration for the Department.

Because many offences are either not reported or detected, true rates of crime in the community are difficult to measure. The best substitute is the National Survey of Crime Victims, which is conducted every five years by the Ministry of Justice. The most recent surveys, in 1996 and 2001, highlight similar levels of victimisation.<sup>1</sup>

The total number of crimes, across all categories of crime, recorded by the Police for 2004 showed the total number of offences recorded was 4.7 percent lower than the previous 12 months and was the lowest rate of reported offences since 1983.

On the other hand, the more serious crimes (violence and sex offences) increased sharply during the early 1990s, and again in the first few years of the present decade. While no further increase has occurred more recently, these numbers are currently being maintained at relatively high levels.

Police crime resolution rates have also steadily increased in recent years.

The 2004 Police statistics show stable rates of recorded violent and sexual offences, but a significant increase in the resolution rate for such offences (up to 44.6 percent from 32.9 percent in 1992/93). In turn, prosecutions for offences have increased. In 2003/04, over 129,000 people were prosecuted, an increase of 12 percent on the 1999/00 year. In addition, more cases have resulted in a conviction. A number of factors may be associated with the increase in both offence resolutions and convictions. These include new technologies for the investigation of offences (DNA matching, computerisation of fingerprints) and the provision of more front-line Police officers.

### Demographic Impacts

Demographic change is also a factor in changes in overall crime rates. At present, the population of New Zealand is growing slowly, but is expected to increase by around 12.5 percent over the next 15 years, from approximately 4 million in 2004, to 4.5 million in 2021. On the other hand, the population is ageing, which means a progressively smaller proportion of the population will be in the age bracket (that is, 15–25 years) most at risk of engaging in criminal activity. New Zealand's population growth is also expected to occur predominantly in the top half of the North Island.

### Sub-types of Offences and Offenders

#### Violence and Sexual Offences

Although the rate of growth in violent crime has now slowed, it remains at significant levels. Of all offenders

received annually to prison, approximately 27 percent are sentenced for violent or sexual offences. However, because their sentences are on average considerably longer, violent and sex offenders constitute around 58 percent of the prison population at any one time. This pattern is unlikely to change in the foreseeable future.

#### Alcohol and Drugs

Abuse of, or dependence on, drugs and alcohol are factors in the offending of a substantial proportion of offenders. A 1999 study of prison inmates suggested that approximately 83 percent of inmates either currently met, or at some point in their lives had met, the criteria for a substance abuse or dependence disorder. This figure is several times greater than the corresponding rate for the general population.

#### Driving Offenders

Offenders with driving convictions constitute 21 percent of all receptions to prisons, although their relatively short sentences mean that they constitute only 8 percent of the prison population at any one time. Driving with excess alcohol and driving while disqualified are the most common offence types. There has been a sharp increase in the numbers of repeat offenders being sentenced to imprisonment. Many imprisoned driving offenders are persistent re-offenders who have failed to respond to less severe sanctions. A significant proportion of driving offenders also have serious alcohol problems.

#### Property Offenders

Property offenders are the single largest sub-group of offenders, and

<sup>1</sup> The next crime victim survey is currently under way and will be published in 2006.

tend to have the highest recidivism rates. As with driving offenders, Police prioritisation of burglary appears to have resulted in an increasing number of such offenders being convicted and sentenced to imprisonment.

#### Young Offenders

A priority for the justice sector is to prevent young offenders from continuing criminal activity into adulthood. Young offenders have the highest recidivism rates of all groups and it is estimated that up to 20 percent of young offenders will continue to be persistent offenders during their adult years. Preventing young offenders from progressing to a life of crime is a priority for the Department, as is ensuring that vulnerable young prisoners are managed humanely and separately from adults.

#### Female Offenders

Female offenders constitute a small percentage of offenders in the prison population (6 percent) and a larger proportion of offenders serving community-based sentences (18 percent). A small but steady growth in the number of female offenders has been observed over recent years, and this appears likely to continue into the future. Though typically at a lower risk of re-offending than males, female offenders tend to present with a wider range of needs.

#### Māori and Pacific

Māori continue to be greatly over-represented within criminal justice statistics. While 14.5 percent of the

population currently identify as Māori, over 50 percent of new receptions to prison, and around 45 percent of new starts on community-based sentences identify as Māori. This has been a feature for many years, and continues even while indicators in many other areas of social wellbeing for Māori appear to be improving.

Although to a lesser extent than for Māori, Pacific offenders are also over-represented within criminal justice statistics – for example, Pacific peoples constitute 6.5 percent of the general population, but 11 percent of the prison population and 17 percent of new starts on community-based sentences.

#### New Migrants

A striking feature of New Zealand society of the past 20 years has been the increasing number of migrants, particularly from countries in Asia, Africa and the Middle East. As a consequence, the proportion of the offender population who are recent migrants is also growing. At the last prison census (November 2003), 4 percent of inmates reported an ethnicity other than Māori, Pacific or New Zealand European.

#### Long-serving Inmates

The Sentencing Act 2002 is likely to have contributed to an increased number of inmates serving sentences of preventive detention, as well as life sentence inmates with very long (over 13 years) non-parole periods. As at the November 2003 census, there were 151 preventive detainees, and 317

inmates serving life sentences – together, representing 9.4 percent of the entire sentenced population, an increase from 7.5 percent 10 years ago. Over time, inmates serving indeterminate sentences are likely to constitute a growing proportion of the total prison population.

#### Corrections' Services

##### Growing Prison Population

Corrections operates currently in an environment where a range of recent legislative initiatives have had, or are likely to have, a significant effect on prison volumes, despite the decreasing trends in crime rates reported above. For example, the Bail Act 2000 provided wider grounds for remanding an offender in custody prior to trial and/or sentencing. Similarly, the Sentencing Act 2002 and Parole Act 2002 make it likely that longer prison sentences will be imposed in certain cases, and that a larger proportion of the sentences will be served in prison.

While the number of people in prison over the past 20 years has been steadily increasing, the last 12 months have seen a sharp increase. There are now 164 people in prison for every 100,000 of population, an imprisonment rate twice the rate that applied in 1980. While this rate remains well below the level of imprisonment within the United States (approximately 700 per 100,000), it is now significantly higher than the rate in New Zealand's primary international benchmark jurisdictions.

#### RATES OF IMPRISONMENT (per 100,000 of population) for 2003/04

New Zealand	England & Wales	Scotland	Australia	Canada
155	141	129	117	116

The 2004 Ministry of Justice prison population forecast indicates that ongoing growth in prison numbers is likely, with a continuing increase over the next five years taking the current prison population of approximately 6,850 to 7,800 by March 2010, an increase of 14 percent.

The following table highlights rates of reconviction and re-imprisonment of offenders over a 12-month follow-up period for released inmates and community-sentenced offenders.

#### RATES OF RECONVICTION AND RE-IMPRISONMENT (PERCENTAGE WITHIN 12 MONTHS)

Release period	From prison		From community sentence	
	Reconvicted %	Re-imprisoned %	Reconvicted %	Imprisoned %
2001/02	42.1	26.1	28.6	7.2
2002/03	42.3	28.0	34.0	8.6

#### Community-based Sentences

While the number of offenders in prison has increased, the number of offenders serving community-based sentences (supervision, community work, parole, home detention, release on conditions) has remained relatively stable, at around 40,000 new starts per year. This state is likely to continue for the foreseeable future.

#### Rehabilitation and Reintegration

The Department has strongly embraced the philosophy of offender rehabilitation and reintegration to reduce re-offending. A range of services target offenders' motivation to change and the specific causes of criminal offending. Reintegrative services then target the development of basic skills prior to release and provide support to offenders returning to the community.

Within the context of a renewed concentration on reintegration, supporting early intervention (around the time of birth, pre-school and during schooling), is seen as an important part of developing long-term solutions for reducing the problem of crime. The Department supports early intervention with mother and baby facilities, self-care units and improved reintegrative support services.

#### Broader Environmental Influences upon Corrections

The Department operates in a broader environment where many social processes influence its operations. Some of the more important of these are listed below.

- A high level of public support exists for continued use of imprisonment as a primary criminal justice sanction, particularly in cases of violence, or for recidivist offenders.

- A similarly high level of public concern has been expressed recently in relation to high-risk offenders released from prison, and the management of such persons.
- Associated with the foregoing two issues, advocates for crime victims continue to be vocal in arguing for a justice system that better respects the rights and needs of victims.
- An increasing tendency for inmates and former inmates to use litigation through the courts as a means of pursuing personal grievances.
- In seeking to support the reintegration of offenders, the Department is becoming more reliant on statutory agencies to provide the assistance that released offenders require.
- Awareness that New Zealand is not immune to the spread of cybercrime and trans-national crime, as well as the potential for terrorist activity and other threats to national security.
- New Zealand recognises a growing number of international treaties and protocols, some of which relate directly to the treatment of offenders.
- The rate of unemployment nationally (3.8 percent at January 2005) is currently the lowest since 1986. In a high-employment economy, staff recruitment and retention have become an issue for the Department.

#### Improved Service Focus

The Department remains committed to improving the way it performs its core functions of offender management, rehabilitation and reintegration. There is also the need to address the continued growth in prison population levels. Consequently, there is interest, shared by other agencies in the justice

sector, in the following areas of development.

- Increased use of risk assessment procedures for the early identification of high-risk offenders, high-risk youth, and their longer-term management (under new legislation the Department recently began managing high-risk sex offenders for extended periods of up to 10 years following the expiry of the normal parole restrictions).
- The potential use of new technologies in sentence administration, including voice verification and global positioning tools.
- Enhancing custodial operating environments to encourage prison inmates to take greater responsibility for their actions and pursue personal change during the period of incarceration.
- Greater levels of involvement by Māori and Pacific communities in the work of managing offenders and ensuring their successful reintegration, as well as in shaping the Department's policies and procedures.
- Improved coordination of services across government sectors to facilitate reintegration.

The Department remains committed to considering research evidence as a basis for improving practices within its operations. Evidence-based practice is perhaps best exemplified by the ways that the services and procedures which make up the Department's sentence management framework – the induction, assessment, rehabilitation and reintegration of offenders – have been designed and implemented with reference to sound empirical evidence regarding effectiveness.

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## Implications

The Ministry of Justice prison population forecast predicts growth in prison inmate numbers will continue for the next five years, which suggests that further expansion of prison facilities may be necessary. However, there is general consensus that the high fiscal and social costs associated with imprisonment make continued growth undesirable. The Department is committed to working with other justice sector agencies to examine all options whereby such growth can be contained, while at the same time ensuring that community safety is not compromised. Achieving this balance demands a better and more complete under-

standing of the factors that are driving rising imprisonment rates, exploring the full range of policy and practice options that may place a brake on such growth, and developing new policies that are effective in reducing crime.

Further, the Department is committed to continuing its focus on the needs of Māori offenders and Pacific offenders, groups which continue to be over-represented in counts of convicted offenders. Youth and female offenders will also be the focus of improvements to services and supports. Ensuring that services are appropriate for new migrants from a range of different ethnic backgrounds is an emerging challenge.

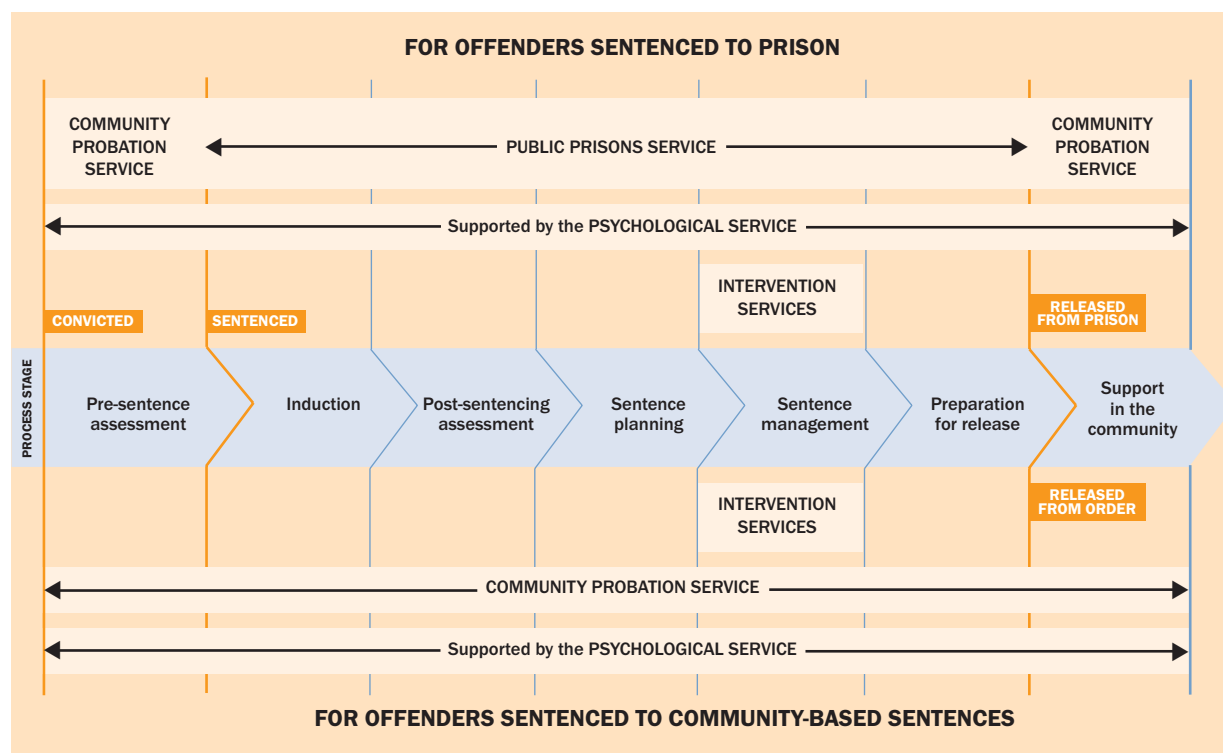
The Department will continue its quest to deliver high-quality, well-targeted and accurately focused programmes to offenders to promote rehabilitation and reintegration, and a reduction in re-offending. Increased emphasis on educational and employment support, and reintegration initiatives that assist offenders as they make the transition back to the community, are also high priorities. However, the Department recognises that such interventions are only a part of the picture, and therefore will seek to contribute to Government-wide initiatives to address the needs of at-risk families and children.

## APPROACH TO MANAGING OFFENDERS

The Department manages offenders through an integrated approach that applies across all sentence types, sentence lengths and locations.

When offenders enter the corrections system, there is a process to guide what happens to them on the sentence, how their needs are identified and managed and what follow-up support is needed once they have finished the sentence. The offender management process is illustrated by the following diagram.

### OFFENDER MANAGEMENT PROCESS



The integrated approach to the management of offenders is under-pinned by tools for assessing an offender's risk of re-offending and their particular criminogenic needs. For higher-risk offenders, needs are closely matched with interventions that focus on rehabilitation. For lower-risk offenders, reintegration into the community is the key element of an approach designed to support a transition to a crime-free lifestyle.

As a first step, many offenders may also need some assistance to motivate them to address their offending behaviour. In such cases, the initial focus will be on either cognitive-based programmes or a tikanga-based programme. Should there be a consequent change in motivation, the offender may go on to have interventions targeted at their criminogenic needs as they relate to the cause of their offending.

Offenders, depending on their risk status and criminogenic needs, will receive interventions from the range outlined in the following diagram.

#### INTEGRATED APPROACH TO OFFENDER MANAGEMENT

Serving a Safe Sentence	Equipping for Self-sufficiency
<b>Safe secure and humane containment</b> At-risk assessments Security classification Constructive activities Drug and alcohol strategy/drug testing Provision of a safe environment for staff and public Safe, secure and humane management of offenders Sentence compliance in the community	<b>Education and employment</b> Basic numeracy and literacy skills National Certificate in Employment Skills Vocational training and experience Education for youth Employment Access to more advanced education
Aiming to Change Behaviour	Removing Blockages to Remaining Offence-free
<b>Responsivity / Motivational</b> Straight Thinking Tikanga Māori programmes Motivational interviewing Faith-based unit Chaplaincy <b>Rehabilitation</b> Alcohol and drug abuse programmes Violence prevention programmes Generic rehabilitative programmes Making our Drivers Safer programmes Cultural supervision Bicultural therapy Māori therapeutic programmes Young Offenders Units programmes Treatment by psychologists Special treatment units – drug and alcohol, sex offender, violence prevention	<b>Reintegration</b> Basic living skills Parenting Budgeting Self-care units Links to community support services Day release / work release Home leave Relapse prevention programme Involve family / whanau, hapu and iwi in reintegration plans Tailored to meet the needs of different cultural groups, specially focused on the needs of young people and women Victim empathy Offenders as victims Coordinated reintegrative services Supported accommodation

The design of the interventions and associated business processes has been based on studies of “what works with offenders” both internationally and in New Zealand,<sup>2</sup> and takes into account the New Zealand environment, and the nature and characteristics of the offending population. The best results are when the right person receives the right intervention, in the right situation, at the right time – and gets good support from community, friends and family for maintaining their new behaviours both during their sentence and once their sentence has been completed.

In general, overall positive results in reducing re-offending come from being able to identify:

- people who are highly likely to re-offend upon release from their current sentence (that is, have a high risk).
- the factors such as attitudes, thought processes, habits and addictions that relate to offending.
- a person’s level of willingness and ability to benefit from a therapeutic programme.
- the right type of intensive, structured and long-running programme – real change is never easy or quick, even when the person is willing.

- the right time for a programme to occur, including support following completion.

The Department’s approach is enabled by a philosophy of Active Management, which is the interaction of staff and offenders for the purpose of effective sentence management. As such it involves skilled and knowledgeable staff (who understand the specific risks and needs of each offender), interacting and responding to offenders in a positive way in order to achieve the best possible outcomes.

<sup>2</sup> The principles of the psychology of criminal conduct are found in Andrews and Bonta, *The Psychology of Criminal Conduct* (3rd Edition), 2003. The New Zealand experience is reported in the departmental publications *Let there be Light, When the Bough Breaks, Montgomery House Evaluation* and *Driving Offender Treatment Programme Evaluation*.



## MEASURING OUTCOMES

The Department's success will be determined by the extent to which the departmental outcomes of protecting the public and reducing re-offending are achieved, which in turn contribute to the justice sector end outcome of safer communities and, through this, to the government's key goals.

### Attribution and Accountability

Measurement of progress can be intrinsically difficult because outcomes are often influenced by factors beyond an individual agency's control. The nature of the measures developed for each outcome means that some measures are better suited to providing information on the impact of the Department's interventions, as opposed to those external factors.

The Department's interventions seek to change the behaviour of the persons who come under its care and control. The likelihood of individual offenders re-offending is assumed to be based, in part, on relatively stable (though potentially changeable) personal and social characteristics. Personal characteristics include violence propensity, substance dependence, attitudes and values supportive of criminality, as well as deficits in educational and occupational skills. Social characteristics include lack of social supports, homelessness and lack of employment. The Department therefore offers a range of services that are intended to:

- reduce the severity of antisocial traits
- build socially adaptive skills and abilities
- resolve or mitigate environmental obstacles faced by offenders.

In addition to attempting to encourage personal change, and providing support and assistance to offenders, the Department also provides monitoring of and direction to those offenders subject to community sentences and orders. In doing so, the Department endeavours to prevent offenders from relapsing into undesirable patterns of behaviour, as well as enabling pre-

emptive actions to be taken when risks become elevated.

It is recognised, however, that the Department cannot completely control the outcomes experienced by offenders. Key limits to control include:

- for many offenders, the sentence imposed is too brief in duration to allow meaningful engagement with services
- many offenders are unmotivated to address the personal and social issues that underlie their offending risk (and there are seldom reasonable or effective ways to compel them to do so)
- when in the community, the location and behaviour of offenders cannot be continuously monitored, except in certain circumstances such as the first 12 months of an extended supervision order
- events and circumstances well beyond the control of the Department, which may dramatically and abruptly alter an offender's risk of re-offending, can (and frequently do) occur.

Fundamentally, criminality is understood to be a relatively robust and enduring personal characteristic in adult offenders. Even when exposed to the most sophisticated and intensive rehabilitative and reintegrative services, a substantial proportion of offenders will nevertheless go on to re-offend. The Department endeavours, through its suite of interventions, to reduce the proportion of those offenders who do so.

Further, in relation to the goal of safer communities generally, the Department's contribution is in reducing risk associated with offenders who have already come under its care

and control. The Department can exert no influence that might prevent offending by those who have not previously been under its control, or to reduce the number of young offenders entering the criminal justice system for the first time.

### Departmental Contribution

To demonstrate success, processes must be in place to measure achievement. Progress made towards achieving objectives and outcomes outlined in this *Statement of Intent* will be reported in the Department's 2005/06 *Annual Report*. The *Annual Report* will detail the work the Department has done with respect to initiatives associated with the four themes of its *Strategic Business Plan 2003–2008*, and the priority areas within those themes. It will also report on the performance measures and standards associated with the output classes.

The Department has developed a set of measures, based on data collected through its offender management processes and similar information obtained from corrections agencies in other countries, which enable comparisons to be made. These measures provide a good starting point for assessing the Department's performance and will be enhanced over time in conjunction with other justice sector agencies.

The Department will also monitor the application of specific offender management processes to ensure they are properly and consistently applied. Individual processes will also be reviewed periodically to ensure that they remain effective, and, where necessary, will be amended. This activity is intended to support a process of continuous improvement



while ensuring the integrity of the information used by the Department for assessing its contribution to outcomes.

### **Protecting the Public**

The Departmental outcome of protecting the public will primarily be attained by the strategies and initiatives outlined in Theme 1 of the *Strategic Business Plan 2003–2008*. Progress towards the achievement of this outcome will be measured through analysis of data collected across a range of quality and effectiveness measures designed to ensure offenders are being managed in a safe, secure and humane manner. These include measuring and monitoring:

- compliance with, and the administration of, sentences and orders
- the number of escapes that occur from prisons and while under escort or supervision
- the number and severity of incidents, including deaths in custody.

A number of these measures are included in the statement of forecast service performance for output classes 2 to 5 in Part 2. Other measures are included in the Department's performance monitoring framework or provided from internationally benchmarked data.

### **Reducing Re-offending**

Progress towards the achievement of the departmental outcome of reducing re-offending is assessed through the use of two measures, the Recidivism Index (RI) and the Rehabilitation Quotient (RQ). The RI measures the Department's performance in reducing re-offending as a whole, whereas the RQ measures the ability of a specific intervention to reduce re-offending.

### **Recidivism Index**

The RI measures the rate of proven re-offending of a specified group of offenders over a 12- and 24-month follow-up period, following release from a custodial sentence or the beginning of a community-based sentence. The RI method is based on internationally used definitions of re-offending applied to sentences and orders administered

by the Department.

Proven re-offending is defined as imprisonment or reconviction to a sentence administered by the Department. Imprisonment gives a good indication of the seriousness of recidivism and costs to the Department, the criminal justice system, and society in general. However, because the majority of convictions do not lead to imprisonment, reconviction to any sentence administered by the Department is also measured.

### **Rehabilitation Quotient**

The RQ evaluates the effectiveness of rehabilitative and other interventions (programmes or services) in reducing re-offending. It involves a comparison between a group receiving an intervention (treatment group) and a group that has a similar risk of re-offending but does not receive that intervention (control group). RQ re-imprisonment is the reduction in the re-imprisonment rate for a treatment group following an intervention. RQ re-imprisonment is measured by comparing the difference between the RI for the treatment group and the RI for the control group.

An integrated approach to offender management has meant that rehabilitative and reintegrative interventions can be better targeted. It is assumed that if the interventions address offending-related needs, re-offending will reduce. It is anticipated that the RQ will show these benefits, to the extent to which the Department can control the outcomes experienced by offenders.

### **Other Linkages**

The measures described for Theme 1, ensuring effective offender management, and Theme 3, contributing to reducing re-offending, also provide information for Theme 2, improving responsiveness to Māori, because the data can be analysed by ethnicity. Theme 4 encompasses strategies and initiatives to enhance overall capability and capacity. These include targets for developing the capability of staff and managers and enhancing responsiveness to diversity.

The Department has measures to monitor progress in these areas and will be developing them further. Other targets include the processes in place to develop new prisons, the programme for facilities maintenance and continuous improvement of systems.

### **International Benchmarks**

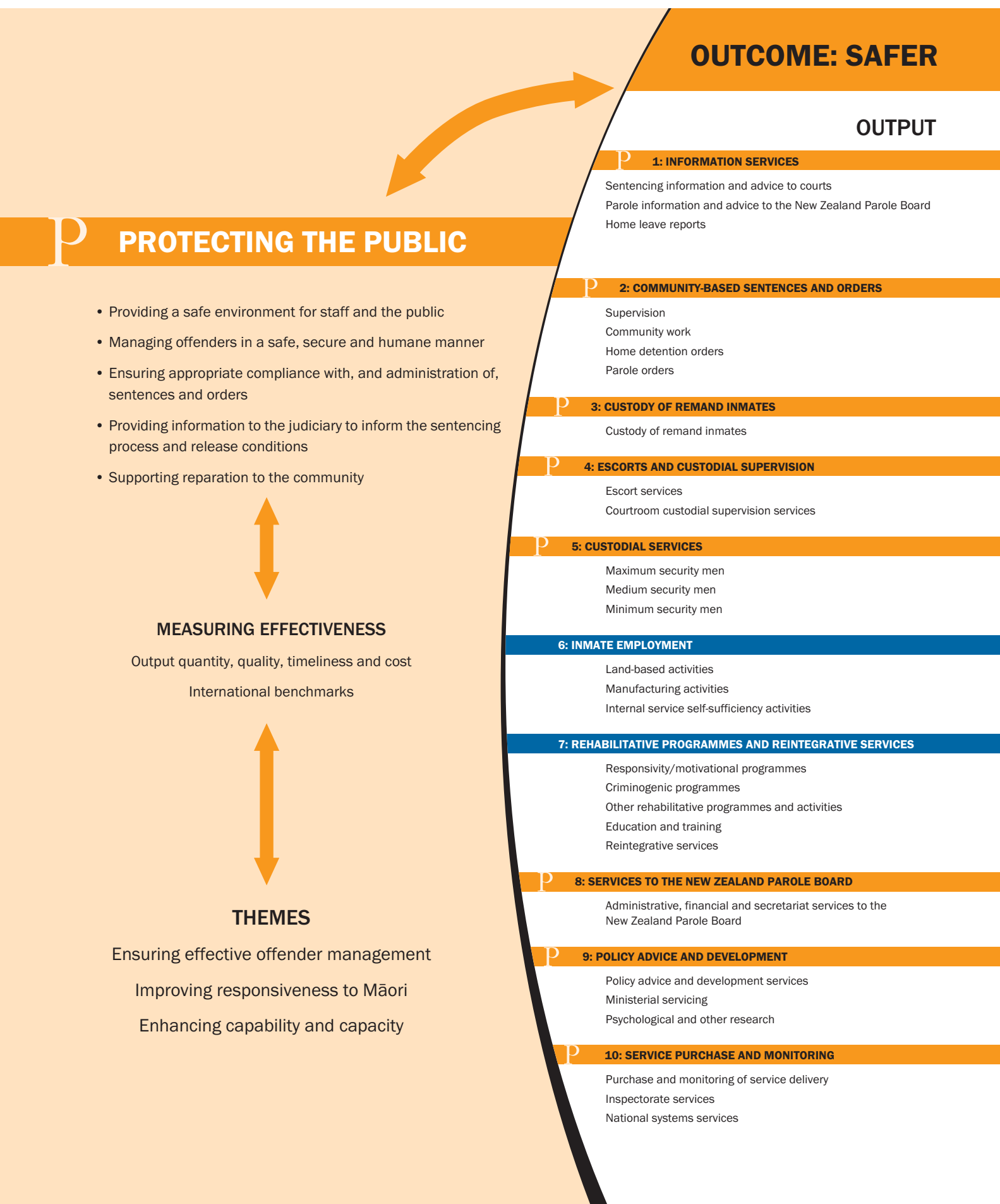
The Department has developed close working relationships with some overseas jurisdictions, and exchanges information with Australia, Canada, England and Wales, and Scotland through its membership of the International Roundtable for Correctional Excellence, the Corrective Services Administrators Conference and the National Corrections Advisory Group. This information has been used to develop benchmarks comparing performance across a range of indicators, including staff-to-inmate ratios, costs of securing inmates and occupancy statistics. This data is important because the Department is not able effectively to compare performance in its core offender management functions against other New Zealand organisations.

Benchmarking also supports strategic advancement because it provides a means by which quality improvement can be identified and effected. Work will continue on developing new measures and refining existing measures to ensure comparability. Current benchmarking data is published each year in the Department's *Annual Report*, and in international reports, including the National Corrections Advisory Group Comparative Analysis Report.

### **Linking Outcomes to Outputs**

The delivery of the Department's outputs directly contributes to the achievement of its outcomes. These linkages are demonstrated on pages 26 to 27.

## LINKING OUTCOMES TO OUTPUTS



## COMMUNITIES

### CLASSES

Home detention assessments to the New Zealand Parole Board  
Psychological Service information and advice to courts and the New Zealand Parole Board  
Information services for extended supervision orders

Orders for post-release conditions  
Extended supervision orders

Women  
Male youth  
Drug reduction

Release to work  
Vocational training services  
Community services

Community residential centres and the Reducing Youth Offending Programme  
Psychological services  
Chaplaincy services

## REDUCING RE-OFFENDING

R

Providing targeted rehabilitative and reintegrative initiatives to change offending behaviour by:

- a risk and needs assessment for offenders to determine how best to address offending behaviour
- programmes to encourage offenders to address their offending behaviour and their offence-related needs
- education, training and work experience for offenders
- assistance with accessing community services so that offenders can positively participate in, and be successfully integrated back into, society.



### MEASURING EFFECTIVENESS

Output quantity, quality, timeliness and cost

International benchmarks

Recidivism index

Rehabilitation quotient



### THEMES

Ensuring effective offender management

Improving responsiveness to Māori

Contributing to reducing re-offending

Enhancing capability and capacity

### Alternative Outputs Analysis

During the course of 2003/04, the Department examined closely the issue of intergenerational transmission of criminality: the processes that underlie the widely recognised phenomenon that the children of offenders have a very high risk of becoming offenders themselves. While useful analysis was completed, the Department concluded that it could not feasibly deliver effective interventions in this area, and therefore has sought to champion this issue in work undertaken by other agencies that have a clearer mandate for such interventions.

In the same year, the Department considered prison design and staffing models that differed to the current preferred model. The outcome of the process was that the Department was satisfied that its present approach was entirely justified on fiscal, operational and rehabilitative grounds.

### Evaluation, Research and Monitoring

The Department is committed to the development of evidence-based interventions that can be implemented successfully to assist with the achievement of outcomes. As part of this approach, the Department operates an active research and evaluation programme. The programme encompasses research on new interventions, assessment of the relevance of overseas approaches in the New Zealand context, and evaluations of the performance of specific interventions.

Projects, including some multi-year projects, planned for 2005/06 include:

- examination of the rehabilitative treatment needs and appropriate treatment design for high-risk offenders, and sexual offenders against women

- analysis of the characteristics of violent offenders
- research into dynamic processes potentially leading to serious disorder within prisons
- evaluation of current procedures, services and supports that are made available to offenders to enable adequate reintegration to life within the community
- reviewing the effectiveness of the prison Drug Treatment Units.

# STRATEGY AND INITIATIVES

The Department's *Strategic Business Plan 2003-2008* sets the overall direction for the organisation. This section introduces the plan, outlines achievements to date, details the key initiatives that are to be progressed during the 2005/06 financial year and outlines further development through to 2008.

The plan is based around four themes that provide the strategic framework for the Department to deliver on its outcomes and address the issues outlined previously. The four themes encapsulate the Department's responsibilities and priority areas and assist staff and managers to focus their efforts.

The four themes of the Strategic Business Plan are:

- Ensuring Effective Offender Management.

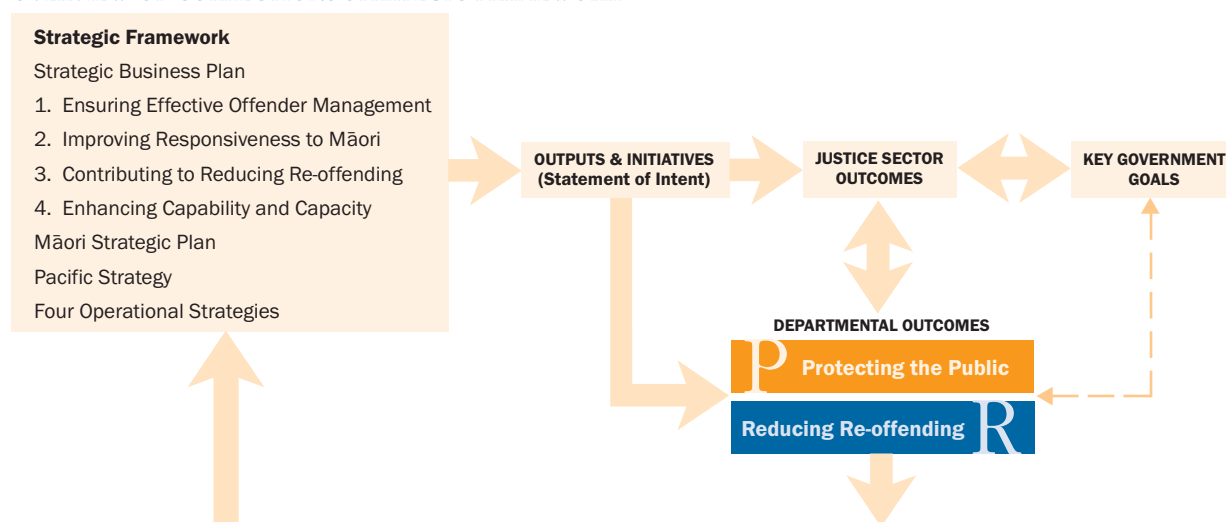
- Improved Responsiveness to Māori.
- Reducing Re-offending.
- Enhancing Capability and Capacity.

Within each theme is a series of strategies and initiatives to guide the Department towards achievement of its outcomes. Specific initiatives under each strategy, illustrative of the Department's activities, have been undertaken. More initiatives have been developed as successive

Statements of Intent have been produced since the plan's inception.

The Strategic Business Plan is supported by a Māori strategic plan, a Pacific strategy and four operational strategies. The following diagram summarises the linkages from the Department's strategic framework through delivery of outputs set out in this Statement of Intent to departmental and justice sector outcomes and key government goals.

## OVERVIEW OF CORRECTIONS STRATEGIC FRAMEWORK



## THEME 1 – Ensuring Effective Offender Management

Public safety is paramount to the Department's operations. Corrections is committed to continuing to improve the way it manages offenders, both from a custodial and non-custodial perspective, by continuing its focus on the safe, secure and humane management of offenders.

The Department has implemented an integrated approach to the way that offenders are managed across all sentence types, lengths and locations. The focus in managing offenders effectively now moves to:

- ensuring new processes, tools and procedures are operating as designed, and are consolidating the changes made
- ensuring that services are delivered within business-like principles and that the Department is continually improving business processes and identifying areas for review and redesign.

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**Strategy:** *Strengthen the corrections system's contribution to public safety*

*The Department is continuously seeking to improve the way in which offenders are managed to ensure that they are kept safe and secure and that the consequent risk to the public is minimised. Particular emphasis is given to improving the integrity of existing systems, making use of new technology and processes, and minimising factors like drugs in prisons that can undermine security.*

### Achievements

Work in 2003/04 and 2004/05 has seen a review of prison security policies and visitor management, development of a new strategy to reduce the use of drugs and alcohol in prisons, improvements in the management of high-risk offenders and investigation of new technologies.

### Key initiatives for 2005/06

- Complete the trials of new technologies for electronic monitoring and report to the Minister on the outcome and recommendations for the future by 30 November 2005.
- Implement the approved recommendations of the trials of new technologies for electronic monitoring by 30 June 2006.
- Introduce appropriate systems and staff to monitor prisoners' telephone calls, in accordance with the approved implementation plan and funding.
- Introduce systems for the collection and analysis of data that contributes to increased crime prevention information capability, in accordance with the approved implementation plan and funding.

### Outlook beyond 2005/06

The Department will be implementing its new framework and approach to security in new facilities and progressively in existing facilities. The pilot work on electronic monitoring may lead to significant choices in terms of the rollout and application of this technology. The Department will continue implementation of the Structured Day concept – promoting more constructive use of inmates' unlock hours – a significant multi-year undertaking. Providing additional constructive activities is dependant on progress in the areas of vocational training and the contribution of volunteers.

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**Strategy:** *Implement legislative reforms*

*The Department provides support for the development of new legislation with the potential to impact on the corrections system. The Department is also responsible for ensuring that all legislation, once passed, is implemented as intended.*

### Achievements

Work in recent years has been focused on consolidating changes to offender management processes following the introduction of successive legislative change – the Sentencing Act 2002, Parole Act 2002, Victims' Rights Act 2002, Corrections Act 2004 and Parole (Extended Supervision) Amendment Act 2004.

### Key initiative for 2005/06

- Integrate the Auckland Central Remand Prison into the Department from 13 July 2005.

### Outlook beyond 2005/06

The focus will continue to be on consolidating procedures and processes following the major legislative changes of recent years and supporting any further legislative initiatives.

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**Strategy:** *Develop approaches to manage young offenders effectively*

*In 1998, there was a review of the management regime for young offenders. As a result of this review, the Department established Young Offenders Units for young male inmates. In 2002, the Government agreed to a Youth Offender Strategy for the wider justice sector, abolished the sentence of Corrective Training, and in 2003 began piloting the Reducing Youth Offending Programme in conjunction with Child, Youth and Family.*

**Achievements**

The Department has conducted a review of its Young Offenders Units and is implementing best-practice initiatives as a result of that review. The pilot Reducing Youth Offending Programme has continued through 2003/04 and 2004/05.

**Key initiative for 2005/06**

- Implement the revised Young Offenders Units Policy and Operating System and Service Description.

**Outlook beyond 2005/06**

Policy changes to the management of young offenders will be implemented over the next two to three years, including evaluation of the Reducing Youth Offending Programme pilot.

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**Strategy:** *Monitor application of offender management processes*

*The Department has implemented an integrated approach to the management of offenders. As part of its process of continuous improvement the Department needs to ensure that this approach is being applied as intended, and continually seek to identify ways in which it can be improved.*

**Achievements**

The Department has pursued initiatives consistent with the Government's approach to reform of the criminal justice system in order to better protect the public while enabling best practice management of offenders. The Department has reviewed its systems for making delegated decisions about the management of individual offenders to ensure consistency with the Corrections Act 2004.

**Key initiatives for 2005/06**

- Commence implementation of new initiatives, revised processes and procedures for more effective cross-service management of short serving inmates by April 2006:
  - Complete the analysis of the profile and characteristics of short serving inmates including the period they are on community supervision by 30 September 2005
  - Complete a review of the operational design of processes and procedures in the Public Prisons Service, Corrections Inmate Employment, Intervention Services and the Psychological Service as they relate to the management of short serving inmates by 31 October 2005
  - Complete an operational framework for more effective management of short serving inmates by December 2005
  - Complete implementation planning of the framework, including completing operational redesign work by 31 March 2006
  - Commence implementation of the framework by April 2006.
- Implement by June 2006 an improved planning and reporting process for offenders transitioning from prison – aimed at improving integration of activities within the Department and between the Department and the New Zealand Parole Board:
  - Review of planning and reporting processes between the Public Prisons Service, Community Probation Service, Psychological Service and the New Zealand Parole Board completed by 31 December 2005
  - Implement revised content and format of pre-release reports from the Department to the New Zealand Parole Board by 31 December 2005.
- Implement initiatives to improve sentence planning and sentence management for offenders in prison by 30 June 2006.

**Outlook beyond 2005/06**

The Department will continue to seek further improvements to offender management processes, which will be demonstrated through positive results from its outcome indicators.

**Strategy: Work collaboratively with other agencies**

*The Department is one of a number of agencies that contribute to public safety and to a fair and effective justice system. In order to be fully effective, each agency needs to operate in a coordinated and collaborative way. The Department will actively seek to do this.*

**Achievements**

The Department has implemented shared strategies with other justice sector agencies, specifically those for communications and information technology. Information sharing arrangements have been reviewed and enhanced. Formal memoranda of understanding have been developed and implemented with key agencies.

**Key initiatives for 2005/06**

- Develop an appropriate framework and mechanisms for ensuring strong collaborative relationships with other agencies (including government departments) at a national and local level.
- Implement improved information sharing between agencies following the implementation of the Corrections Act 2004.
- Contribute to the Ministry of Justice-led review of Home Detention.

**Outlook beyond 2005/06**

The Department will continue to progress cross-sector reintegration and other initiatives in conjunction with other agencies. Some examples include work with the Ministry of Social Development on enhancing employment outcomes for offenders, the pilot project with Housing New Zealand Corporation for supported accommodation, and piloting information-sharing arrangements with the New Zealand Police.

**Strategy: Develop and maintain strong relationships with communities and community organisations**

*The effectiveness of the Department's activities can be greatly enhanced through the development and maintenance of strong relationships with communities and community organisations.*

**Achievements**

The Minister of Corrections held a community forum in May 2004 to discuss reintegration initiatives, providing a key opportunity to promote community participation in the work of the Department. A volunteers' policy has been developed to assist such participation.

**Key initiatives for 2005/06**

- Implement the induction, refresher and skills-based training programme for volunteers in all public prisons in accordance with the approved plan for the implementation of the Department's volunteers' policy.
- Develop and implement strategies for the growth of the volunteer base in all public prisons.

**Outlook beyond 2005/06**

Further development, piloting and implementation of reintegration services will remain a key priority for the Department through to 2008, with particular emphasis to be placed on collaboration with other government agencies, external service providers and volunteers' groups.



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## THEME 2 – Improving Responsiveness to Māori

Corrections has identified the criticality of effectively addressing the needs of Māori offenders, who comprise over 50 percent of the prison population and over 45 percent of new starts on community-based sentences. Its *Māori Strategic Plan 2003–2008* outlines opportunities to build relationships and strengthen communications between Māori and Corrections. Participation of Māori in the Department's activities and initiatives will improve the effectiveness of the services that Corrections provides and help to achieve the contributory outcomes of protecting the public and reducing re-offending.

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**Strategy:** *Work closely with Māori communities at a strategic and developmental level*

*The Department will form relationships with Māori communities that are strategic and mutually beneficial. The nature of these relationships will be focused around the Department's and Māori aspirations for 'wellness and wellbeing'. Partnerships with Māori communities are vital to the provision of effective and responsive services for Māori.*

### Achievements

Partnerships with Māori communities have been focused on specific projects, for example, new facilities development and the consultative arrangements required for these projects. Māori policy statements have been developed and included in all of the Department's agreements with other agencies. The Department has entered partnership agreements with the Ngati Rangi Development Society Incorporated and an agreement with Ngati Tuwharetoa. The involvement of kaitiaki has enabled the Department to provide a stronger focus on cultural design aspects that can enhance the rehabilitative intent underpinning new facility design.

### Key initiative for 2005/06

- Develop the operating requirements for the Pua Wananga and the Kaitiaki Model for the Northland Region Corrections Facility.

### Outlook beyond 2005/06

The Department will be looking to move beyond solely contractual relationships with hapu and iwi towards a strategic approach based on long-term relationships. The continuing process of developing and commissioning new facilities will provide further opportunities for the Department to deliver meaningful and sustainable models of community involvement. In terms of working with providers, a contract-driven approach is not always appropriate, and providers have to be trained, developed and coached on an ongoing basis, within the framework of the Department's Provider Development Strategy.

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**Strategy:** *Include and engage Māori whanau and hapu*

*The success of the Department's efforts in working with Māori offenders can be enhanced by enabling effective whanau involvement in sentence management and reintegrative processes for those offenders.*

### Achievements

There has been successful development and implementation of a kaiwhakamana policy and development of a Whanau Involvement Plan.

### Key initiatives for 2005/06

- Continue the development and implementation of initiatives contained in the Whanau Involvement Plan including:
  - investigate maximising the Whanau Liaison Worker's role to include women inmates, non-Māori Focus Unit inmates and youth
  - develop an interagency framework to improve access to services for inmates' whanau, within the context of the ongoing pilot reintegration initiatives
  - investigate the feasibility and key features of a mentoring model for youth (tuakana/teina)
  - undertake a facility stocktake to determine opportunities for more effective engagement between offenders and their whanau in corrections facilities
  - develop a 'working with whanau' guide as a practical resource for the Department's Services.

### Outlook beyond 2005/06

The Department will continue to progress the initiatives developed under the auspices of the Whanau Involvement Plan and continue to refine approaches to engaging effectively with whanau.

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**Strategy:** *Integrate Māori values and philosophies into programmes and services*

*Māori cultural values, philosophies and practices will be considered, as far as is reasonable and practicable, when the Department is developing effective programmes and services for Māori offenders.*

#### **Achievements**

The Department has implemented the Māori Provider Development Strategy, piloted Cultural Supervision and Māori Cultural Assessment and begun piloting the Tikanga Māori Programme for women.

#### **Key initiative for 2005/06**

- Implement the Tikanga Māori Programme for women serving community-based sentences (subject to the outcome of the evaluation of the pilot in July 2005).

#### **Outlook beyond 2005/06**

Future initiatives will be within the context of the Māori Initiatives Pathway, a strategic framework that links Māori-specific interventions and supporting mechanisms within the Department's offender management processes.

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**Strategy:** *Build the responsiveness of the Department*

*A capable and responsive workforce assists the Department's effectiveness in implementing Māori initiatives and managing relationships with Māori communities.*

#### **Achievements**

The Department has developed and supported Māori staff networks and has reviewed Māori representation in management roles.

#### **Key initiative for 2005/06**

- Develop mechanisms through which the Department can optimise Māori responsiveness initiatives to achieve better outcomes for Māori.

#### **Outlook beyond 2005/06**

Consolidation of initiatives in relation to Māori staff networks, the te reo strategy, human resources developments covering recruitment, retention and capability development along with the use of supporting technology, will see the Department becoming increasingly better equipped to interact positively with Māori offenders and communities.

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## THEME 3 – Contributing to Reducing Re-offending

One of the outcomes for Corrections, and therefore a theme area, is to contribute towards an overall reduction in the level of re-offending.

Using a range of strategies and initiatives the Department will work to address the risks of re-offending. This will be achieved through the provision of rehabilitative and reintegrative interventions and activities designed to assist offenders to address their offending behaviours and return successfully to the community.

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**Strategy:** *Increase the effectiveness of initiatives to reduce re-offending*

*The Department has invested significantly in best practice approaches towards the successful rehabilitation and reintegration of offenders in recent years. Evaluation and continuous improvement of these approaches is critical to ensuring ongoing effectiveness in reducing re-offending.*

### **Achievements**

The Department has established specialist units (for example, alcohol and drug treatment units and Māori Focus Units), developed generic multiple-need criminogenic programmes and reviewed reintegrative services for offenders. Reintegrative initiatives are being piloted.

### **Key initiatives for 2005/06**

- Integrate the activities of the Department's primary reintegrative service provider within the framework of the Department's new reintegrative initiatives.
- Implement initiatives associated with improvement in the quality of programme delivery to offenders in prison and in the community by 31 December 2005.
- Improve the design of measurement tools to better identify the reconviction and re-offending rates of offenders who have participated in the major rehabilitative interventions, by July 2005.
- Establish 13 reintegration workers in prisons to coordinate reintegration activities for inmates by 30 June 2006 and a further three by 30 June 2007.
- Following the June 2005 evaluation of outcomes of Reintegrative Support Services for offenders and their families, decide on the future of the initiative by 30 August 2005.
- Implement the changes from the review of the content of the 100-hour Criminogenic Programmes for offenders in prison and in the community by 30 June 2006.
- Implement the newly designed Criminogenic Programme, and short Intervention Programme for women offenders by 31 December 2005.
- Review the effectiveness of the prison Drug Treatment Units and recommend improvements by 30 June 2006.
- Implement a new motivational Interviewing Programme to enhance Probation Officers' capability to improve the motivation of offenders in the community to address their offending by 30 June 2006.
- Complete the pilot in Auckland of supported accommodation for high-need offenders by 31 December 2005 and complete the evaluation by 30 June 2006.

### **Outlook beyond 2005/06**

The above initiatives will continue to be implemented and/or consolidated beyond 2005/06, while further work will be undertaken to implement core criminogenic programmes for women.

**Strategy: Reduce the Incidence of violent re-offending**

*Significant growth in prison inmate numbers in the past two decades has been caused mainly by an increase in the number and severity of violent crimes. Addressing the causes of violent offending would create fewer victims and produce significant savings in the costs of imprisonment and other justice sector costs.*

**Achievements**

Recent work has been focused on new violence prevention programmes, ensuring programmes are accredited under the Domestic Violence Act 1995, and contributing to the national rollout of the inter-departmental family violence project.

**Key initiatives for 2005/06**

- Complete the research report on the treatment of very high-risk (psychopathic) offenders and design and pilot an intensive group treatment programme for high-risk violent offenders by 30 June 2007.
- Complete design and piloting of a new programme for high-risk adult rapists by 30 June 2006:
  - Implement a pilot intensive treatment programme for high-risk rapists in prison by 30 June 2006
  - Evaluate effectiveness of the pilot by 30 June 2007.

**Outlook beyond 2005/06**

The Department will continue to contribute to inter-departmental initiatives, continue its research on new interventions and implement any programmes as a result of successful pilot work.

**Strategy: Improve outcomes for Pacific peoples**

*Around 11 percent of the prison population is Pacific peoples. Compared with other groups, Pacific offenders have a higher rate of conviction and commit more serious and violent offences. However, they have lower rates of re-offending. The Department has developed The Pacific Strategy with specific areas of intervention for this offender group.*

**Achievements**

The Department has progressed Pacific initiatives for violence prevention, implemented the Pacific communications strategy and continued development of Fautua Pasefika.

**Key initiatives for 2005/06**

- Integrate the requirements for a Pacific Focus Unit into the commissioning planning for the Spring Hill Corrections Facility.
- Promulgate the Department's Pacific Strategy 2005–2008 and progress the initiatives identified therein.

**Outlook beyond 2005/06**

The Department will continue to progress the initiatives in its Pacific Strategy and will implement the concept of a Pacific Focus Unit for the Spring Hill Corrections Facility.

**Strategy: Return young offenders to a positive role in society**

*Young offenders have a significantly high re-offending rate and early intervention may prevent young offenders from proceeding to a lifetime of further offending. Over recent years, the Department has introduced initiatives, such as Young Offenders Units and the Reducing Youth Offending Programme pilot, which are specifically aimed at preventing young offenders from continuing on a path to adult crime.*

**Achievements**

In conjunction with Child, Youth and Family, the Department is piloting the Reducing Youth Offending Programme.

**Key initiatives for 2005/06**

- Complete Year 4 of the Reducing Youth Offending Programme pilots in Auckland and Christchurch.
- Complete the evaluation of the Reducing Youth Offending Programme pilot and make appropriate recommendations for the future delivery of the programme.

**Outlook beyond 2005/06**

Implementing changes in the Young Offenders Units and implementation of the Reducing Youth Offending Programme (subject to evaluation of the pilot) will be ongoing priorities.

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**Strategy:** Assist offenders to achieve and maintain long-term employment

*Nearly three-quarters of prison inmates leave school with no educational qualifications. By providing access to education programmes and training opportunities the Department can increase opportunities for offenders to obtain long-term employment when they return to the community. The focus for inmate employment is to ensure that all inmate employment initiatives are: linked to the individual needs of inmates; deliver training and work experience that is benchmarked to commercial standards of operation; operate cost-effectively.*

**Achievements**

The Department has increased the delivery of NZQA unit standards to inmates.

**Key initiatives for 2005/06**

- Review release-to-work policies to ensure optimal numbers of inmates receive work experience in the community prior to release from prison by 30 September 2005 and commence implementation from October 2005.
- Implement new initiatives to improve vocational training and employment outcomes for offenders:
  - Complete a strategic plan by 31 July 2005 that outlines the direction for industry-accredited training and employment experience for offenders and pulls together all activities and initiatives aimed at increasing the emphasis on offenders obtaining skills and experience to obtain sustainable post release employment.
  - Develop a business case for industry-accredited training and employment experience for offenders by September 2005.
  - Support the Ministry of Social Development with the implementation of its “In Work Support” pilot for offenders released from prison in Auckland.
  - Continue implementation of initiatives to place home detainees into work and training.
  - Implement the new approach to the training and education of offenders in the Young Offenders Units by 30 June 2006.
  - Support the Ministry of Social Development with the establishment of its offender employment support teams in all regions by 30 June 2006.

**Outlook beyond 2005/06**

Work in this area will be a significant priority for the Department as implementation and development of the joint initiatives with the Ministry of Social Development continue.

## THEME 4 – Enhancing Capability and Capacity

To achieve the first three themes Corrections requires increased capability and capacity. This theme focuses on ensuring the Department has in place the right resources, people, support systems and infrastructure.

Enhanced capability and capacity is also required to ensure that the Crown assets for which the Department is responsible, are efficiently and effectively used towards the achievement of Government outcomes.

**Strategy:** *Develop the capability and capacity of staff and managers*

*In order to achieve its strategic direction the Department needs to have the right human resources capability. To ensure this, the Department will build manager capability through selection, development and support initiatives; increase employee capability; and focus on recruitment, retention and succession issues.*

### Achievements

The Department has developed and is introducing a public service-aligned framework for human resource management and implemented improved induction and training processes for staff in the Community Probation Service.

### Key initiatives for 2005/06

- Implement the Management Development Programme, including additional core training and development programmes together with support and monitoring tools.
- Complete a review of the capacity of Probation Officers to increase their focus on reintegrative services in line with other initiatives and implement from August 2005.
- Implement by 30 June 2006 a new suite of training for managers and Probation Officers in the Community Probation Service aimed at improving performance in assessing, and managing offenders in the community, and in working with other parts of the Department and external agencies.

### Outlook beyond 2005/06

Progress with the Management Development Programme and other human resources capability initiatives will be demonstrated through monitoring regimes instituted as a result of the Output Pricing Review.

**Strategy:** *Provide an increasingly safe and healthy work environment*

*A safe and healthy work environment involves full adherence to Occupational Safety and Health (OSH) and Accident Compensation Corporation (ACC) standards. This, in turn, requires good compliance processes, the provision of appropriate training, and a performance management system that targets and rewards safe and healthy work practices.*

### Achievements

The Department has continued to implement health and safety management systems and is developing a Health and Safety Strategic Plan covering the period from 2005 to 2008.

### Key initiative for 2005/06

- Implement the 2005/06 component of the Department's 2005/08 Health and Safety Strategic Plan.

### Outlook beyond 2005/06

Progressive implementation of the 2005/08 Health and Safety Strategic Plan will result in a more safety-conscious workforce, a reduction in injury accidents and rehabilitation costs, and a safer environment for staff, offenders and the public.

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**Strategy:** Continue to develop information management processes that support the Department's business

Strong information processes underpin the effectiveness of the Department's activities. Particular importance is attached to: having stable, reliable information technology systems; the provision of information necessary for the effective management of offenders, for research policy development and internal management; and initiatives that improve the flow of information between agencies.

#### **Achievements**

The Integrated Offender Management System (IOMS) was reviewed in 2003/04 while the Department began the development of its data warehouse.

#### **Key initiative for 2005/06**

- Continue the development of IOMS and the Department's data warehouse in accordance with the recommendations of the IOMS Review and the Information Technology Operational Strategy 2003–08. Specifically, to ensure that all information required for cross-service management and reintegration of offenders is available in a timely, easily accessible and seamless manner.

#### **Outlook beyond 2005/06**

Future development of information technology platforms and processes will continue in line with the Information Technology Operational Strategy 2003–2008 and the IOMS review.

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**Strategy:** Provide facilities to meet projected demand

The Department needs to ensure that it has sufficient facilities in place to address the projected increase in the number and geographic distribution of inmates. This not only involves building more prisons, but also ensuring that it has sufficient, trained staff and support systems in place.

#### **Achievements**

Implementation of the regional prisons policy has continued, with the Northland Region Corrections Facility opening in March 2005.

#### **Key initiatives for 2005/06**

- Continue the implementation of the Regional Prisons Development Project including:
  - Fully commission the Northland Region Corrections Facility in the second quarter of 2005/06, commence the commissioning of the Auckland Region Women's Corrections Facility, and commence commissioning planning for the Spring Hill Corrections Facility and the Otago Region Corrections Facility.
  - Complete construction of the Auckland Region Women's Corrections Facility by 31 May 2006, and progress the construction of the Spring Hill Corrections Facility and the Otago Region Corrections Facility.
- Complete the provision of the additional prison accommodation of 493 beds as approved by Cabinet, including the provision of 80 new self-care beds in prisons by 31 August 2005 to help manage the reintegration of long term inmates nearing release from prison.
- Complete the relocation of Ohura Prison to the new unit at Tongariro/Rangipo prison in the third quarter of 2005/06.

#### **Outlook beyond 2005/06**

Higher than forecast prison population levels have seen decisions taken to increase capacity that will be implemented during 2005/06. Together with the new facilities being built within the framework of the Regional Prisons Development Project, these measures should meet projected growth through to 2008. Among the additional initiatives to be pursued will be addressing the future of Mt Eden Prison and developing options to meet prison demand post-2008. The Department continues to face significant staffing challenges – future options may include more overseas recruitment.

## CORRECTIONS WITHIN THE JUSTICE SECTOR

The Government has determined key goals to guide the public sector in achieving sustainable development and provide the overall framework in which the justice sector operates.

These six key government goals are to:

- strengthen national identity and uphold the principles of the Treaty of Waitangi
- grow an inclusive, innovative economy for the benefit of all
- maintain trust in government and provide strong social services
- improve New Zealanders' skills
- reduce inequalities in health, education, employment and housing
- protect and enhance the environment.

Through the justice sector, Corrections contributes to four of these goals, as illustrated in the diagram below, and as discussed in the section on the justice sector.

### LINKAGES BETWEEN SECTOR OUTCOMES' AND KEY GOVERNMENT GOALS

#### Key Government Goals

##### Strengthen National Identity and Uphold the Principles of the Treaty of Waitangi

Celebrate our identity in the world as people who support and *defend freedom and fairness*, who enjoy arts, music, movement and sport, and who value our diverse cultural heritage; and resolve at all times to endeavour to *uphold the principles of the Treaty of Waitangi*.

##### Maintain Trust in Government and Provide Strong Social Services

Maintain trust in government by working in *partnerships with communities*, providing strong social services for all, *building safe communities* and promoting community development, keeping faith with the electorate, working constructively in Parliament and promoting a *strong and effective public service*.

##### Reduce Inequalities in Health, Education, Employment and Housing

Reduce the inequalities that currently divide our society and offer a good future for all by better coordination of strategies across sectors and by supporting and strengthening the capacity of Māori and Pacific Island communities. Ensure that all groups in society are able to participate fully and enjoy the benefits of improved production.

##### Improve New Zealanders' Skills

Foster education and training to enhance and *improve* the nation's *skills* so that all New Zealanders have the best possible future in a changing world. Build on the *strengthened industry training and tertiary sectors* to ensure that New Zealanders are among the best educated and most skilled people in the world.

#### Justice Sector End Outcomes

##### Safer Communities

Being communities in which there is reduced crime and in which safety and wellbeing is enhanced through partnerships

##### A fairer, more credible and more effective justice system

Being a system in which people's interactions are underpinned by the rule of law and justice services are more equitable, credible and accessible

#### Justice Sector Intermediate Outcomes

##### Reduced

- youth offending
- offending by Māori
- violence
- family violence
- burglary
- organised crime
- serious traffic offending
- theft of and from cars

##### Improved

- access to and delivery of court services, and child, youth and family services
- public confidence in the police, judiciary and other justice institutions
- relationships between the Crown and Māori
- laws governing family relationships and other private dealings

#### Department's Outcomes



Protect the Public



Reduce Re-offending





# RISK MANAGEMENT

The Department of Corrections recognises that risk management is an integral component of its operations. Risk management is the ongoing requirement to identify and address risk that may impact on the achievement of objectives and the delivery of services.

A risk management framework was implemented across the Department in 2001. A key objective since then has been to ensure the fundamentals of the framework are firmly incorporated into management practices. The Department's risk management framework is based on the Australian/New Zealand standard AS/NZ 4360:1999 Risk Management, which has recently been updated by AS/NZ 4360:2004. The Department

is assessing its risk management framework against the revised standard.

The risk management framework is overseen by the Department's Assurance Board, which comprises the Chief Executive and external appointees. The Department also operates a number of separate control mechanisms, including the Internal Audit and Prison Inspectorate functions within the Strategic Services Group, peer review of processes within the

Public Prisons Service and an internal control framework.

The risk management process involves the identification, analysis and evaluation of risks, and the implementation of effective risk mitigation strategies. The following table identifies the most significant risk areas related to key initiatives and describes the mitigating strategies in place to ensure the risks do not eventuate.

## RISK MANAGEMENT STRATEGIES

Risk Area	Mitigating Strategies
Effective management of high-risk offenders	The Department has implemented policies for the identification, notification, and management of high-risk offenders
The Regional Prisons Development Project	Ongoing project monitoring and assurance activities are in place
Performance requirements for Corrections Inmate Employment	Ongoing monitoring and review of inmate employment activities are in place
Sufficient staff capability and capacity to deliver effective offender management	Resources have been dedicated to: <ul style="list-style-type: none"> <li>• training and development of staff, and monitoring achievement of standards</li> <li>• recruitment campaigns</li> </ul>
Effectiveness of rehabilitative interventions designed to contribute to reducing re-offending	Ongoing development, implementation and improvement of evidence-based specialist rehabilitative programmes
Increased litigation by offenders	Implementation and ongoing monitoring of national compliance processes for core operational management systems
The integration of Auckland Central Remand Prison into the Public Prisons Service	An implementation project is in place to ensure effective integration within expected financial and operational criteria
Meeting demand for inmate beds within the Department's physical and staffing capacity	The Department is implementing measures to provide additional temporary and permanent capacity to address current and future demand
Public confidence in the corrections system	The Department has implemented appropriate communications and media-management policies
Recruitment and retention of staff for the Public Prisons Service	The Department has implemented a major recruitment campaign both domestically and internationally and has established a working party to consider recruitment and retention issues

## CAPABILITY

To achieve successful delivery of outputs and make the appropriate contribution to departmental and shared outcomes, the Department must ensure proper development of its people and infrastructure. Investment in improved capability must be appropriately prioritised and underpinned by clear linkages to results.

### Output Pricing Review

The Department conducted an output pricing review, in conjunction with central agencies, in 2002/03. The review found the Department was facing significant funding issues, due primarily to the accumulated impact of unfunded cost and volume pressures. As a result, it was evident that output delivery was being adversely affected, and the Department's capability and capacity eroded.

The Government provided additional funding for the Department to restore and maintain capability progressively from 2003/04, which meant that delivery against the *Statement of Intent* would be reasonably assured, although some information technology and asset and property issues could require attention in the future. The Department has been able to begin rebuilding its capability and capacity to deliver effective service. In particular, funding obtained following the review enables Corrections to:

- provide additional resources for the Psychological Service (\$1.076 million)
- support the work of the New Zealand Parole Board (\$0.889 million)
- enhance the investment in training and development for staff and managers (\$8.665 million)
- increase the number of Probation Officers, together with improved training programmes for them (\$9.100 million)
- develop risk assessment procedures for inmates (\$0.775 million)
- carry out additional property maintenance (\$2.605 million)
- provide ongoing support for the information technology platform and infrastructure (\$8.570 million)

- improve health services for inmates (\$4.531 million).

The figures above are GST exclusive and represent permanent increases in funding from 2006/07 onwards per annum. In agreeing to proceed, the Government also decided that a review of the effectiveness of the funding provided would be undertaken from 2005 onwards.

### 2005 Funding Decisions

The following funding has been made available as part of the 2005 Budget decisions.

- operating costs associated with the Auckland Region Women's Corrections Facility
- capital funding for the completion of construction, commissioning fit-out and ongoing operating costs for the Spring Hill Corrections Facility and the construction costs associated with the Otago Region Corrections Facility
- funding for an increased number of reports to the New Zealand Parole Board
- funding to maintain the increased number of New Zealand Parole Board hearings
- expansion of services to assist prisoners to successfully reintegrate back into the community
- funding for demand driven costs associated with unexpected prison inmate levels.
- funding for monitoring of inmates' telephone calls and to increase crime prevention information capability.

Supporting the Strategic Business Plan, the Department has developed four operational strategies. These strategies provide an approach for the four capability areas outlined below.

### Facilities and Infrastructure

The Department's physical infrastructure, and the management systems required to operate it, have been significantly improved since 1995. This improvement has occurred at a time when the prison population has grown rapidly, necessitating considerable new prison construction. There has been substantial development of facilities and infrastructure.

The most important infrastructure issue for the Department is catering for the expected increase in the number of prison inmates in a way that is consistent with the regional prisons policy. Planning for this not only involves the commissioning of new facilities, but maintenance and improvement of existing facilities to ensure that they complement the regional prisons policy. Maintenance issues include energy efficiency and compliance with occupational safety and health requirements.

The *Facilities and Infrastructure Operational Strategy 2003–2008* involves activity in the following key areas:

- implementation of the Regional Prisons Development Project
- economical management of the maintenance of existing facilities and other assets
- ensuring facilities and infrastructure (application of new technology) support the effective management of offenders and facilitate rehabilitation

- developing positive relationships with communities.

The first of four new corrections facilities, the 350-bed Northland Region Corrections Facility at Ngawha, near Kaikohe, was officially opened in March 2005, and is planned to be operating at full capacity in the second quarter of 2005/06. The 650-bed Spring Hill Corrections Facility is under construction at a site between Meremere and Te Kauwhata and is scheduled to open in 2007. Construction has also commenced on the Auckland Region Women's Corrections Facility, a comprehensive 286-bed prison in Manukau City planned to be opened in 2006. The Department is also constructing a 335-bed facility in Otago. The site for the Otago Region Corrections Facility is at Milburn, south of Dunedin and this facility is scheduled to receive inmates early in 2007.

Construction of 493 new beds at existing prison sites began in 2004/05 and will continue in 2005/06. This will see the addition of new accommodation at a number of sites, as well as the modification of infrastructure and facilities. The Department will also be working on design options associated with consideration of the future of Mt Eden Prison.

The Department has made a concerted effort over the last seven years to improve the overall state of its property portfolio. Accordingly, capital was received to refurbish buildings to meet health and safety standards and provide a sustainable working environment. At the same time, the prison portfolio has been expanding by an average of 220 beds per year and work is in hand to provide for predicted custodial requirements to 2008. The Department has addressed critical building work, principally compliance with health and safety legislation. Funding for deferred maintenance has been provided through to the end of 2005/06 and is prioritised to achieve legislative compliance and meet health and safety standards. Major refurbishment projects at Wanganui, Manawatu, Arohata, Rimutaka and Christchurch prisons have been substantially completed, although the

remainder of this work will extend into 2005/06. Deferred maintenance funding has also enabled extensive modifications at Invercargill, Hawke's Bay, Christchurch Women's and Auckland prisons. Work on these sites has been commissioned and will be completed by the end of 2005/06.

A security review completed in 2004/05 resulted in seven prison sites receiving major improvements to perimeter fencing. All sites have been upgraded with metal detectors and improved security camera coverage. A complete reissue of radio communication equipment was also achieved along with many other recommended small-scale improvements.

There has been an ongoing rationalisation of property for Probation and Offender Services. This has involved the co-location of services and the construction of larger combined facilities in the property portfolio owned by the Department. The future direction is for more co-location and responding to changing property needs.

Corrections Inmate Employment has invested in expanding productive capacity in both land-based and manufacturing enterprises. This has involved developing large-scale livestock enterprises at several sites, and developing or refurbishing facilities to accommodate inmate employment activities that operate in as commercial a manner as possible. Corrections Inmate Employment has also invested funds to replace kitchen and laundry equipment for providing internal services more efficiently, and for initiatives to centralise kitchen and laundry services.

### Information Technology

When the Department was formed in 1995, the key business systems required to manage a large organisation were either missing or wholly inadequate. IT strategies were developed in response to this situation, and standard IT systems established, as well as a national system for offender management. These strategies focused on developing appropriate infrastructure and systems for the Department. The *Information*

*Technology Strategy 2003–2008* aims to:

- consolidate the existing infrastructure, operational and basic managerial systems
- continue, and strengthen, the management and cost-effective delivery of systems
- continue the evolution of the offender management system to support developing offender management business processes
- design better managerial processes and business decision making, based on quality information from the base business information systems and the data they contain, to support the growth of a knowledge-management-based organisation
- maintain and improve current operational systems and ensure they continue to add value
- increase user satisfaction with the delivery of IT services
- continue the proven practices that exist and underpin the delivery of all IT support.

The Department has built an IT service appropriate to the size and business of Corrections.

The Integrated Offender Management System (IOMS) was implemented in 1999 and today it is used by most operational staff on a daily basis. Major rollouts have progressively delivered functionality, initially for day-to-day offender management and then followed by sentence planning and management, and management of rehabilitative programmes. Development was affected by the introduction of the Sentencing Act 2002 and Parole Act 2002, which required extensive changes to IOMS.

A major review of IOMS and its relevance to the operations of the Department was completed in 2003/04. The review confirmed the effectiveness of the system and identified the ongoing development requirements for the next eight years. Development of a data warehouse began in 2003/04 and is continuing rapidly to meet demand for management information.

## Human Resources Management

Early human resources development assisted the Department through its establishment phase, focusing on putting in place basic policies, procedures and systems and then supported the changes required by the development and implementation of a new approach to managing offenders.

The Department now has robust HR policies and practices. Further work is required to integrate the management development component into a single Department-wide framework, linked with wider public service initiatives. Additional work is also required to address recruitment and retention issues, especially those associated with the commissioning of new prison facilities. The Department has also made progress on identifying what it needs to do to be more responsive to Māori, Pacific peoples and other groups. A number of initiatives have been piloted for wider implementation. While progress has been made, it will take some time for the current initiatives to produce results in terms of increased representation of Māori and Pacific staff in key roles across the Department.

Central to the development of desired organisational culture has been the Department's focus on its Values Statement: PRIDE, which stands for *Professionalism, Responsiveness, Integrity, Diversity, Effectiveness and Efficiency*. The PRIDE values have been reinforced throughout the Department, and through the recently developed award scheme, *PRIDE in Corrections – a Chief Executive Award*, which will recognise and reward staff who demonstrate the Department's PRIDE values. The scheme will be implemented during 2005/06 along with other initiatives aimed at embedding values and shaping desired culture throughout the Department.

In 2003, the Department achieved primary status in the ACC Partnership Programme and has maintained this status through successive annual audits. The Department has successfully implemented a system for employee representation and provides on-going training for its elected

representatives and staff serving on health and safety committees. Significantly, the frequency and severity of injuries continue to fall and the Department is committed to further consolidation and reinforcement of the systems and processes implemented to date.

In 2005/06, as part of the *Management at Corrections* initiatives, a new health and safety training module will be implemented within the Department. Along with this module, a further four training modules were developed in 2004/05 as part of the Department's commitment to manager development. These will be progressively implemented throughout 2005/06 along with the development of further 'core' products and greater linkages to the opportunities provided by existing public service senior development programmes.

The *Human Resources Operational Strategy 2003–2008* is intended to support the Department's outcomes by building on its existing culture and capability through key initiatives grouped under the following themes:

### *Alignment of Organisational Culture*

- more clearly define the desired organisational culture with which to align HR policy and practice
- evolve a leadership style supporting the organisation's emerging stage of development
- influence the organisational culture to match more closely that required to support the organisational direction, and the values and ethics of Corrections and the public service
- improve relationships between management, employees and their representatives
- develop the work environment to be increasingly safe and healthy for employees and visitors, the public and offenders.

### *Responsiveness to Māori and Diversity*

- increase the number and proportion of Māori and Pacific staff in management and key roles, especially those dealing with Māori and Pacific offenders

- increase awareness of all staff about: Māori and Pacific cultures; women; youth; those with disabilities and health problems; and other groups represented within the offender population
- recognise and value the specific contributions that Māori and Pacific peoples, male and female staff are able to make towards organisational responsiveness within Corrections
- identify and eliminate barriers to Māori and Pacific peoples and female staff progressing into senior roles and positions of influence
- recent responsiveness initiatives include implementation of a Te Reo strategy and a Te Reo allowance policy, development of a responsiveness training module for managers and consideration of a Māori name for the Department.

### *Enhancement of People Capability and Capacity*

- develop manager and staff capacity in readiness for opening of new prisons
- focus on developing manager competence
- build management and staff capability for the future
- focus on specific recruitment and retention issues
- provide more effective support for managers
- assist managers to develop the competence of frontline and support staff.

### *An Effective Human Resources Framework*

- develop and continuously improve the human resources framework within Corrections
- develop the human resources information systems
- support managers and staff to align their *actual* practice with required policy and desired practice.

## Communications

Earlier communications strategies focused on supporting the organisation

through a period of sustained change and strategies resulted in:

- the Department developing a robust corporate identity
- the development of policies and systems to support the proactive management of external and internal relations, including specific tools to support interactions with Māori and Pacific peoples
- the establishment of a consistent, professional and credible interface between the Department and the media, for managing both business-as-usual activities and major incidents
- improved public awareness and understanding of the Department's role and responsibilities, and improved stakeholder support for major initiatives and projects
- a focus on consultation with communities at both regional and national levels.

Current communications challenges in supporting the overall strategic

direction include issues of working together as an organisation, increasing community involvement with the Department's work and ensuring that the Corrections perspective is included in media coverage and public debate.

The challenge of increasing staff understanding and support for the strategic direction is a vital component of enhancing the Department's capability and capacity. With much already done to establish an overall Corrections identity, there is now an emphasis on internal relationships and improving staff understanding of the organisation as a whole.

In recent years, the Department has increasingly emphasised the importance of working with communities and stakeholders. As a result, the Department has been more proactive about the way in which it communicates with the public and with community groups. In particular, the increased focus given by the Department to initiatives involving Māori and Pacific peoples has required the development

of specific communications activities to support these.

With high public interest in the Department's work, there will frequently be reactive management of media interest in specific events. At the same time, a proactive approach is required to allow the public to have reasonable trust and confidence in the Department's ability.

The goals of the *Communications Operational Strategy 2003–2008* are to:

- foster internal appreciation of, and commitment to, the Department's strategic direction and how we work together to achieve it
- increase external awareness, understanding of, and support for, the role of the Department and the issues and challenges in managing offenders
- build communications activities for specific initiatives that give focus to, and reinforce, the four themes underpinning the Department's strategic direction.

## CAPITAL EXPENDITURE

Capital expenditure is incurred by the Department in accordance with financial delegations from Cabinet to the Chief Executive through the Responsible Minister. Also, the requirements of the Public Finance Act 1989, State Sector Act 1988, Treasury Instructions and any other legislation governing the operations of the Department are also complied with when incurring any capital expenditure.

Capital expenditure trends and forecasts are shown in the table below.

	2005/06 Forecast \$000	2004/05 Estimated Actual \$000	2004/05 Budget \$000	2003/04 Actual \$000	2002/03 Actual \$000	2001/02 Actual \$000	2000/01 Actual \$000
Land and buildings							
New regional prisons	289,000	167,355	173,955	60,371	33,790	13,660	10,080
Prison expansion – additional beds	80,000	48,000	50,000	—	24,060	32,950	22,090
Design options associated with the consideration of the future of Mt Eden Prison	4,500	1,500	1,500	—	—	—	—
Security projects, including fences	—	1,970	1,970	10,930	3,730	3,700	6,080
Health and safety work	11,000	12,000	12,489	1,993	5,410	4,110	2,640
Deferred maintenance work	31,000	19,000	20,898	12,457	3,230	2,690	—
Probation and Offender Services accommodation	4,300	3,500	3,500	1,703	2,570	4,510	1,520
<b>Sub-total</b>	<b>419,800</b>	<b>253,325</b>	<b>264,312</b>	<b>87,454</b>	<b>72,790</b>	<b>61,620</b>	<b>42,410</b>
Inmate employment projects	3,500	3,500	3,500	5,118	5,450	3,540	3,490
Plant and machinery, equipment, motor vehicles, and furniture and fittings	7,250	7,000	8,040	6,560	4,470	6,790	7,250
Information technology	8,000	10,400	12,300	6,690	10,170	13,220	11,450
<b>Total</b>	<b>438,550</b>	<b>274,225</b>	<b>288,152</b>	<b>105,822</b>	<b>92,880</b>	<b>85,170</b>	<b>64,600</b>



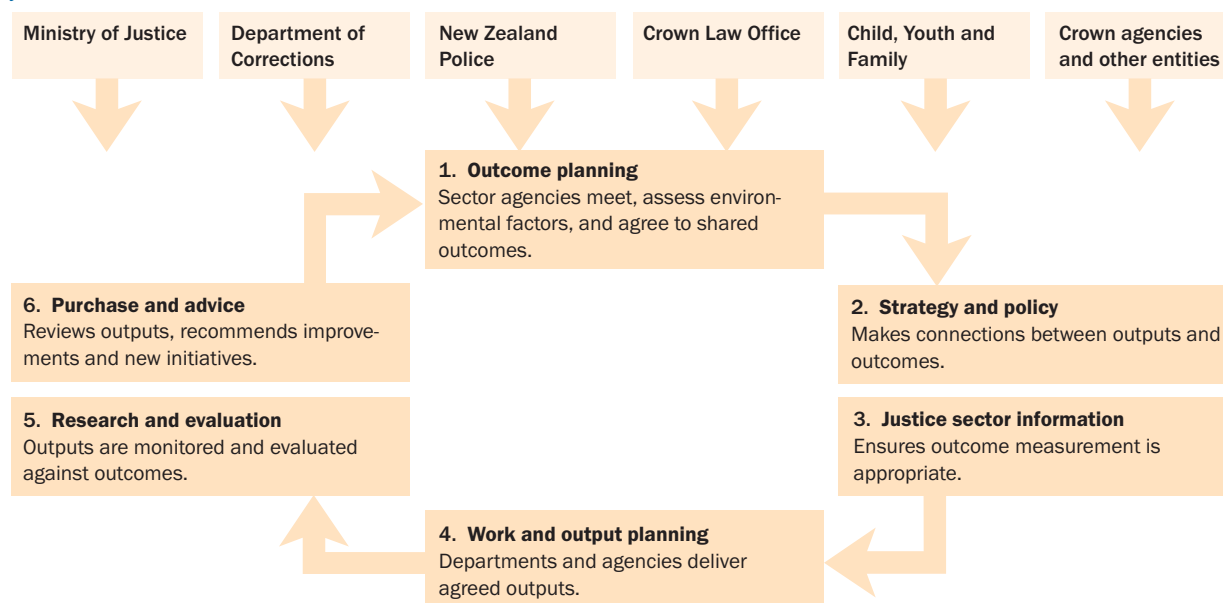
## JUSTICE SECTOR

The justice sector comprises the core agencies of the Ministry of Justice, Department of Corrections, New Zealand Police, the Crown Law Office and Child, Youth and Family.

The sector works collaboratively with the Ministry of Social Development, Ministry of Health, Ministry of Education and Te Puni Kōkiri. It also has links with a number of Crown agencies including the Legal Services Agency, Human Rights Commission, Office of the Privacy Commissioner, Office of the Ombudsmen, Police Complaints Authority, Law Commission, New Zealand Council of Victim Support Groups, Electoral Commission and elements of the New Zealand Public Trust.

The success of the justice sector is dependent on all agencies coordinating their activities to ensure that individual issues are addressed in the most effective manner, as illustrated below.

### JUSTICE SECTOR PLANNING



### Justice Sector End Outcomes

The core agencies of the justice sector have developed two sector end outcomes to guide the work of the sector:

- safer communities
- a fairer, more credible and more effective justice system.

These end outcomes reflect the importance of crime reduction priorities and ensuring the justice system continues to meet the needs of society.

### Justice Sector Intermediate Outcomes

Following the development of the justice sector end outcomes of safer communities and a fairer, more credible and more effective justice system, the core sector agencies developed two sets of more specific intermediate outcomes. Each of the core agencies is responsible for adopting, refining and progressing those intermediate outcomes that relate directly to their strategic direction.

## JUSTICE SECTOR-END AND INTERMEDIATE OUTCOMES

### End Outcome

#### Safer communities

(being communities in which there is reduced crime and in which safety and wellbeing is enhanced through partnerships)

This outcome focuses on the key government goal of building safe communities, and is aligned with the priorities of the Government's Crime Reduction Strategy. Community safety influences the degree to which people engage in social, productive or creative enterprises or activities. People are assured when there are core safety functions, less crime and a visible Police service that meets communities' expectations to lead safe lives. Safety is also enhanced when communities are supported in their desire to be safe through locally based government agencies and organisations, such as Safer Community Councils.

The characteristics of safer communities require:

- the reduction of crime
- enhanced road safety
- maintenance of order and preservation of the peace
- assistance for members of the public when they call for Police services
- minimisation of threats to national security
- safe and secure management of offenders by way of compliance with sentences and orders
- assurance that those who have offended are rehabilitated and reintegrated effectively back into society
- crime prevention and safety intervention partnerships, through supporting local authorities, communities and non-government organisations to achieve common community safety and crime prevention goals
- partnerships with Māori to improve outcomes for Māori, particularly the reduction of offending by and victimisation of Māori
- the achievement of wellbeing and improved life outcomes for children, young persons and their families where criminal activity or family relationship issues are factors.

### Intermediate Outcomes

Reduced youth offending

Reduced offending by Māori

Reduced violence

Reduced family violence

Reduced burglary

Reduced organised crime

Reduced serious traffic offending

Reduced theft of and from cars

**End Outcome****A fairer, more credible and more effective justice system**

(being a system in which people's interactions are underpinned by the rule of law and justice services are more equitable, credible and accessible)

This outcome focuses on the key government goal of reducing inequalities by better coordination of strategies across sectors. New Zealand's justice system comprises constitutional arrangements and legal frameworks, civil and criminal structures, police investigations, judicial processes and dispute resolution, and offender management.

**The characteristics of a fair and effective justice system require:**

- laws, regulations, policies and practices that provide certainty for people in their relationships with each other and with the government and its agencies
- an appropriate balance between the powers of the State and individual rights and freedoms, including the right to question the actions of public agencies
- equitable, easily accessible and credible justice services that are understood by the people using them
- timely processes and fair results
- the confidence of the public
- courts that protect the rights and freedoms of natural persons and are independent (constitutional integrity)
- the right to due process (that is, the right to be represented in court by a lawyer, have evidence heard in an open court, have cases proved beyond reasonable doubt, appeal against a conviction, etc)
- disputes between individuals, groups and/or companies dealt with by the rule of law (business contracts, wills, tax, land and other property, cases where negligence has caused another's loss, and family matters)
- robust appointment processes for judges and a well-supported judiciary
- accountability for criminal offences through sentences that are seen to be appropriate and fair
- protection for the vulnerable
- the rights of victims to be protected and their interests properly taken account of
- fair treatment of offenders
- unimpeachable integrity from individuals and agencies within the system
- historical Treaty claims being resolved in a fair, durable and timely manner
- a parliamentary electoral system, which is managed in a way that maintains the confidence of citizens, political parties and Parliament.

**Intermediate Outcomes**

Improved access to and delivery of court services, and Child, Youth and Family services

Improved public confidence in the Police, judiciary and other justice institutions

Improved relationships between the Crown and Māori

Improved laws governing family relationships and other private dealings

## COLLABORATION WITH OTHER AGENCIES

To achieve the best results from its activities, the Department works with the Ministry of Justice (justice sector policy and courts), the New Zealand Police (operational decisions affecting the management of offenders), the Ministry of Social Development (employment and industry-accredited training initiatives for inmates), the Ministry of Health (forensic mental health and intellectual disabilities) and Child, Youth and Family (youth justice). In addition, the Department has in place a number of agreements with other Government departments and agencies to assist with achieving its goals of protecting the public and reducing re-offending. The Department is also represented on a large number of local, regional and national intersectoral committees, established to contribute towards achievement of key Government goals. These inter-agency agreements and intersectoral committees are discussed further in the Sustainable Development Plan in Part 3.



## PART 2

### Forecast Financial Statements AND Statement of Forecast Service Performance





## PART 2 – FORECAST FINANCIAL STATEMENTS AND STATEMENT OF FORECAST SERVICE PERFORMANCE

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## STATEMENT OF RESPONSIBILITY

The *Statement of Intent* of the Department of Corrections presented in this report for the year ending 30 June 2006 has been prepared in accordance with sections 38 to 42 (inclusive) of the Public Finance Act 1989.

In terms of these provisions, we are responsible for the preparation and contents of this report. We accept responsibility for the integrity of the statements contained in this report.

The financial performance forecast to be achieved by the Department for the year ending 30 June 2006 that is specified in the *Statement of Intent* is as agreed with the Minister of Corrections, who is the Minister responsible for the financial performance of the Department of Corrections.

The forecast performance for each class of outputs to be achieved by the Department for the year ending 30 June 2006 specified in the *Statement of Intent* is as agreed with the Minister of Corrections, who is responsible for the Department of Corrections.

We certify that the information contained in this report is consistent with the existing appropriations and the appropriations contained in the Estimates for the year ending 30 June 2006 that are being laid before the House of Representatives under section 13 of the Public Finance Act 1989.



Signed  
**Barry Matthews**  
Chief Executive  
11 April 2005



Countersigned  
**John Ryan**  
Chief Financial Officer  
11 April 2005

## FINANCIAL SUMMARY

The following financial highlights for the Department of Corrections present a forecast of performance for the year ending 30 June 2006.

In 2005/06 the Department of Corrections expects to earn income of:

- \$606.776 million in revenue from the Crown
- \$30.523 million in revenue from other sources.

Expenses of \$637.299 million are expected in purchasing services that will be supplied and administered under the 10 departmental output expenses. The distribution of this expenditure is intended as follows:

- \$28.837 million (4.5 percent of the Vote) on psychological reports, remand pre-sentence reports, reparation reports, same-day reports, home detention reports and agreements, oral information reports and home leave and pre-release reports for prisons;
- \$67.552 million (10.6 percent of the Vote) on management and delivery of community-based sentences and orders through sentence management and sentence compliance services;
- \$69.031 million (10.8 percent of the Vote) on custodial remand services and provision of facilities to hold people charged with offences, and offenders convicted but not yet sentenced;
- \$7.319 million (1.2 percent of the Vote) on the transportation of inmates to and from court and their custody while at court;
- \$374.557 million (58.8 percent of the Vote) on custodial services, the provision of facilities, and administering sentences of imprisonment;

- \$30.456 million (4.8 percent of the Vote) on inmate employment, including the provision and administration of constructive activity and training opportunities designed to help address the underlying causes of criminal re-offending;
- \$47.225 million (7.4 percent of the Vote) on prison and community-based rehabilitative and reintegrative programmes, which incorporate psychological services designed to address the underlying causes of criminal re-offending, and on the administration of support services for inmates serving custodial sentences;
- \$5.537 million (0.9 percent of the Vote) on services to the New Zealand Parole Board relating to the provision of administrative, financial and secretariat services;
- \$5.309 million (0.8 percent of the Vote) on development of policies, and Ministerial servicing relating to the reduction of re-offending, the effective management of corrective services, and the review, evaluation and development of service standards;
- \$1.476 million (0.2 percent of the Vote) on contract management, national systems, inspectorate services and custodial assurance.

The Department has also received a capital contribution of \$418.870 million to construct corrections facilities at Otago, Spring Hill, Auckland and Northland, and for 2004/05 deferred maintenance and prison security.

More details of how each of the output expenses will be spent are given in tables contained in pages 66 to 104.

The Department of Corrections manages a government investment (through taxpayers' funds) of \$1,271.942 million and expects a negative net cash flow from operations and investment of \$376.616 million.

The financial information in pages 53 to 65 consists of forecasts. The actual results achieved for the periods covered are likely to vary from the information presented, and the variations may be material.

## FINANCIAL HIGHLIGHTS

For the Financial Years Ending 30 June 2005 and 30 June 2006

	<b>2004/05 Budget \$000</b>	<b>2004/05 Estimated Actual \$000</b>	<b>2005/06 Forecast \$000</b>
Revenue: Crown	510,103	534,375	606,776
Revenue: Department	2,908	4,261	7,025
Revenue: Other	23,498	26,498	23,498
Output expenses	536,509	565,134	637,299
Net surplus/(deficit)	—	—	—
Taxpayers' funds	815,172	853,072	1,271,942
Net cash flows from operating and investing activities	(158,720)	(230,181)	(376,616)

# FORECAST STATEMENT OF FINANCIAL PERFORMANCE

For the Financial Years Ending 30 June 2005 and 30 June 2006

	2004/05 Budget \$000	2004/05 Estimated Actual \$000	2005/06 Forecast \$000
<b>REVENUE:</b>			
Crown	510,103	534,375	606,776
Department	2,908	4,261	7,025
Other	23,498	26,498	23,498
<b>Total revenue</b>	<b>536,509</b>	<b>565,134</b>	<b>637,299</b>
<b>OUTPUT EXPENSES:</b>			
Personnel	260,788	280,540	305,778
Operating	163,546	172,202	177,744
Depreciation	52,509	52,726	68,786
Capital charge	59,666	59,666	84,991
<b>Total output expenses</b>	<b>536,509</b>	<b>565,134</b>	<b>637,299</b>
Other (non-output) expenses	—	—	—
<b>Net surplus/(deficit)</b>	<b>—</b>	<b>—</b>	<b>—</b>

## FORECAST STATEMENT OF MOVEMENT IN TAXPAYERS' FUNDS

For the Financial Years Ending 30 June 2005 and 30 June 2006

	2004/05 Budget \$000	2004/05 Estimated Actual \$000	2005/06 Forecast \$000
<b>TAXPAYERS' FUNDS BROUGHT FORWARD AS AT 1 JULY</b>	<b>676,489</b>	<b>672,989</b>	<b>853,072</b>
Movements during the year (other than flows to and from the Crown)	—	—	—
Add/(deduct) net surplus/(deficit)	—	—	—
Increase/(decrease) in revaluation reserves	—	—	—
<b>Total recognised revenues and expenses for the period</b>	<b>—</b>	<b>—</b>	<b>—</b>
Adjustment for flows to and from the Crown:			
Add capital contributions from the Crown during the year	138,683	180,083	418,870
(Deduct) distributions to the Crown during the year	—	—	—
Provision for payment of surplus to the Crown	—	—	—
Other	—	—	—
Add/(deduct) Asset/liability transfers between the Department and the Crown	—	—	—
<b>Total adjustments for flow to and from the Crown</b>	<b>138,683</b>	<b>180,083</b>	<b>418,870</b>
<b>Taxpayers' funds at end of period</b>	<b>815,172</b>	<b>853,072</b>	<b>1,271,942</b>



# FORECAST STATEMENT OF FINANCIAL POSITION

As At 30 June 2005, 30 June 2005 and 30 June 2006

	30 June 2005 Budget \$000	30 June 2005 Estimated Actual \$000	30 June 2006 Forecast \$000
<b>ASSETS</b>			
<b>Current assets</b>			
Cash and bank balances	31,682	27,386	69,640
Pre-payments	850	650	625
Accounts receivable	4,300	6,406	6,800
Inventories	4,100	4,731	4,700
<b>Total current assets</b>	<b>40,932</b>	<b>39,173</b>	<b>81,765</b>
<b>Non-current assets</b>			
Livestock	6,526	6,840	6,840
Investments	5,748	5,719	5,750
Physical assets	846,043	886,758	1,262,977
<b>Total non-current assets</b>	<b>858,317</b>	<b>899,317</b>	<b>1,275,567</b>
<b>Total assets</b>	<b>899,249</b>	<b>938,490</b>	<b>1,357,332</b>
<b>LIABILITIES</b>			
<b>Current liabilities</b>			
Accounts payable	43,400	42,579	42,540
Provision for repayment of surplus	—	—	—
Provision for employee entitlements	28,000	32,941	32,950
<b>Total current liabilities</b>	<b>71,400</b>	<b>75,520</b>	<b>75,490</b>
<b>Term liabilities</b>			
Provision for employee entitlements	12,677	9,898	9,900
<b>Total term liabilities</b>	<b>12,677</b>	<b>9,898</b>	<b>9,900</b>
<b>Total liabilities</b>	<b>84,077</b>	<b>85,418</b>	<b>85,390</b>
<b>TAXPAYERS' FUNDS</b>			
General funds	814,954	852,834	1,271,704
Revaluation reserves	218	238	238
<b>Total taxpayers' funds</b>	<b>815,172</b>	<b>853,072</b>	<b>1,271,942</b>
<b>Total liabilities and taxpayers' funds</b>	<b>899,249</b>	<b>938,490</b>	<b>1,357,332</b>

## FORECAST STATEMENT OF CASH FLOWS

For the Financial Years Ending 30 June 2005 and 30 June 2006

	2004/05 Budget \$000	2004/05 Estimated Actual \$000	2005/06 Forecast \$000
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>			
Cash provided from:			
Supply of outputs to Crown	510,103	534,375	606,776
Supply of outputs to Departments	2,908	4,261	7,025
Supply of outputs to Other	23,498	25,398	23,104
Cash disbursed to:			
Output expenses	(424,334)	(452,248)	(483,459)
Capital charge	(59,666)	(59,666)	(84,991)
Other expenses	—	—	—
<b>Net cash flows from operating activities</b>	<b>52,509</b>	<b>52,120</b>	<b>68,455</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>			
Cash provided from:			
Sale of investments	—	(46)	(31)
Sale of physical assets	1,072	850	1600
Cash disbursed to:			
Purchase of investments	—	—	—
Purchase of physical assets	(212,301)	(283,105)	(446,640)
<b>Net cash flows from investing activities</b>	<b>(211,229)</b>	<b>(282,301)</b>	<b>(445,071)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>			
Cash provided from:			
Capital contribution from the Crown	138,683	180,083	418,870
Cash disbursed to:			
Payment of surplus to the Crown	—	(1,251)	—
<b>Net cash flows from financing activities</b>	<b>138,683</b>	<b>178,832</b>	<b>418,870</b>
<b>Net increase/(decrease) in cash held</b>	<b>(20,037)</b>	<b>(51,349)</b>	<b>42,254</b>
Opening total cash balances at 1 July	51,719	78,735	27,386
<b>Closing cash balances as of 30 June</b>	<b>31,682</b>	<b>27,386</b>	<b>69,640</b>

# FORECAST RECONCILIATION OF NET OPERATING CASH FLOWS

For the Financial Years Ending 30 June 2005 and 30 June 2006

	2004/05 Budget \$000	2004/05 Estimated Actual \$000	2005/06 Forecast \$000
<b>OPERATING SURPLUS/(DEFICIT)</b>	—	—	—
<b>Add/(deduct) non-cash items</b>			
Loss arising from the devaluation of land and buildings	—	—	—
Loss on sale of a fixed asset	—	—	—
Depreciation and amortisation	52,509	52,726	68,786
Other non-cash items	—	—	—
<b>Add/(deduct) Working Capital movements</b>			
(Increase)/decrease in inventories	—	(162)	31
(Increase)/decrease in debtors and receivables	—	(1,100)	(394)
(Increase)/decrease in debtor Crown	—	—	—
(Increase)/decrease in pre-payments	—	(7)	25
(Increase)/decrease in creditors and payables	—	(292)	(4)
(Increase)/decrease in capital charge payable	—	—	—
(Increase)/decrease in other accrued liabilities	—	—	—
(Increase)/decrease in employee entitlements	—	955	11
Other items	—	—	—
<b>Net Working Capital movements</b>	—	(606)	(331)
<b>Net cash flows from operating activities</b>	<b>52,509</b>	<b>52,120</b>	<b>68,455</b>

## FORECAST DETAILS OF PHYSICAL ASSETS

By Category as at 30 June 2005 and 30 June 2006

	30 June 2005 Estimated Actual			30 June 2006 Forecast		
	Cost \$000	Accumulated Depreciation \$000	Net Book Value \$000	Cost \$000	Accumulated Depreciation \$000	Net Book Value \$000
Freehold land	75,849	—	75,849	76,149	—	76,149
Forests	29,901	—	29,901	30,401	—	30,401
Buildings	712,545	—	712,545	1,132,250	48,886	1,083,364
Plant and equipment	40,192	21,666	18,526	45,192	25,006	20,186
Leasehold improvements	7,906	3,977	3,929	8,206	4,637	3,569
Furniture and fittings	8,173	4,542	3,631	9,873	5,442	4,431
Motor vehicles	32,340	18,699	13,641	33,340	19,999	13,341
Computer equipment	76,026	47,290	28,736	85,526	53,990	31,536
<b>Total</b>	<b>982,932</b>	<b>96,174</b>	<b>886,758</b>	<b>1,420,937</b>	<b>157,960</b>	<b>1,262,977</b>

# STATEMENT OF FORECAST SERVICE PERFORMANCE

## FORECAST OUTPUT CLASS OPERATING STATEMENTS

The Department of Corrections is committed to providing output classes in 2005/06 that meet the requirements of the Minister of Corrections and other stakeholders in terms of each class's nature, quantity, quality, timeliness and cost.

Departmental output classes to be delivered by the Department of Corrections for the year ending 30 June 2006, and their associated revenue, expenses and surplus or deficit, are summarised in the table below.

Departmental Output Classes	Description	Revenue Crown \$000	Revenue Depts \$000	Revenue Other \$000	Total Expenses \$000	Surplus/ (Deficit) \$000
<b>VOTE CORRECTIONS</b>						
<b>Output Class 1:</b> Information Services	Provision of psychological, pre-sentence, reparation, home leave and pre-release reports to courts and the New Zealand Parole Board	28,837	—	—	28,837	—
<b>Output Class 2:</b> Community-based Sentences and Orders	Management and delivery of community-based sentences and orders through case management and sentence compliance services	67,552	—	—	67,552	—
<b>Output Class 3:</b> Custody of Remand Inmates	Provision of facilities to hold people charged with offences, and people convicted for offences, but not yet sentenced	69,031	—	—	69,031	—
<b>Output Class 4:</b> Escorts and Custodial Supervision	Transportation of inmates and their custody while at court	7,319	—	—	7,319	—
<b>Output Class 5:</b> Custodial Services	Provision of facilities and administering sentences of imprisonment	369,028	5,529	—	374,557	—
<b>Output Class 6:</b> Inmate Employment	Provision and administration of employment and related training activities	6,958	—	23,498	30,456	—
<b>Output Class 7:</b> Rehabilitative Programmes and Reintegrative Services	Provision of prison and community-based rehabilitative and reintegrative programmes	45,729	1,496	—	47,225	—

## FORECAST OUTPUT CLASS OPERATING STATEMENTS (continued)

Departmental Output Classes	Description	Revenue Crown \$000	Revenue Depts \$000	Revenue Other \$000	Total Expenses \$000	Surplus/ (Deficit) \$000
<b>Output Class 8:</b> Services to the New Zealand Parole Board	Provision of administrative, financial and secretariat services	5,537	—	—	5,537	—
<b>Output Class 9:</b> Policy Advice and Development	Development of policies and Ministerial servicing	5,309	—	—	5,309	—
<b>Output Class 10:</b> Service Purchase and Monitoring	Contract management, national systems, inspectorate services and custodial assurance	1,476	—	—	1,476	—

# SUPPORTING STATEMENTS

## STATEMENT OF ACCOUNTING POLICIES

For the Year Ending 30 June 2006

### Reporting Entity

The Department of Corrections is a government department as defined by section 2 of the Public Finance Act 1989.

These are the financial statements of the Department of Corrections prepared pursuant to section 35 of the Public Finance Act 1989.

### Reporting Period

The reporting period covers the 12 months from 1 July 2005 to 30 June 2006. Comparative projected figures for the year ended 30 June 2005 are provided.

### Measurement System

These financial statements have been prepared on the basis of modified historical cost.

## Accounting Policies

### Principles of Consolidation

Interdivisional transactions and internal charges have been eliminated on consolidation.

### Revenue

The Department derives revenue through the provision of outputs to the Crown and from the sale of goods and services to third parties. Such revenue is recognised when earned and is reported in the financial period to which it relates.

### Cost Allocation

Salaries and related costs of service delivery divisions are charged to outputs on the basis of activity analysis. Activities which are directly related to individual outputs are regarded as direct costs and charged accordingly.

All other costs of service delivery divisions and total costs of support groups are regarded as indirect costs to outputs and are allocated to outputs on the basis of measurement of resource consumption or activity analysis.

### Debtors and Receivables

Receivables are recorded at estimated realisable value, after providing for doubtful and uncollectible debts.

### Operating Leases

Leases where the lessor effectively retains substantially all the risks and benefits of ownership of the leased items are classified as operating leases. Operating lease expenses are recognised on a systematic basis over the period of the lease.

### Physical Assets

Land and buildings are stated at fair value as determined by an independent registered valuer. Fair value is determined using market-based evidence, except for prison buildings, which are valued at optimised depreciated replacement cost. Land and buildings are revalued at least every three years. Additions between revaluations are recorded at cost.

The three-year cycle is subject to a reasonableness test on an annual basis to ensure it does not result in material differences in fair value.

The results of revaluing land and buildings are credited or debited to the asset revaluation reserve. Where a revaluation results in a debit balance in the revaluation reserve, the debit balance will be expensed in the Statement of Financial Performance.

Land and buildings were last revalued as at 30 June 2002.

All other physical assets, or groups of assets forming part of a network which are material in aggregate, costing more than \$3,000 are capitalised and recorded at cost. Any write-down of an item to its recoverable amount is recognised in the Statement of Financial Performance.

### Forests

The tree crop is valued annually at market value on the basis that the Department retains the forests to maturity. The market value is based on a three-year rolling average of prices published by the Ministry of Agriculture and Forestry.

The result of revaluing forestry is credited or debited to an asset revaluation reserve for that class of asset. Where a revaluation results in a debit balance in the revaluation reserve, the debit balance will be expensed in the Statement of Financial Performance.

### Depreciation

Depreciation is provided on a straight-line basis on all fixed assets, other than freehold land, forestry and items under construction, over their estimated economic useful lives. There is no allowance for residual values, except for “motor vehicles – other”, which have a residual value of 20 percent of cost. Revalued assets are depreciated on their revalued amount on a straight-line basis over their remaining useful lives.

The economic useful lives and associated depreciation rates of classes of assets have been estimated as follows:

Buildings – structure	50 years	(2%)
Buildings – fit-outs	3 to 20 years	(5% to 33.3%)
Hut complexes	25 years	(4%)
Hut fit-outs	3 to 20 years	(5% to 33.3%)
Leasehold improvements	10 years	(10%)
Plant and machinery	10 years	(10%)
Office equipment	5 years	(20%)
Tools and equipment	5 years	(20%)
Furniture and fittings – office	5 years	(20%)
Furniture and fittings – inmate	3 years	(33.3%)
Information technology – network	5 years	(20%)
Information technology – specialised	3 to 10 years	(10% to 33.3%)
Information technology – PC based	3 years	(33.3%)
Motor vehicles – heavy duty	8 years	(12.5%)
Motor vehicles – other	5 years	(20%)

The useful life of buildings is reassessed following any revaluation.

Where the fixed term of a lease is for less than 10 years, excluding rights of renewal, the useful life for leasehold improvements is set at that lesser period.

Depreciation is not provided on items under construction, land or forests.

### Inventory

Finished goods, raw materials and work in progress are valued at the lower of cost or net realisable value. Costs have been assigned to inventory quantities on hand at balance date using the first-in first-out basis for finished goods and work in progress, and the weighted-average basis for raw materials. Cost comprises direct material and direct labour together with an appropriate portion of fixed and variable production overheads.

### Employee Entitlements

Provision is made in respect of the Department's liability for annual, long service and retirement leave. Annual leave is measured at nominal values on an actual entitlement basis at current rates of pay.

Entitlements that are payable beyond 12 months, such as long service and retirement leave, have been calculated on an actuarial basis based on the present value of expected future entitlements.

### Statement of Cash Flows

**Cash** means cash balances on hand and held in bank accounts.

**Operating activities** include cash received from all income sources of the Department and record the cash payments made for the supply of goods and services.

**Investing activities** are those activities relating to the acquisition and disposal of non-current assets.

**Financing activities** comprise capital injections by, or repayment of capital to, the Crown.



### **Livestock**

Livestock is valued annually using the Inland Revenue Department's national average market value. Gains due to changes in the per-head value of the livestock herd at balance date are taken to the revaluation reserve. Losses due to changes in the per-head value are applied against the revaluation reserve to the extent that there are sufficient reserves, otherwise they are taken to the Statement of Financial Performance. Gains and losses due to changes in livestock numbers are taken directly to the Statement of Financial Performance.

### **Investments**

Investments are valued at the lower of cost or net realisable value. Investments arise from the Department's dealings with companies in the farming industry.

### **Foreign Currency**

Foreign currency transactions are converted into New Zealand dollars at the exchange rate at the date of the transaction. Where a forward exchange contract has been used to establish the price of a transaction, the forward rate specified in that foreign exchange contract is used to convert that transaction to New Zealand dollars. Consequently, no exchange gain or loss resulting from the difference between the forward exchange contract rate and the spot exchange rate on date of settlement is recognised.

### **Financial Instruments**

The Department is party to financial instruments as part of its normal operations. These financial instruments include bank accounts, short-term deposits, debtors and creditors. All financial instruments are recognised in the Statement of Financial Position and all revenues and expenses in relation to financial instruments are recognised in the Statement of Financial Performance.

Except for those items covered by a separate accounting policy all financial instruments are shown at their estimated fair value.

### **Goods and Services Tax (GST)**

The Statement of Financial Position is exclusive of GST except for Creditors and Payables and Debtors and Receivables, which are GST inclusive. All other statements are GST exclusive.

The amount of GST owing to the Inland Revenue Department at balance date, being the difference between Output GST and Input GST, is included in Creditors and Payables.

### **Taxation**

Government departments are exempt from the payment of income tax in terms of the Income Tax Act 1994. Accordingly, no charge for income tax has been provided for.

### **Taxpayers' Funds**

This is the Crown's net investment in the Department.

### **Changes in Accounting Policies**

There have been no changes in accounting policies, including cost allocation accounting policies, since the date of the last audited financial statements.

All policies have been applied on a basis consistent with the previous year.

# STATEMENT OF FORECAST SERVICE PERFORMANCE

For the Year Ending 30 June 2006

## OUTPUT CLASS 1 INFORMATION SERVICES

This output class covers the provision of information as requested by the courts and the New Zealand Parole Board to inform their respective decision-making processes. It includes the provision of psychological reports, remand pre-sentence reports (level 2 assessment reports), reparation reports, same-day reports (level 1 assessment reports), home detention reports and assessments, oral information reports, home leave and pre-release reports for prisons, and information for extended supervision orders. Special purpose reports and advice are prepared for other relevant entities. Also included is the time Probation Officers spend attending court hearings.

### OUTPUT 1.1 Sentencing Information and Advice to Courts

This output entails the preparation of reports (relating to remand pre-sentence [level 2], reparation including emotional harm, same-day [level 1], special purpose and oral information reports) that provide the sentencing judge with information on offenders, to assist with the sentencing process. Also included is the time a Probation Officer spends attending court. This service includes attendance at court, prosecutions, and attendance at sentencing resulting from Community Probation Service-initiated proceedings.

	Actual 2003/04	Performance Standard	
		2004/05	2005/06
<b>Quantity</b>			
The number of reports to courts:	28,135	29,000	30,000
The number of hours for attendance at courts:	59,467	56,500	60,000
<b>Quality</b>			
The percentage of reports provided to the following standards:	94%	95%	95%
• written reports in a specified format			
• verification process specified/rationale for no verification			
• concise, logical and grammatically correct			
• clear statement of recommendation consistent with the law.			
The number of written complaints from judges to be no more than:	4	15	15
<b>Timeliness</b>			
The percentage of reports to courts provided to a timetable set through service level agreements to be no less than:	94%	98%	98%

## OUTPUT 1.2 Parole Information and Advice to the New Zealand Parole Board



This output entails the preparation of pre-release reports that provide information to the New Zealand Parole Board about an inmate's proposed residence and work, and the potential programmes that the inmate should undertake on release from prison. Included is the time spent investigating release options and reporting on those and appropriate conditions.

	Actual	Performance Standard	
	2003/04	2004/05	2005/06
<b>Quantity</b>			
The number of New Zealand Parole Board pre-release reports prepared for inmates:	4,096	4,400	4,600
<b>Quality</b>			
The percentage of New Zealand Parole Board pre-release reports provided to the following standards contained in the relevant service descriptions, Public Prisons Service Policy and Procedures Manual and Public Prisons Service Sentence Management Manual to be no less than:	100%	100%	100%
<ul style="list-style-type: none"><li>• the reports are clear and concise, identifying major points to enable the Board to make a decision on the inmate's release</li><li>• the reports must identify whether statements are fact or opinion; findings are to be derived from the body of the report; recommendations are to address issues, be capable of being implemented and demonstrate that they will achieve the results required</li><li>• each inmate is involved in the development of his or her report.</li></ul>			
<b>Timeliness</b>			
The percentage of New Zealand Parole Board pre-release reports provided within the deadlines set by the Board to be:	100%	100%	100%

## OUTPUT 1.3 Home Leave Reports



This output entails the provision of home leave reports, including investigating the suitability of the sponsor and residence. The Public Prisons Service has the delegated authority to consider and approve home leave proposals. Community reaction to the planned home leave and the suitability of the proposed accommodation by an inmate is also assessed.

	Actual	Performance Standard	
	2003/04	2004/05	2005/06
<b>Quantity</b>			
The number of home leave reports:	864	900	900
<b>Quality</b>			
The percentage of home leave reports provided to the following standards:	99%	98%	98%
<ul style="list-style-type: none"><li>• reports completed and all questions addressed</li><li>• concise, logical and grammatically correct.</li></ul>			
<b>Timeliness</b>			
The percentage of home leave reports provided within two weeks of request to be no less than:	98%	98%	98%

**OUTPUT 1.4 Home Detention Assessments to the New Zealand Parole Board**

This output entails the preparation of reports and assessments to the New Zealand Parole Board. The reports are to meet the application criteria including an assessment of the rehabilitative needs of the offender and his or her suitability to serve their sentence under home detention.

	Actual	Performance Standard	
	2003/04	2004/05	2005/06
<b>Quantity</b>			
The number of home detention specialist reports:	4,124	4,200	3,900
<b>Quality</b>			
The percentage of home detention specialist reports provided to the following standards:	99%	98%	98%
<ul style="list-style-type: none"> <li>• written reports in a specified format</li> <li>• verification process specified/rationale for no verification</li> <li>• concise, logical and grammatically correct</li> <li>• statement of recommendations consistent with the law.</li> </ul>			
<b>Timeliness</b>			
The percentage of home detention specialist reports provided within the deadlines agreed with the Parole Board:	92%	98%	98%

**OUTPUT 1.5 Psychological Service Information and Advice to Courts and the New Zealand Parole Board**

This output entails the preparation of reports that provide the sentencing judge with information on offenders and also entails the assessment, analysis and reporting on offenders who are to appear before the New Zealand Parole Board.

	Actual	Performance Standard	
	2003/04	2004/05	2005/06
<b>Quantity</b>			
The number of New Zealand Parole Board reports:	770	600	900
The number of reports to courts:	139	100 <sup>3</sup>	100
<b>Quality</b>			
The percentage of New Zealand Parole Board reports provided to the standards contained in service descriptions and the Psychological Service Manual to be no less than:	100%	98%	100%
The percentage of reports to courts provided to the following standards contained in the service descriptions and Psychological Service Manual to be no less than:	100%	98%	100%
<ul style="list-style-type: none"><li>• written reports in a specified format</li><li>• concise, logical and grammatically correct</li><li>• source and reason for referral are clearly stated</li><li>• all relevant and appropriate information included</li><li>• sources of information well documented and verified</li><li>• clear statement of recommendations for further investigation</li><li>• complies with the Code of Ethics of the NZ Psychological Society 1986.</li></ul>			
<b>Timeliness</b>			
The percentage of New Zealand Parole Board reports provided within deadlines agreed with the Board to be:	99%	100%	100%
The percentage of reports to courts provided to a timetable set through service level agreements to be:	100%	100%	100%

<sup>3</sup> Ministerial approval was received to revise this performance standard from 156.

**OUTPUT 1.6 Information Services for Extended Supervision Orders<sup>4</sup>**

This output entails the provision of information for courts and the New Zealand Parole Board in respect of extended supervision orders. The output includes Psychological Service health assessments of offenders for whom an order may be sought, applications to courts for the orders, and applications to the New Zealand Parole Board to set conditions for the orders.

	Actual	Performance Standard	
	2003/04	2004/05	2005/06
<b>Quantity</b>			
The number of health assessments completed on offenders for whom an extended supervision order is considered:	new measure	110	56
The number of extended supervision applications to courts:	new measure	88	56
The number of applications to the New Zealand Parole Board for special conditions (for offenders who are subject to an extended supervision order):	new measure	56	56
<b>Quality</b>			
The percentage of health assessments provided to the following standards to be no less than:	new measure	100%	100%
<ul style="list-style-type: none"> <li>written assessments in a specified format</li> <li>verification process specified</li> <li>required information provided where available</li> <li>clear statement of recommendation consistent with the law.</li> </ul>			
The percentage of applications to courts provided to the following standards to be no less than:	new measure	100%	100%
<ul style="list-style-type: none"> <li>written applications in a specified format</li> <li>verification process specified</li> <li>required information provided where available</li> <li>clear statement of recommendation consistent with the law.</li> </ul>			
The percentage of applications to the New Zealand Parole Board provided to the following standards to be no less than:	new measure	100%	100%
<ul style="list-style-type: none"> <li>written applications in a specified format</li> <li>verification process specified</li> <li>required information provided where available</li> <li>clear statement of recommendation consistent with the law.</li> </ul>			
<b>Timeliness</b>			
The percentage of applications to Courts made in accordance with departmental timeframes to be:	new measure	new measure	100%
The percentage of applications to the New Zealand Parole Board provided within deadlines agreed with the Board to be:	new measure	100%	100%

<sup>4</sup> Ministerial approval was received for the establishment of this new output.

**EXPENSES FOR OUTPUT CLASS 1 INFORMATION SERVICES**

For the Year Ending 30 June 2006

Outputs in this output class will be provided within the appropriated sum of \$28,837 million (exclusive of GST).

<b>Year</b>	<b>Cost (GST inclusive) (\$000)</b>	<b>Cost (GST exclusive) (\$000)</b>	<b>Total Revenue (GST exclusive) (\$000)</b>	<b>Revenue Crown (GST exclusive) (\$000)</b>	<b>Revenue Other (GST exclusive) (\$000)</b>
2005/06 SOI*	—	28,837	28,837	28,837	—
2004/05 Supp Ests	31,751	28,223	28,223	28,223	—
2004/05 SOI	30,694	27,284	27,284	27,284	—

\* The Public Finance Amendment Act 2004 from 2005/06 no longer requires appropriations to be recorded inclusive of GST.

## OUTPUT CLASS 2

### COMMUNITY-BASED SENTENCES AND ORDERS

This output class provides for the management and delivery of community-based sentences and orders through sentence management and sentence compliance services. Included as part of these are the sentences of supervision and community work and orders such as home detention, parole, post-release conditions and extended supervision for serious child sex offenders.

The services provided meet the terms of judicial decisions on sentences in each case, and also provide opportunities for offenders to acknowledge their responsibilities and address offending behaviour.

It provides for an estimated 42,056 new sentences and orders.

#### OUTPUT 2.1 Supervision

This output ensures that offenders sentenced to supervision report regularly to their Probation Officer and, if ordered by the court, fulfil special conditions that will address the reasons for their offending. Supervision may include in-depth, focused interventions such as rehabilitation or reintegration programmes or counselling.

	Actual	Performance Standard	
	2003/04	2004/05	2005/06
<b>Quantity</b>			
The number of supervision sentences:	4,928	5,100	5,000
<b>Quality</b>			
The percentage of offenders who comply with the special conditions imposed as part of their sentence to be no less than:	73%	68%	68%

#### OUTPUT 2.2 Community Work

This output ensures that an offender sentenced to community work completes the sentenced number of hours of work within the community. It provides for reparation to the community. The type of community work that can be performed is specified in the Sentencing Act 2002.

	Actual	Performance Standard	
	2003/04	2004/05	2005/06
<b>Quantity</b>			
The number of community work sentences:	28,043	29,000	29,000
<b>Quality</b>			
The percentage of offenders who successfully complete a community work sentence to be no less than:	76%	70%	70%



## OUTPUT 2.3 Home Detention Orders



This output entails administering home detention orders imposed by the New Zealand Parole Board. Under the conditions of these orders, the offender resides at home under strict conditions and with strict monitoring of those conditions. Offenders may be required to undertake a rehabilitation or reintegration programme or counselling that addresses their offending.

	Actual	Performance Standard	
	2003/04	2004/05	2005/06
<b>Quantity</b>			
The number of offenders directed to complete a home detention order:	1,950	2,100	1,900
<b>Quality</b>			
The percentage of offenders who abscond from home detention to be no more than:	new measure	new measure	2%
The percentage of offenders who comply with the special conditions imposed as part of their order to be no less than:	new measure	new measure	80%

## OUTPUT 2.4 Parole Orders



This output entails administering an order imposed by the New Zealand Parole Board, which is administered by a Probation Officer. It includes a Probation Officer meeting regularly and working closely with an offender subject to a parole order, and ensuring that special conditions imposed by the Board are fulfilled.

	Actual	Performance Standard	
	2003/04	2004/05	2005/06
<b>Quantity</b>			
The number of inmates directed to complete a parole order:	1,308	1,200	1,100
<b>Quality</b>			
The percentage of offenders who comply with the special conditions imposed as part of their order to be no less than:	72%	65%	65%

**OUTPUT 2.5 Orders for Post-release Conditions**

This output entails administering post-release conditions for inmates with short sentences, as imposed by the judiciary at the time of sentencing, and administered by a Probation Officer.

	Actual	Performance Standard	
	2003/04	2004/05	2005/06
<b>Quantity</b>			
The number of inmates released on post-release conditions imposed by the court:	3,457	3,900	5,000
<b>Quality</b>			
The percentage of offenders who comply with the conditions imposed as part of their order to be no less than:	70%	65%	65%

**OUTPUT 2.6 Extended Supervision Orders**

This output entails administering an order imposed by the court, with conditions set by the New Zealand Parole Board to actively manage the long-term risks posed by high-risk child sex offenders in the community. The order can apply for up to 10 years following a finite term of imprisonment and is administered by a Probation Officer.

	Actual	Performance Standard	
	2003/04	2004/05	2005/06
<b>Quantity</b>			
The number of offenders commencing an extended supervision order:	new measure	56 <sup>5</sup>	56
The number of offenders subject to an extended supervision order at 30 June:	new measure	56 <sup>6</sup>	112
<b>Quality</b>			
The percentage of offenders on extended supervision with a sentence plan prepared and managed to the standards in the relevant service description and the Community Probation Service operations manual to be no less than:	new measure	100%	100%

**EXPENSES FOR OUTPUT CLASS 2 COMMUNITY-BASED SENTENCES AND ORDERS**

For the Year Ending 30 June 2006

Outputs in this output class will be provided within the appropriated sum of \$67,552 million (exclusive of GST).

Year	Cost (GST inclusive) (\$000)	Cost (GST exclusive) (\$000)	Total Revenue (GST exclusive) (\$000)	Revenue Crown (GST exclusive) (\$000)	Revenue Other (GST exclusive) (\$000)
2005/06 SOI*	—	67,552	67,552	67,552	—
2004/05 Supp Ests	74,053	65,825	65,825	65,825	—
2004/05 SOI	69,468	61,750	61,750	61,750	—

\* The Public Finance Amendment Act 2004 from 2005/06 no longer requires appropriations to be recorded inclusive of GST.

<sup>5</sup> Ministerial approval was received to revise this performance standard from 86.

<sup>6</sup> Ministerial approval was received to revise this performance standard from 86.

## OUTPUT CLASS 3

### CUSTODY OF REMAND INMATES

This output class provides for safe, secure and humane services and facilities to hold people charged with offences, and offenders convicted but not yet sentenced, and to enable their appearance before the courts as required.

It provides for an estimated throughput of 11,792 new remand inmates, representing an average prison population of 1,365 remand inmates. This demand is met by accommodating inmates across remand facilities, with any overflow accommodated in segregated custodial facilities.

#### OUTPUT 3.1 Custody of Remand Inmates

This output entails the management of all remand inmates in a custodial environment. It incorporates the costs of accommodation, security, transport, food and medical care, but not the cost of employment or specific reintegrative interventions.

	Actual 2003/04	Performance Standard	
		2004/05	2005/06
<b>Quantity</b>			
The average number of remand inmates held by the			
• Auckland Central Remand Prison:	263	339 <sup>7</sup>	n/a <sup>8</sup>
• Public Prisons Service:	886	913	1,365 <sup>9</sup>
<b>Quality</b>			
The number of breakouts per annum:	0	2	to be reported
The number of all other escapes per annum:	0	0	to be reported

#### EXPENSES FOR OUTPUT CLASS 3 CUSTODY OF REMAND INMATES

For the Year Ending 30 June 2006

Outputs in this output class will be provided within the appropriated sum of \$69,031 million (exclusive of GST).

Year	Cost (GST inclusive) (\$000)	Cost (GST exclusive) (\$000)	Total Revenue (GST exclusive) (\$000)	Revenue Crown (GST exclusive) (\$000)	Revenue Other (GST exclusive) (\$000)
2005/06 SOI*	—	69,031	69,031	69,031	—
2004/05 Supp Ests	81,979	72,871	72,871	72,871	—
2004/05 SOI	57,199	50,844	50,844	50,844	—

\* The Public Finance Amendment Act 2004 from 2005/06 no longer requires appropriations to be recorded inclusive of GST.

<sup>7</sup> Ministerial approval was received to revise this performance standard from 257.

<sup>8</sup> The Auckland Central Remand Prison will be integrated into the Department on 13 July 2005.

<sup>9</sup> The overall number of people on remand has continued to be influenced by the rates of arrests, decisions of the judiciary and other factors such as the introduction of the Bail Act 2000.

## OUTPUT CLASS 4

### ESCORTS AND CUSTODIAL SUPERVISION

This output class provides for safe, secure and humane services and facilities for transportation of inmates to and from court and their safe and humane custody while at court. Also included is the time Corrections Officers spend attending court hearings.

#### OUTPUT 4.1 Escort Services

This output entails the safe, secure and humane transportation of remand inmates and sentenced inmates to and from court.

	Actual	Performance Standard	
	2003/04	2004/05	2005/06
<b>Quantity</b>			
The number of inmates escorted to and from court in			
• Northland/Auckland (including Police escorts):	31,120	27,750	34,400
• remainder of New Zealand (excluding Police escorts):	9,177	8,240	10,000
<b>Quality</b>			
The number of escapes by inmates during escort to and from court:	2	1	to be reported

#### OUTPUT 4.2 Courtroom Custodial Supervision Services

This output entails the safe, secure and humane custody of remand and sentenced inmates while they are at court.

	Actual	Performance Standard	
	2003/04	2004/05	2005/06
<b>Quantity</b>			
The number of inmates supervised in courts in			
• Northland/Auckland:	7,164	7,800	9,400
• remainder of New Zealand:	10,151	8,950	10,550
<b>Quality</b>			
The number of escapes by remand inmates and sentenced inmates while they are held in custody at court:	0	0	to be reported

**EXPENSES FOR OUTPUT CLASS 4 ESCORTS AND CUSTODIAL SUPERVISION**

For the Year Ending 30 June 2006

Outputs in this output class will be provided within the appropriated sum of \$7,319 million (exclusive of GST).

<b>Year</b>	<b>Cost (GST inclusive) (\$000)</b>	<b>Cost (GST exclusive) (\$000)</b>	<b>Total Revenue (GST exclusive) (\$000)</b>	<b>Revenue Crown (GST exclusive) (\$000)</b>	<b>Revenue Other (GST exclusive) (\$000)</b>
2005/06 SOI*	—	7,319	7,319	7,319	—
2004/05 Supp Ests	8,184	7,275	7,275	7,275	—
2004/05 SOI	7,116	6,326	6,326	6,326	—

\* The Public Finance Amendment Act 2004 from 2005/06 no longer requires appropriations to be recorded inclusive of GST.

## OUTPUT CLASS 5

### CUSTODIAL SERVICES

This output class covers the provision of custodial services and the administration of custodial sentences in safe, secure and humane conditions for both male and female inmates classified as maximum, medium and minimum security. Youth under 18 years of age and vulnerable 18- to 19-year-olds will be housed in specialist Young Offenders Units. Also included are the management of other specialist facilities and the Department's drug reduction strategy.

It provides for an estimated throughput of 10,356 new inmates, representing an average prison population of 5,786 inmates. This requires the provision of beds and associated facilities to meet security, gender, age and other inmate needs 24 hours a day.

#### OUTPUT 5.1 Maximum Security Men

This output provides for the safe, secure and humane confinement of adult male inmates classified as maximum security. It incorporates the costs of accommodation, security, sentence management (including assessment), food and medical care.

	Actual	Performance Standard	
	2003/04	2004/05	2005/06
<b>Quantity</b>			
The average number of maximum security sentenced inmates:	99	103	58
<b>Quality</b>			
The percentage of sentenced inmates, who are eligible and have met the Department's criteria for sentence planning, with inmate management plans prepared and managed to the following standards in the relevant service description, Public Prisons Service Policy and Procedures Manual and Public Prisons Service Sentence Management Manual to be:	72%	100%	100%
<ul style="list-style-type: none"> <li>On induction, each inmate is provided verbally and in writing with accurate and timely information on the operation and rules of the institution and the entitlements of inmates. Inmates are informed of their obligations, rights, privileges and their access to services in a way they can understand. The inmate's immediate needs are addressed or referred for prompt action.</li> <li>Assessment interviews include prison staff and the inmate and take into account any pre-sentence reports that are available.</li> <li>The inmate is placed into the appropriate work/programme.</li> <li>The inmate attends the allocated work/programme.</li> <li>All information is recorded and filed on the inmate's file.</li> <li>Sentence management plans are reviewed as per the plan.</li> </ul>			
The number of breakouts per annum:	0	0	to be reported
The number of non-returns from temporary release per annum:	0	0	to be reported
The number of all other escapes per annum:	0	0	to be reported

**OUTPUT 5.2 Medium Security Men**

This output provides for the safe, secure and humane confinement of adult male inmates (excluding Young Offenders accommodated in the Department's Young Offenders Units) classified as high medium or low medium security. It incorporates the costs of accommodation, security, sentence management (including assessment), food and medical care.

	Actual	Performance Standard	
	2003/04	2004/05	2005/06
<b>Quantity</b>			
The average number of medium security sentenced inmates:	2,568	2,775 <sup>10</sup>	2,686
<b>Quality</b>			
The percentage of sentenced inmates, who are eligible and have met the Department's criteria for sentence planning, with inmate management plans prepared and managed to the following standards in the relevant service description, Public Prisons Service Policy and Procedures Manual and Public Prisons Service Sentence Management Manual to be:	78%	100%	100%
<ul style="list-style-type: none"> <li>On induction, each inmate is provided verbally and in writing with accurate and timely information on the operation and rules of the institution and the entitlements of inmates. Inmates are informed of their obligations, rights, privileges and their access to services in a way they can understand. The inmate's immediate needs are addressed or referred for prompt action.</li> <li>Assessment interviews include prison staff and the inmate and take into account any pre-sentence reports that are available.</li> <li>The inmate is placed into the appropriate work/programme.</li> <li>The inmate attends the allocated work/programme.</li> <li>All information is recorded and filed on the inmate's file.</li> <li>Sentence management plans are reviewed as per the plan.</li> </ul>			
The number of breakouts per annum:	9	3	to be reported
The number of non-returns from temporary release per annum:	0	2	to be reported
The number of all other escapes per annum:	5	8	to be reported

<sup>10</sup> Ministerial approval was received to revise this performance standard from 2,697.

**OUTPUT 5.3 Minimum Security Men**

This output provides for the safe, secure and humane confinement of adult male inmates (excluding Young Offenders accommodated in the Department's Young Offenders Units) classified as minimum security. It incorporates the costs of accommodation, security, sentence management (including assessment), food and medical care.

	Actual	Performance Standard	
	2003/04	2004/05	2005/06
<b>Quantity</b>			
The average number of minimum security sentenced inmates:	2,043	2,156 <sup>11</sup>	2,576
<b>Quality</b>			
The percentage of sentenced inmates, who are eligible and have met the Department's criteria for sentence planning, with inmate management plans prepared and managed to the following standards in the relevant service description, Public Prisons Service Policy and Procedures Manual and Public Prisons Service Sentence Management Manual to be:	76%	100%	100%
<ul style="list-style-type: none"> <li>On induction, each inmate is provided verbally and in writing with accurate and timely information on the operation and rules of the institution and the entitlements of inmates. Inmates are informed of their obligations, rights, privileges and their access to services in a way they can understand. The inmate's immediate needs are addressed or referred for prompt action.</li> <li>Assessment interviews include prison staff and the inmate and take into account any pre-sentence reports that are available.</li> <li>The inmate is placed into the appropriate work/programme.</li> <li>The inmate attends the allocated work/programme.</li> <li>All information is recorded and filed on the inmate's file.</li> <li>Sentence management plans are reviewed as per the plan.</li> </ul>			
The number of breakouts per annum:	0	1	to be reported
The number of non-returns from temporary release per annum:	2	12	to be reported
The number of all other escapes per annum:	2	8	to be reported

<sup>11</sup> Ministerial approval was received to revise this performance standard from 2,200.



## OUTPUT 5.4 Women



This output provides for the safe, secure and humane confinement of all female sentenced inmates. It incorporates the costs of accommodation, security, sentence management (including assessment), food and medical care.

	Actual	Performance Standard	
	2003/04	2004/05	2005/06
<b>Quantity</b>			
The average number of maximum security sentenced inmates:	0	0	0
The average number of medium security sentenced inmates:	86	77	102
The average number of minimum security sentenced inmates:	185	213 <sup>12</sup>	239
<b>Quality</b>			
The percentage of sentenced inmates, who are eligible and have met the Department's criteria for sentence planning, with inmate management plans prepared and managed to the following standards in the relevant service description, Public Prisons Service Policy and Procedures Manual and Public Prisons Service Sentence Management Manual to be:			
<ul style="list-style-type: none"> <li>On induction, each inmate is provided verbally and in writing with accurate and timely information on the operation and rules of the institution and the entitlements of inmates. Inmates are informed of their obligations, rights, privileges and their access to services in a way they can understand. The inmate's immediate needs are addressed or referred for prompt action.</li> <li>Assessment interviews include prison staff and the inmate and take into account any pre-sentence reports that are available.</li> <li>The inmate is placed into the appropriate work/programme.</li> <li>The inmate attends the allocated work/programme.</li> <li>All information is recorded and filed on the inmate's file.</li> <li>Sentence management plans are reviewed as per the plan.</li> </ul>	63%	100%	100%
The number of breakouts per annum:	0	1	to be reported
The number of non-returns from temporary release per annum:	0	1	to be reported
The number of all other escapes per annum:	0	1	to be reported

<sup>12</sup> Ministerial approval was received to revise this performance standard from 193.



## OUTPUT 5.5 Male Youth

This output provides for the safe, secure and humane confinement of sentenced males under 18 years of age and vulnerable 18-to 19-year-olds, accommodated in the Department's Young Offenders Units (except those classified maximum security). It incorporates the costs of accommodation, security, sentence management (including assessment), food and medical care.

	Actual	Performance Standard	
	2003/04	2004/05	2005/06
<b>Quantity</b>			
The average number of male sentenced youth inmates:	134	112 <sup>13</sup>	125
<b>Quality</b>			
The percentage of sentenced inmates, who are eligible and have met the Department's criteria for sentence planning, with inmate management plans prepared and managed to the following standards in the relevant service description, Public Prisons Service Policy and Procedures Manual and Public Prisons Service Sentence Management Manual to be:	64%	100%	100%
<ul style="list-style-type: none"> <li>On induction, each inmate is provided verbally and in writing with accurate and timely information on the operation and rules of the institution and the entitlements of inmates. Inmates are informed of their obligations, rights, privileges and their access to services in a way they can understand. The inmate's immediate needs are addressed or referred for prompt action.</li> <li>Assessment interviews include prison staff and the inmate and take into account any pre-sentence reports that are available.</li> <li>The inmate is placed into the appropriate work/programme.</li> <li>The inmate attends the allocated work/programme.</li> <li>All information is recorded and filed on the inmate's file.</li> <li>Sentence management plans are reviewed as per the plan.</li> </ul>			
The number of breakouts per annum from young offenders units:	0	0	to be reported
The number of all other escapes per annum from young offenders units:	0	0	to be reported

<sup>13</sup> Ministerial approval was received to revise this performance standard from 134.

## OUTPUT 5.6 Drug Reduction

This output entails the identification of drug users in prisons through the administration of three random drug screening programmes and other drug screening tests. It includes the costs of checkpoint drug control activities, drug dog services, and other activities undertaken alone or with other agencies.

	Actual	Performance Standard	
	2003/04	2004/05	2005/06
<b>Quantity</b>			
The number of general random drug screening tests carried out to be no less than:	2,937	2,585	3,208
The number of random drug screening tests carried out on inmates returning from temporary release to be no less than:	323	387	561
The number of random drug screening tests carried out on identified drug users to be no less than:	1,647	1,670	2,119
The number of other drug screening tests carried out to be no less than: <sup>14</sup>	5,459	4,215	6,152
<b>Quality</b>			
The annual average percentage of general random drug screening tests producing a positive result to be no more than:	17%	16%	16%
The annual average percentage of random drug screening tests of inmates returning from temporary release producing a positive result:	11%	to be reported <sup>15</sup>	to be reported
The annual average percentage of random drug screening tests of identified drug users producing a positive result:	36%	to be reported <sup>15</sup>	to be reported

### EXPENSES FOR OUTPUT CLASS 5 CUSTODIAL SERVICES

For the Year Ending 30 June 2006

Outputs in this output class will be provided within the appropriated sum of \$373,682 million (exclusive of GST).

Year	Cost (GST inclusive) (\$000)	Cost (GST exclusive) (\$000)	Total Revenue (GST exclusive) (\$000)	Revenue Crown (GST exclusive) (\$000)	Revenue Other (GST exclusive) (\$000)
2005/06 SOI*	—	374,557	374,557	369,028	5,529
2004/05 Supp Ests	337,485	299,987	299,987	297,222	2,765
2004/05 SOI	328,195	291,728	291,728	290,316	1,412

\* The Public Finance Amendment Act 2004 from 2005/06 no longer requires appropriations to be recorded inclusive of GST.

<sup>14</sup> Other drug screening tests are defined as those undertaken on either "reasonable grounds" or on a voluntary basis.

<sup>15</sup> The effectiveness of these two measures showing the average annual percentage of positive tests returned will be reported in both the Department's 2004/05 and 2005/06 Annual Reports.

## OUTPUT CLASS 6

### INMATE EMPLOYMENT

Inmate employment contributes to reducing re-offending by providing inmates and remandees with the opportunity to gain work experience and improve their work habits and skills. Inmates are also provided with the opportunity to undertake training towards gaining recognised qualifications and work experience that improve the chances of obtaining sustainable post-release employment, which reduces the likelihood of re-offending.

Over time, inmate employment aims to provide all inmates eligible for work with 1,410 hours of employment per year. This year's target is 5 million hours.

## R

#### OUTPUT 6.1 Land-based Activities

This output relates to the provision of employment hours and qualifications to inmates who work in farming, forestry, horticulture and other land-based activities.

	Actual	Performance Standard	
	2003/04	2004/05	2005/06
<b>Quantity</b>			
The number of hours worked by inmates employed on land-based activities:	783,938	671,160	774,560
<b>Quality</b>			
The number of hours of inmate employment per NZQA standard delivered:	new measure	new measure	588

## R

#### OUTPUT 6.2 Manufacturing Activities

This output relates to the provision of employment hours and qualifications to inmates who work in manufacturing, construction and labour-only services.

	Actual	Performance Standard	
	2003/04	2004/05	2005/06
<b>Quantity</b>			
The number of hours worked by inmates employed on manufacturing activities:	876,777	826,260	826,260
<b>Quality</b>			
The number of hours of inmate employment per NZQA standard delivered:	new measure	new measure	1,692

### OUTPUT 6.3 Internal Service Self-sufficiency Activities



This output relates to the provision of employment hours and qualifications to inmates who work in internal self-sufficiency activities including:

- kitchens and laundry
- cleaning
- prison asset maintenance.

	Actual	Performance Standard	
	2003/04	2004/05	2005/06
<b>Quantity</b>			
The number of hours worked by inmates on internal self-sufficiency activities:	3,046,516	2,701,647	3,222,125
<b>Quality</b>			
The number of hours of inmate employment per NZQA standard delivered:	new measure	new measure	1,058

### OUTPUT 6.4 Release to Work



This output entails employment undertaken by minimum security inmates in workplaces outside the prison boundaries. These are inmates nearing release who are on release to work.

This output relates to the provision of employment hours completed by inmates participating in the release-to-work programme. This programme allows inmates nearing their release date and who meet certain eligibility criteria to be temporarily released during the day to work.

	Actual	Performance Standard	
	2003/04	2004/05	2005/06
<b>Quantity</b>			
The number of hours worked by inmates on release-to-work activities:	46,493	56,400	84,600
<b>Quality</b>			
The percentage of inmates undertaking release-to-work activities who meet the eligibility criteria:	100%	100%	100%



## OUTPUT 6.5 Vocational Training Services

This output provides training activities to inmates that relate directly to the acquisition of employment-related skills, and includes courses to assist in obtaining driver licences and computer skills.

	Actual	Performance Standard	
	2003/04	2004/05	2005/06
<b>Quantity</b>			
The number of inmates who commence training towards the achievement of an externally recognised qualification:	1,306	1,125	1,180
<b>Quality</b>			
The percentage of inmates undertaking training activities who receive an externally recognised qualification:	80%	40%	40%



## OUTPUT 6.6 Community Services

This output relates to the provision of employment hours by inmates undertaking community services. Inmates nearing their release date and who meet eligibility criteria can work outside of the prison during the day in supervised work parties benefiting local communities.

	Actual	Performance Standard	
	2003/04	2004/05	2005/06
<b>Quantity</b>			
The number of hours worked by inmates on community services:	77,841	80,000	68,000
The average number of inmates engaged on community services:	64	160	68

### EXPENSES FOR OUTPUT CLASS 6 INMATE EMPLOYMENT

For the Year Ending 30 June 2006

Outputs in this output class will be provided within the appropriated sum of \$30,456 million (exclusive of GST).

Year	Cost (GST inclusive) (\$000)	Cost (GST exclusive) (\$000)	Total Revenue (GST exclusive) (\$000)	Revenue Crown (GST exclusive) (\$000)	Revenue Other (GST exclusive) (\$000)
2005/06 SOI*	—	30,456	30,456	6,958	23,498
2004/05 Supp Ests	39,846	35,419	35,419	8,921	26,498
2004/05 SOI	39,263	34,901	34,901	11,403	23,498

\* The Public Finance Amendment Act 2004 from 2005/06 no longer requires appropriations to be recorded inclusive of GST.

## OUTPUT CLASS 7

### REHABILITATIVE PROGRAMMES AND REINTEGRATIVE SERVICES

This output class provides:

- Responsivity programmes to improve offenders' motivation to address the causes of their criminal offending. These programmes are designed to increase an offender's responsivity to undertake a specific programme that seeks to address an identified criminogenic need.
- Rehabilitative programmes to address the causes of criminal offending. There is a suite of nationally defined rehabilitation programmes. Assessment tools determine programme eligibility according to an offender's criminogenic needs, responsivity and risk of re-offending.
- Reintegrative services to prepare for an offender's release into the community, including support for families/whanau. Emphasis is placed on the targeted provision of reintegrative services to reinforce and sustain behavioural changes by building up basic skills (for example, budgeting and relationship management) which support reintegration into the community. These services include projects for regional reintegration coordinators and supported accommodation.
- Specialist psychological services, including counselling of offenders, professional training and supervision in the use of assessment tools, to monitor and support programme delivery.

#### OUTPUT 7.1 Responsivity/Motivational Programmes

This output entails the delivery of Straight Thinking, Tikanga Māori and faith-based programmes. Attendance at these programmes improves an offender's responsivity or motivation to address identified criminogenic needs. Specific programmes include:

- Straight Thinking, which aims to improve the critical reasoning required for effective social integration.
- Tikanga Māori programmes, which are delivered to community-based offenders, remand and sentenced inmates (including youth in the Department's Young Offenders Units). These programmes are designed to use Māori philosophy, values, knowledge and practices to increase motivation for offenders to address their offending behaviour.
- Christian-based programmes, which are delivered in the Faith-based Unit at Rimutaka Prison.

	Actual 2003/04	Performance Standard	
		2004/05	2005/06
<b>STRAIGHT THINKING PROGRAMMES</b>			
<b>Quantity</b>			
The number of hour's offenders spend attending a Straight Thinking programme			
• Inmates:	44,916	55,440 <sup>16</sup>	56,000
• Community-based offenders:	27,976	53,900 <sup>17</sup>	65,100
The number of offenders who start a Straight Thinking programme			
• Inmates:	752	779 <sup>18</sup>	800
• Community-based offenders:	560	932 <sup>19</sup>	930
<b>Quality</b>			
The percentage of offenders who start and complete a Straight Thinking programme to be no less than			
• Inmates:	84%	80%	80%
• Community-based offenders:	67%	65%	65%

<sup>16</sup> Ministerial approval was received to revise this performance standard from 69,300.

<sup>17</sup> Ministerial approval was received to revise this performance standard from 82,880.

<sup>18</sup> Ministerial approval was received to revise this performance standard from 990.

<sup>19</sup> Ministerial approval was received to revise this performance standard from 1,184.

**OUTPUT 7.1 Responsivity/Motivational Programmes (continued)**

	Actual	Performance Standard	
	2003/04	2004/05	2005/06
<b>TIKANGA MĀORI PROGRAMMES</b>			
<b>Quantity</b>			
The number of offenders who start a Tikanga Māori programme			
• Inmates:	841	943	1,053
• Community-based offenders:	239	523	523
<b>Quality</b>			
The percentage of offenders who start and complete a Tikanga Māori programme to be no less than			
• Inmates:	99%	75%	90%
• Community-based offenders:	67%	65%	65%
<b>FAITH-BASED UNIT</b>			
<b>Quantity</b>			
The number of sentenced inmates in the Faith-based Unit to be up to:	59	60	60
<b>Quality</b>			
The minimum average occupancy rate:	99%	95%	95%

**OUTPUT 7.2 Criminogenic Programmes**

This output delivers programmes to address an offender's criminogenic needs, either in prison or the community. Programmes include:

- Sex offender treatment programmes, for inmates convicted of sex offending against children. The programmes include special treatment units at Kia Marama in Christchurch Prison and Te Piriti in Auckland Prison.
- Violence prevention programmes, including the delivery of group-based treatment to violent offenders in the male Violence Prevention Special Treatment Unit at Rimutaka Prison and the Pacific violence prevention programme.
- EQUIP, a youth offender programme designed to develop cognitive behavioural reasoning for effective social interaction.
- Substance abuse programmes to highly recidivist offenders with identified alcohol- and drug-related needs. The output includes the delivery of alcohol and drug treatment programmes within specialist treatment units.
- Generic criminogenic programmes, such as the Mixed Programme to Reduce Re-offending (M-PRO) and Structured Individual Programmes (SIP).
- Māori therapeutic programmes delivered in Māori Focus Units.
- Making Our Drivers Safer (MODS), a programme delivered within the community to reduce re-offending by addressing high-risk, recidivist traffic offenders.



**OUTPUT 7.2 Criminogenic Programmes (continued)**

	Actual	Performance Standard	
	2003/04	2004/05	2005/06
<b>SEX OFFENDER TREATMENT PROGRAMMES</b>			
<b>Quantity</b>			
The number of hours inmates spend attending a programme at			
• Kia Marama:	14,243	12,500	12,500
• Te Piriti:	14,325	12,500	12,500
The number of inmates who start a programme at			
• Kia Marama:	46	40	40
• Te Piriti:	44	40	40
<b>Quality</b>			
The number of inmates who start and complete a programme to be no less than:			
• Kia Marama:	37	38	38
• Te Piriti:	43	38	38
The percentage of programmes completed at Kia Marama and Te Piriti where all the following components described in the service description were completed:	100%	100%	100%
• norm building			
• construction of offence chain incorporating challenging cognitive distortion			
• sexual arousal reconditioning			
• victim impact and empathy			
• social skills, relationship skills and sex education			
• mood, anger and stress management and problem solving			
• relapse prevention			
• release planning.			
<b>VIOLENCE PREVENTION PROGRAMMES</b>			
<b>Quantity</b>			
The number of hours inmates spend attending a violence prevention programme at Rimutaka Prison:	8,112	7,700	7,700
The number of inmates who start a violence prevention programme at Rimutaka Prison:	29	30	30
<b>Quality</b>			
The number of violence prevention programmes completed at Rimutaka Prison:	3	3	3
The percentage of offenders who start and complete a violence prevention programme at Rimutaka Prison:	80%	70%	70%
<b>EQUIP</b>			
<b>Quantity</b>			
The number of EQUIP programme hours provided to Young Offenders:	2,864	3,840	4,080
The number of Young Offenders who start an EQUIP programme:	165	134	145
<b>Quality</b>			
The percentage of sentenced youth in the Department's Young Offenders Units who participate in an EQUIP programme:	73%	98%	98%

**OUTPUT 7.2 Criminogenic Programmes (continued)**

	Actual	Performance Standard	
	2003/04	2004/05	2005/06
<b>CRIMINOGENIC PROGRAMMES (excluding MĀORI THERAPEUTIC PROGRAMMES)</b>			
<b>Quantity</b>			
The number of hours offenders spend attending a criminogenic programme			
• Inmates:	81,325	105,400	94,758
• Community-based offenders:	43,908	73,190	73,190
The number of offenders who start a criminogenic programme			
• Inmates:	679	700	516
• Community-based offenders:	632	783	783
<b>Quality</b>			
The percentage of offenders who start and complete a criminogenic programme			
• Inmates:	74%	75%	75%
• Community-based offenders:	76%	65%	65%
<b>MĀORI THERAPEUTIC PROGRAMMES</b>			
<b>Quantity</b>			
The number of hours inmates spend attending Māori therapeutic programmes:			
	23,973	5,000	14,000
The number of inmates who start a Māori therapeutic programme:	323	50 <sup>20</sup>	140
<b>Quality</b>			
The percentage of inmates who start and complete Māori therapeutic programmes to be no less than:			
	70%	75%	75%

**OUTPUT 7.3 Other Rehabilitative Programmes and Activities**

This output entails the provision and administration of other criminogenic and special programmes that are designed to address the underlying causes of criminal re-offending.

This comprises:

- community-based sex offender treatment programmes delivered by third parties
- community-based domestic violence and alcohol and drug programmes delivered by third parties
- community-based violence prevention programmes delivered by third parties.

	Actual	Performance Standard	
	2003/04	2004/05	2005/06
<b>Quantity</b>			
The number of hours offenders spend attending other rehabilitative programmes funded by Probation and Offender Services:			
	117,710	95,000	110,000

<sup>20</sup> Ministerial approval was received to revise this performance standard from 100.

**OUTPUT 7.3 Other Rehabilitative Programmes and Activities** (continued)

	Actual	Performance Standard	
	2003/04	2004/05	2005/06
<b>Quality</b>			
The percentage of offenders who start and complete a rehabilitative programme funded by Probation and Offender Services to be no less than:	59%	65%	65%

**OUTPUT 7.4 Education and Training**

This output seeks to raise the basic literacy and numeracy levels of inmates through the provision of basic literacy and numeracy programmes, the National Certificate in Employment Skills (NCES) and other general education activities to ensure they are better equipped to cope in the community following their release from prison.

	Actual	Performance Standard	
	2003/04	2004/05	2005/06
<b>Quantity</b>			
The number of hours inmates spend attending a module under the NCES:	115,644	236,827	245,269 <sup>21</sup>
<b>Quality</b>			
The percentage of inmates who start and complete a module under the NCES to be no less than:	73%	80%	80%

**OUTPUT 7.5 Reintegrative Services**

This output entails the provision and administration of reintegrative services. This includes the delivery of programmes and activities to meet offenders' reintegrative needs, such as:

- family functioning/social attitudes, victim empathy and life skills
- the provision of social worker and other support services to support the successful reintegration of offenders into their families/whanau, the community and the workforce
- tattoo removal
- offenders as victims of crime.

	Actual	Performance Standard	
	2003/04	2004/05	2005/06
<b>WHANAU LIAISON SERVICE</b>			
<b>Quantity</b>			
The number of offenders and their families/whanau receiving the whanau liaison service to be no less than:	281	257	286
<b>Quality</b>			
The percentage of offenders and their families/whanau receiving the whanau liaison service for which an action plan is developed to be no less than:	98%	100%	100%

<sup>21</sup> It is the Department's intention to develop a demand model, which may result in a review of this standard during the 2005/06 year.

**OUTPUT 7.5 Reintegrative Services (continued)**

	Actual	Performance Standard	
	2003/04	2004/05	2005/06
<b>REINTEGRATIVE SERVICES – as provided by the Public Prisons Service</b>			
<b>Quantity</b>			
The number of hours delivered by the Public Prisons Service for reintegrative services for inmates:	20,669	38,200	38,940 <sup>22</sup>
<b>Quality</b>			
The percentage of reintegrative services provided by the Public Prisons Service in accordance with an inmate's plan to be no less than:	100%	90%	90%
<b>REINTEGRATIVE SERVICES – as provided by the New Zealand Prisoners' Aid and Rehabilitation Society (NZPARS)</b>			
<b>Quantity</b>			
The number of support service hours to be provided to be no more than:	34,710	40,098	42,248
<b>Quality</b>			
The percentage of referrals (urgent or otherwise) to NZPARS per month acknowledged within five working days of receipt:	95%	95%	95%
<b>REINTEGRATIVE SUPPORT SERVICES</b>			
<b>Quantity</b>			
The number of offenders and their families/whanau receiving the service to be no more than: <sup>23</sup>	106	120	120
<b>Quality</b>			
The percentage of offenders and their families/whanau receiving the service for which an action plan is developed to be no less than:	100%	100%	100%
<b>REINTEGRATIVE SUPPORT SERVICES – supported accommodation initiatives (including community reintegrative accommodation)</b>			
<b>Quantity</b>			
The number of offenders receiving the service to be no more than:	new measure	new measure	25
<b>Quality</b>			
The percentage of offenders who start and complete a supported accommodation service:	new measure	new measure	65%

<sup>22</sup> It is the Department's intention to develop a demand model, which may result in a review of this standard during the 2005/06 year.

<sup>23</sup> Subject to confirmation that these services will continue to be provided in the 2005/06 year.

**OUTPUT 7.6 Community Residential Centres and the Reducing Youth Offending Programme**

This output entails offenders' attendance at community residential centres to address reintegrative and rehabilitative needs, and the piloting of the Reducing Youth Offending Programme.

	Actual	Performance Standard	
	2003/04	2004/05	2005/06
<b>COMMUNITY RESIDENTIAL CENTRES</b>			
<b>Quantity</b>			
The number of offenders directed to attend a community residential centre:	64	82	82
The number of psychologist hours provided to Montgomery House:	745	740	740
<b>Quality</b>			
The percentage of offenders who successfully undertake their community residential centre order to be no less than:	76%	60%	60%
The percentage of assessments for Montgomery House programmes for which all of the information elements were assessed to be no less than:	92%	100%	100%
The percentage of post-programme assessments for Montgomery House programmes completed by a psychologist to be no less than:	100%	100%	100%
The percentage of clinical monitoring reports for Montgomery House programmes that adhere to the standards to be no less than:	100%	100%	100%
The percentage of clinical monitoring reports for Montgomery House programmes provided within agreed timeframes to be no less than:	100%	100%	100%
<b>REDUCING YOUTH OFFENDING PROGRAMMES</b>			
<b>Quantity</b>			
The number of youth who are directed to attend the Reducing Youth Offending Programme:	81	130	130
<b>Quality</b>			
The percentage of youth who successfully undertake the Reducing Youth Offending Programme order to be no less than:	78%	70%	70%



## OUTPUT 7.7 Provision of Psychological Services

This output entails the provision of specialist psychological treatment services to offenders serving both custodial and community-based sentences. It includes the provision of reports resulting from the referral, assessment and treatment of offenders serving custodial sentences, and of professional training and supervision relating to the delivery of responsivity/motivational and rehabilitative programmes.

	Actual	Performance Standard	
	2003/04	2004/05	2005/06
<b>PSYCHOLOGICAL SERVICES</b>			
<b>Quantity</b>			
The number of psychological consultation hours provided to the			
• Public Prisons Service:	9,625	9,199	9,575
• Community Probation Service:	10,285	11,288	11,132
• Community Probation Service (extended supervision): new measure		156 <sup>24</sup>	312
The number of psychological reports provided to the			
• Public Prisons Service:	1,117	779	812
• Community Probation Service:	1,084	916	916
<b>Quality</b>			
The percentage of psychological consultations which meet the following standards to be no less than:	100%	95%	95%
• a structured offender assessment interview is conducted			
• confidentiality and consent issues are explained			
• relevant history is obtained			
• assessment measures are used (as appropriate)			
• problems are presented clearly formulated			
• treatment goals are specified (addressing assessed problems)			
• appropriate interventions are used (based on current literature)			
• adequate case notes are recorded for all sessions			
• records are kept of ongoing measures or observations to monitor interventions			
• assessment and treatment reports are completed and delivered.			
The percentage of psychological reports which meet the following standards to be no less than:	100%	95%	95%
• concise, logical and grammatically correct			
• source and reason for referral are clearly stated			
• all relevant and appropriate information is included			
• sources of information are well documented and verified			
• clear statements of recommendations for further intervention			
• complies with the Code of Ethics of the NZ Psychological Society 1986.			

<sup>24</sup> Ministerial approval was received for the establishment of this new measure.

## OUTPUT 7.7 Provision of Psychological Services (continued)

	Actual	Performance Standard	
	2003/04	2004/05	2005/06
<b>BICULTURAL THERAPY MODEL</b>			
<b>Quantity</b>			
The number of consultation hours provided by Māori service providers under the Bicultural Therapy Model:	4,104	4,000	4,000
<b>Quality</b>			
The percentage of Māori service providers who comply with the following standards when delivering consultation hours under the Bicultural Therapy Model to be:	98%	100%	100%
<ul style="list-style-type: none"> <li>• all referrals follow locally agreed referral processes</li> <li>• provider has received induction from the Psychological Service</li> <li>• provider has signed a contract for services</li> <li>• treatment provided is centred around Māori values and beliefs using the principles of kaupapa Māori and nga tikanga Māori</li> <li>• provider is mandated by the relevant Oversight Committee, comprising representatives of local iwi and the Psychological Service</li> <li>• a report is provided to the Psychological Service at the end of each referral.</li> </ul>			

## OUTPUT 7.8 Chaplaincy Services

This output entails the use of chaplaincy and religious activities to assist the regeneration of pro-social values and behaviour.

	Actual	Performance Standard	
	2003/04	2004/05	2005/06
<b>Quantity</b>			
The number of full-time equivalent chaplains in prisons:	31	26	26 <sup>25</sup>
<b>Quality</b>			
The percentage of chaplaincy services delivered in accordance with the service description to be no less than:	new measure	new measure	100%

## EXPENSES FOR OUTPUT CLASS 7 REHABILITATIVE PROGRAMMES AND REINTEGRATIVE SERVICES

For the Year Ending 30 June 2006

Outputs in this output class will be provided within the appropriated sum of \$48,223 million (exclusive of GST).

Year	Cost (GST inclusive) (\$000)	Cost (GST exclusive) (\$000)	Total Revenue (GST exclusive) (\$000)	Revenue Crown (GST exclusive) (\$000)	Revenue Other (GST exclusive) (\$000)
2005/06 SOI*	—	47,225	47,225	45,729	1,496
2004/05 Supp Ests	48,669	43,262	43,262	41,766	1,496
2004/05 SOI	55,597	49,419	49,419	47,923	1,496

\* The Public Finance Amendment Act 2004 from 2005/06 no longer requires appropriations to be recorded inclusive of GST.

<sup>25</sup> The contract with the Prison Chaplaincy Service of Aotearoa New Zealand is being renegotiated, which may result in a review of this standard during the 2005/06 year.

## OUTPUT CLASS 8

### SERVICES TO THE NEW ZEALAND PAROLE BOARD

This output class involves the provision of funding for, and administrative, financial and secretariat services to the New Zealand Parole Board. This will assist the New Zealand Parole Board to meet its independent statutory responsibilities.

#### OUTPUT 8.1 Services to the New Zealand Parole Board

This output involves the provision of administrative, financial and secretariat services to the New Zealand Parole Board.

	Actual	Performance Standard	
	2003/04	2004/05	2005/06
<b>Quantity</b>			
The number of hearings by the New Zealand Parole Board:	9,027	8,000	8,000
<b>Quality</b>			
The percentage of offenders or victims notified of an impending hearing at least 10 working days before a hearing:	100%	95%	95%
The percentage of offenders or victims notified of a Board decision within 10 working days after a hearing:	100%	95%	95%
The percentage of papers for home detention (deferred sentences) hearings provided to the Board at least five working days before a hearing:	85%	95%	95%
The percentage of all other papers for each hearing provided to the Board at least 10 working days before a hearing:	85%	95%	95%
The scheduling of cases to be heard by the Board to be within the timeframe specified in the Parole Act 2002:	100%	100%	100%

#### EXPENSES FOR OUTPUT CLASS 8 SERVICES TO THE NEW ZEALAND PAROLE BOARD

For the Year Ending 30 June 2006

Outputs in this output class will be provided within the appropriated sum of \$5,537 million (exclusive of GST).

Year	Cost (GST inclusive) (\$000)	Cost (GST exclusive) (\$000)	Total Revenue (GST exclusive) (\$000)	Revenue Crown (GST exclusive) (\$000)	Revenue Other (GST exclusive) (\$000)
2005/06 SOI*	—	5,537	5,537	5,537	—
2004/05 Supp Ests	6,114	5,434	5,434	5,434	—
2004/05 SOI	6,604	5,870	5,870	5,870	—

\* The Public Finance Amendment Act 2004 from 2005/06 no longer requires appropriations to be recorded inclusive of GST.



## OUTPUT CLASS 9

### POLICY ADVICE AND DEVELOPMENT

This output class involves the provision of advice, development of policies and Ministerial servicing relating to reducing re-offending, the effective management of corrections services, and the review, evaluation and development of service standards.

#### OUTPUT 9.1 Policy Advice and Development Services



This output involves the provision of policy advice and development services.

	Actual	Performance Standard	
	2003/04	2004/05	2005/06
<b>Quantity</b>			
Advice provided according to a work programme agreed with the Minister of Corrections:	79%	100%	100%
<b>Quality</b>			
The Minister of Corrections will expect advice to be delivered according to quality standards as outlined below:	100%	100%	100%
<ul style="list-style-type: none"><li>• the aims of the paper have been clearly stated and they answer the questions that have been set</li><li>• the assumptions behind the advice are explicit, and the argument is logical and supported by the facts</li><li>• the facts in the paper are accurate and all material facts have been included</li><li>• an adequate range of options has been presented and each has been assessed for benefits, costs and consequences to the Government and the community</li><li>• there is evidence of adequate consultation with interested parties and possible objections to proposals have been identified</li><li>• the problems of implementation, technical feasibility, timing and consistency with other policies have been considered</li><li>• the format meets Cabinet Office requirements, the material is effectively and concisely summarised, has short sentences in plain English and is free of spelling or grammatical errors.</li></ul>			
<b>Timeliness</b>			
Policy advice purchased will be delivered within the specific reporting deadlines agreed with the Minister of Corrections:	79%	100%	100%

**OUTPUT 9.2 Ministerial Servicing**

This output involves the purchase of analysis, research and drafting of responses to Ministerial correspondence and to Parliamentary questions received by the Minister of Corrections.

	Actual	Performance Standard	
	2003/04	2004/05	2005/06
<b>Quantity</b>			
The number of responses to be prepared to Ministerial correspondence is estimated to be:	479	600	600
The number of responses to parliamentary questions is estimated to be:	806	700	700
<b>Quality</b>			
The percentage of replies returned for redrafting not to exceed:	20%	10%	10%
All responses signed out by either a general manager or, in his or her absence, an appropriate manager to be:	100%	100%	100%
<b>Timeliness</b>			
The percentage of responses to Ministerial correspondence completed within the timeframes agreed with the Minister's office to be no less than:	74%	90%	90%
The percentage of responses to parliamentary questions completed within the timeframes set by the Minister's office to be no less than:	90%	100%	100%

**OUTPUT 9.3 Provision of Psychological and other Research**

This output involves the provision of psychological research and other approved research projects related to corrections services.

	Actual	Performance Standard	
	2003/04	2004/05	2005/06
<b>Quality</b>			
The percentage of research and evaluation delivered to agreed project milestones:	100%	100%	100%
The percentage of psychological and other research that will be provided to the following criteria contained in the Psychological Service Manual:	100%	100%	100%
<ul style="list-style-type: none"> <li>the hypothesis/aim of the research is clearly stated, capable of being tested, uses minimal variables and is resourced appropriately</li> <li>data collection is to meet appropriate standards of research design, and appropriate analysis tools are to be used</li> <li>the results are accurately and clearly described</li> <li>there is concise and thorough explanation of the implications of the results for the issues investigated</li> <li>the research should be peer reviewed both internally and externally</li> <li>the report is written in a format appropriate to the audience</li> <li>the aims of the paper are accurate and all material facts have been included</li> <li>the material is free of spelling or grammatical errors and an executive summary is provided if the report exceeds five pages</li> <li>when possible the material is published within internationally recognised journals.</li> </ul>			

**EXPENSES FOR OUTPUT CLASS 9 POLICY ADVICE AND DEVELOPMENT**

For the Year Ending 30 June 2006

Outputs in this output class will be provided within the appropriated sum of \$5,309 million (exclusive of GST).

Year	Cost (GST inclusive) (\$000)	Cost (GST exclusive) (\$000)	Total Revenue (GST exclusive) (\$000)	Revenue Crown (GST exclusive) (\$000)	Revenue Other (GST exclusive) (\$000)
2005/06 SOI*	—	5,309	5,309	5,309	—
2004/05 Supp Ests	5,973	5,309	5,309	5,309	—
2004/05 SOI	5,027	4,468	4,468	4,468	—

\* The Public Finance Amendment Act 2004 from 2005/06 no longer requires appropriations to be recorded inclusive of GST.

## OUTPUT CLASS 10

### SERVICE PURCHASE AND MONITORING

This output class involves the development, management and monitoring of agreements for the purchase of services entered into with both internal and external providers. Also included in this output class is the provision of custodial assurance, inspectorate and national systems services.

#### OUTPUT 10.1 Purchase and Monitoring of Service Delivery

This output involves the development, management and monitoring of:

- Internal Purchase Agreements with the Department's five internal providers of corrections services (Public Prisons Service, Community Probation Service, Psychological Service, Intervention Services and Corrections Inmate Employment).
- Services purchased from external providers, in particular with NZPARS.
- Interagency agreements, in particular the agreements with Child, Youth and Family, Ministry of Justice, New Zealand Police, Ministry of Health, Inland Revenue Department, Ministry of Social Development, Accident Compensation Corporation, Ministry of Housing, New Zealand Parole Board, New Zealand Council of Victim Support Groups, Housing New Zealand Corporation and Career Services. Service delivery is monitored in terms of quantity and quality, and remedial action is taken if service delivery is unsatisfactory.

	Actual	Performance Standard	
	2003/04	2004/05	2005/06
<b>INTERAGENCY AGREEMENTS</b>			
<b>Quantity</b>			
The number of interagency agreements managed:	11	12	12
<b>Quality</b>			
The percentage of interagency agreements managed in accordance with the review and reporting provisions to be no less than:	100%	100%	100%
<b>Timeliness</b>			
The percentage of interagency agreements that are renegotiated and/or reviewed by the date specified to be no less than:	100%	100%	100%
<b>INTERNAL PURCHASE AGREEMENTS AND EXTERNAL CONTRACTORS</b>			
<b>Quantity</b>			
The number of Internal Purchase Agreements with the Department's internal providers of corrections services:	4	5	5
The number of contracts for services with external providers negotiated and managed by the Department's Corporate Management Group:	3	3	1

	Actual	Performance Standard	
	2003/04	2004/05	2005/06
<b>Quality</b>			
The percentage of Internal Purchase Agreements and contracts for services with external providers that meet the following standards to be no less than:	100%	100%	100%
<ul style="list-style-type: none"> <li>• services are clearly described</li> <li>• performance measures and standards are specified</li> <li>• price and payment regime (including incentives as appropriate)</li> <li>• format and dates of reporting requirements are specified.</li> </ul>			
The percentage of Internal Purchase Agreements and contracts for services with external providers that are regularly reviewed and reported on in terms of the following criteria to be no less than:	100%	100%	100%
<ul style="list-style-type: none"> <li>• the procedures are being followed</li> <li>• service delivery and performance measures are as specified</li> <li>• the quality of service delivery and performance is as specified</li> <li>• the manner, timing and form of reporting are as laid down.</li> </ul>			
<b>COMMUNITY FUNDING CONTRACTS</b>			
<b>Quantity</b>			
The number of community funding contracts to be negotiated with external providers:	99	110	110
<b>Quality</b>			
The percentage of community funding contracts with values of \$20,000 (or over) that have performance measures and standards to the following criteria to be no less than:	100%	100%	100%
<ul style="list-style-type: none"> <li>• the correct parties to the contract are specifically identified and the parties have legal power to contract and are a legal entity</li> <li>• the term of the contract has been identified</li> <li>• the price is identified in the schedule of the contract</li> <li>• the payment regime is specified</li> <li>• the format and dates of reporting requirements are stated</li> <li>• the mechanism for resolving disputes is stated</li> <li>• the programme is clearly described (including programme aims, content and delivery process)</li> <li>• the contract is legal.</li> </ul>			
<b>Timeliness</b>			
The percentage of community funding contracts with values of \$20,000 (or over) agreed and in place by the agreed date to be no less than:	95%	95%	95%

**OUTPUT 10.1 Purchase and Monitoring of Service Delivery (continued)**

	Actual	Performance Standard	
	2003/04	2004/05	2005/06
<b>CONTRACTS WITH COMMUNITY RESIDENTIAL CENTRES</b>			
<b>Quantity</b>			
The number of contracts between the Probation and Offender Services and community residential centres:	3	3	3
<b>Quality</b>			
The percentage of contracts for services with community residential centres that meet the following standards to be no less than:	100%	100%	100%
<ul style="list-style-type: none"> <li>• services are clearly described</li> <li>• performance measures and standards are specified</li> <li>• price and payment regime is specified (including incentives as appropriate)</li> <li>• format and dates of reporting requirements are specified.</li> </ul>			
The percentage of contracts for services with community residential centres that are regularly reviewed and reported on in terms of the following criteria to be no less than:	100%	100%	100%
<ul style="list-style-type: none"> <li>• the procedures are being followed</li> <li>• service delivery and performance measures are as specified</li> <li>• the quality of service delivery and performance is as specified</li> <li>• the manner, timing and form of reporting are as laid down.</li> </ul>			

**OUTPUT 10.2 Provision of Inspectorate Services**

This output involves the provision of an inspectorate service that monitors systems and standards in relation to sentence management, investigates incidents, investigates complaints received from offenders and ensures that the complaints system within prisons is working as intended.

The inspectorate also provides reports to the Assurance Board and is independent of the service groups that it inspects.

	Actual	Performance Standard	
	2003/04	2004/05	2005/06
<b>Quantity</b>			
The number of inspections in the inspectorate work programme as approved by the Assurance Board			
<ul style="list-style-type: none"> <li>• routine visits:</li> </ul>	94	80–120	100
<ul style="list-style-type: none"> <li>• special investigations:</li> </ul>	17	10–30	20
<b>Quality</b>			
The percentage of inspections that are carried out to the following criteria to be no less than:	100%	100%	100%
<ul style="list-style-type: none"> <li>• to a quality which satisfies the Assurance Board</li> <li>• according to the guidelines and standards of the New Zealand Institute of Internal Auditors.</li> </ul>			

**OUTPUT 10.2 Provision of Inspectorate Services (continued)**

	Actual	Performance Standard	
	2003/04	2004/05	2005/06
<b>Timeliness</b>			
All reports on routine inspection visits will be finished within one month of visit:	96%	100%	100%
All special reports will be finished within the time period agreed in the terms of reference for the investigation:	96%	100%	100%

**OUTPUT 10.3 Provision of National Systems Services**

This output involves:

- the development and maintenance of service specifications and national systems
- the administration of the Victim Notification Register
- the provision of offender records services
- the administration of delegations affecting offender management.

	Actual	Performance Standard	
	2003/04	2004/05	2005/06
<b>Quantity</b>			
Number of national systems maintained:	new measure	new measure	17
Number of service descriptions maintained:	new measure	new measure	47
Number of applications for inclusion on the Victim Notification Register:	new measure	new measure	600
Number of personal records established for inmates:	new measure	new measure	to be reported
Number of decisions on offender management made under specified statutory delegations:	new measure	new measure	1,000
<b>Quality</b>			
Percentage of national systems and service descriptions that comply with legislation:	new measure	new measure	100%
Number of justified complaints by victims:	new measure	new measure	to be reported
Percentage of offender records established in accordance with procedure:	new measure	new measure	100%
Percentage of offender management decisions made that are not overturned on review:	new measure	new measure	97%
<b>Timeliness</b>			
Percentage of national systems and service descriptions that are reviewed as scheduled:	new measure	new measure	100%
Percentage of applications for inclusion on the Victim Notification Register processed within 10 working days of being received:	new measure	new measure	100%
Percentage of offender records established within 10 working days of reception to prison:	new measure	new measure	100%
Percentage of offender management decisions made within specified timeframes:	new measure	new measure	100%

**EXPENSES FOR OUTPUT CLASS 10 SERVICE PURCHASE AND MONITORING**

For the Year Ending 30 June 2006

Outputs in this output class will be provided within the appropriated sum of \$1,476 million (exclusive of GST).

<b>Year</b>	<b>Cost (GST inclusive) (\$000)</b>	<b>Cost (GST exclusive) (\$000)</b>	<b>Total Revenue (GST exclusive) (\$000)</b>	<b>Revenue Crown (GST exclusive) (\$000)</b>	<b>Revenue Other (GST exclusive) (\$000)</b>
2005/06 SOI*	—	1,476	1,476	1,476	—
2004/05 Supp Ests	1,720	1,529	1,529	1,529	—
2004/05 SOI	4,409	3,919	3,919	3,919	—

\* The Public Finance Amendment Act 2004 from 2005/06 no longer requires appropriations to be recorded inclusive of GST.



## PART 3

### Sustainable Development Plan





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## PART 3 – SUSTAINABLE DEVELOPMENT PLAN

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## INTRODUCTION

The Department continues to progress the development of its sustainable development framework. The full benefit and effectiveness of this framework will occur as it is progressively linked to the Department's decision-making and core processes.

The *2002 Sustainability Reporting Guidelines*,<sup>26</sup> prepared and issued by the Global Reporting Initiative (GRI) are being informally applied as the basis for the Department's sustainable development framework for the future. The guidelines provide, inter alia, a list of core and additional social, environmental and economic aspects and indicators that, where relevant to the particular organisation, should be consistently measured and reported on.

An initial focus by the Department on the three core elements resulted in the use of the term 'triple bottom line' in both its 2003/04 Annual Report and

the 2004/05 Statement of Intent. However, the concept has further evolved and it is now accepted that achieving sustainability requires balancing the relationships of all three elements, something that is better communicated through the use of the term 'sustainable development'.<sup>27</sup>

Notwithstanding the progress to date, sustainable development is still in its early stages within the Department. The Department's focus therefore remains on:

- further research to assist with the identification of relevant social, environmental and economic indicators, and the structure of its framework
- identifying and developing core external sustainable development relationships
- communicating sustainable development and its principles both within and outside of the Department

- developing efficient and effective internal processes to ensure the effective measurement and collation of relevant sustainable development information.

Within this context, this sustainable development plan highlights the Department's social, environmental and economic goals and indicators for the 2005/06 financial year.

The Department's sustainable development framework will be further developed during the 2005/06 financial year. The successes and work carried out to date are a result of the Department's commitment to addressing all potential issues and opportunities for improvement, in conjunction with relevant stakeholders and staff, an approach the Department will carry into the 2005/06 and subsequent financial years.

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## STRATEGY AND APPROACH

The Department's current sustainable development approach centres on the development and implementation of a customised sustainable development framework that contributes to the Department's decision-making and core processes.

The Department's strategy includes the identification of relevant social, environmental and economic indicators against which the Department's sustainable development performance can be measured on an ongoing basis.

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<sup>26</sup> *2002 Sustainability Reporting Guidelines*, Global Reporting Initiative, Boston, USA, 2002.

<sup>27</sup> *Business Guide to Sustainable Development Reporting – Making a Difference for a Sustainable New Zealand*, New Zealand Business Council for Sustainable Development, Auckland, 2002.

## DEPARTMENTAL PROFILE

In order to deliver its outputs effectively, the Department is organised into service delivery functions (the Public Prisons Service, and Probation and Offender Services), and support functions (Policy Development Group, Corporate Management Group,

Strategic Services Group and Finance Group). The Department's strategic direction and range of outputs are set out in Part 1 and Part 2 of this *Statement of Intent* respectively. There is a particular focus for the Groups and Services to work together in a cohesive

manner across the organisation to improve overall performance. For service delivery, this focus is enhanced by inter-Service Regional Management Committees that are responsible for ensuring that operational management and service delivery are fully integrated.

## SERVICES

The **Public Prisons Service (PPS)** is responsible for the safe, secure and humane containment of sentenced and remand inmates. Sentenced inmates are those imprisoned following conviction. Remand inmates are those who have been charged with an offence and are being held in custody pending plea, trial or sentencing. The Service is also responsible for managing the sentences of each sentenced inmate, including inmate rehabilitation and reintegration needs. PPS currently operates 19 prisons throughout the country's five prison service regions. Each PPS region is run by a regional manager who is accountable to the General Manager PPS.

**Probation and Offender Services** incorporates the Community Probation Service (CPS), the Psychological Service (PS) and Intervention Services (IS).

- The **Community Probation Service** provides information and reports to judges (to assist them when sentencing offenders) and provides information to prison management and the New Zealand Parole Board (NZPB). The Service manages community-based sentences and orders including supervision, community work, parole, home detention, and release from prison on conditions. From 7 July 2004, the Service also began the management of extended supervision orders in accordance with the Parole (Extended Supervision) Amendment Act 2004. The Service contracts with community providers for community-based rehabilitative and reintegrative programmes for offenders.

- The **Psychological Service** provides specialist clinical treatment and assessment advice for offenders, and training and education for departmental staff and community groups. The Service provides specialist pre-assessment reports to courts and detailed psychological reports, including assessments of risk, to the New Zealand Parole Board. The Service undertakes research and is responsible for monitoring the integrity of assessments and programmes delivered within the Department.

- **Intervention Services** has been operational from 1 July 2004 and provides programmes to offenders serving prison terms and those on community-based sentences or orders. The Service manages the Department's programme delivery requirements for Straight Thinking and some criminogenic programmes, and provides training to prison and probation staff on criminogenic needs assessment tools. Intervention Services' facilitators work closely with staff managing sentences in other Services.

### Facilities

As at May 2005, the Department operated 19 Public Prisons Service institutions, including the Northland Region Corrections Facility, which was officially opened by the Minister of Corrections in March 2005. The Department is currently progressing the full commissioning of this facility. Management of the Auckland Central Remand Prison will be transferred from

GEO Group Australia Pty Limited to the Public Prisons Service on 13 July 2005.

In addition, three new corrections facilities in Auckland, Otago and Waikato, will be under construction in the 2005/06 financial year. Construction of the Auckland Region Women's Corrections Facility is scheduled to be completed within the 2005/06 financial year, with commissioning of this facility to commence by the end of the fourth quarter.

Further construction at five existing facilities will provide additional accommodation of 493 beds, including the relocation of Ohura Prison to the new unit at Tongariro/Rangipo Prison.

The Department operates six special treatment units located in prisons:

- two sex offender treatment units
- three drug and alcohol treatment units
- one violent offender treatment unit.

There are also 15 prison units with a specific focus:

- five Māori Focus Units
- five self-care units
- four Young Offenders Units
- one Faith-based Unit.

The Department's Community Probation Service operates from 139 locations, there are eight Psychological Service offices, and Intervention Services operates from eight locations nation-wide.

## GROUPS

The **Policy Development Group** provides policy advice, strategic and trend analysis, develops correctional policy, contributes to legislative reviews and coordinates policy with other government agencies. The Group comprises the following units:

- The *Strategic Analysis Unit* provides analysis of forecasts and trends, manages the Department's research and evaluation work programme and controls the Department's externally reported outcome measures.
- The *Māori and Pacific Policy Unit* provides strategic and operational advice designed to improve outcomes for Māori and Pacific peoples.
- The *Treaty Relationships Unit* works to support the development and ongoing management of the Department's Treaty relationships with Māori.
- The *Strategic and Legislative Policy Unit* provides advice on externally driven policy and input on any legislative development impacting on the Department.
- The *Operational Policy Unit* is responsible for ongoing development of the Department's key operational business processes.

The **Corporate Management Group** provides a range of services and advice to the Department. The Group comprises the following units:

- *Information and Technology* is responsible for the development and ongoing implementation of the Department's information technology strategy, business critical applications and the implementation of the Department's knowledge management strategy.

- *Planning and Monitoring* is responsible for the Department's strategic and business planning and reporting processes, output/outcome monitoring and international benchmarking activities.
- *Corporate Services* is responsible for contract management with key external providers, the provision of national systems, service descriptions and specifications that ensure the consistent delivery of core corrections services, compliance monitoring, the Victim Notification System, and support services within the Department's Head Office.

Corporate Management also provides administrative support and training services for the New Zealand Parole Board.

The **Strategic Services Group** provides specialist advice and services to assist with the management of the Department and provides assurance to the Chief Executive. The Group comprises the following units:

- *Human Resources* is responsible for the development of Department-wide human resources strategy.
- The *Communications Unit* is responsible for communications projects, publications and media management.
- *Internal Audit* provides assurances on key statutory accountabilities and the operation of the Department's risk management framework. Its services include operational audits, security and custodial audits, financial audits, IT audits, special investigations, quality assurance and advisory reports. It also supports groups and services to implement risk management practices and robust self-review mechanisms.

- The *Prison Inspectorate* reports directly to the Chief Executive on matters that affect the fair, safe, secure and humane treatment of offenders and the maintenance of the integrity of sentences imposed by the courts.

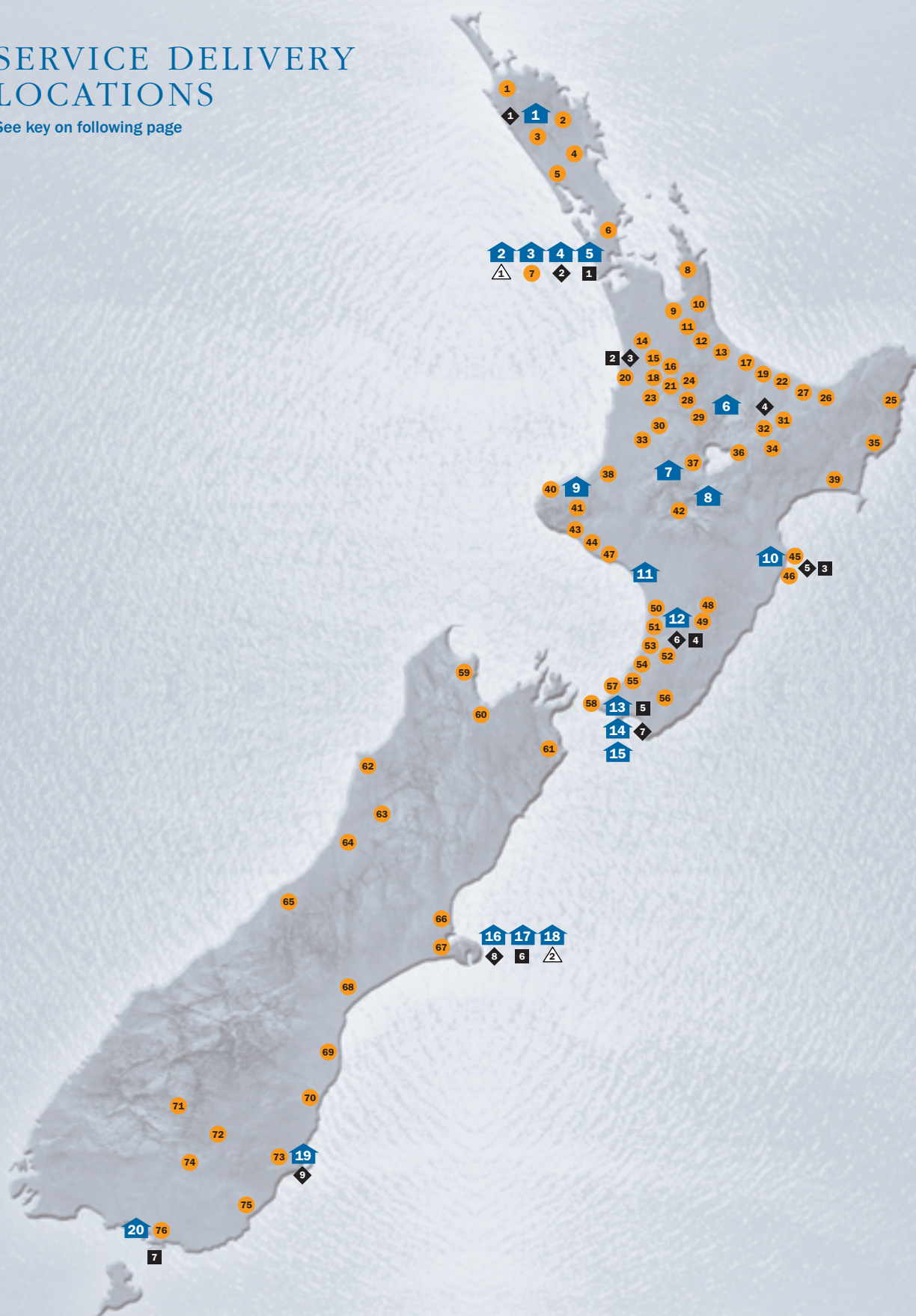
The **Finance Group** provides a range of financial and property advice and support services to the Department. The Group comprises the following:

- *Corporate Financial Services* provides accounting and payroll services, the management of the budget process and the Department's interface with the Treasury.
- *Corrections Inmate Employment* manages inmate employment in prisons throughout New Zealand. Inmates work and receive training under the supervision of instructors, in areas such as joinery, catering, farming and forestry.
- *Assets and Property* manages the Department's land and buildings, which has a current gross book value of approximately \$850 million. It also determines the suitability of new sites on which to construct prison facilities, and the expansion of existing facilities. Construction underway to deliver additional beds for offenders is budgeted to be \$130 million for the 2005/06 financial year.
- The *Regional Prisons Development Project* works towards the design, construction and commissioning of new facilities once prison sites are acquired. This includes the planned new prisons in Otago, Auckland and Waikato.



# SERVICE DELIVERY LOCATIONS

See key on following page





## KEY



### PUBLIC PRISONS SERVICE

#### Northern Region

- 1 Northland Region Corrections Facility\*
- 2 Auckland Prison
- 3 Mt Eden Prison
- 4 Mt Eden Women's Prison
- 5 Auckland Central Remand Prison†

#### Waikato/Central Region

- 6 Waikeria Prison
- 7 Ohura Prison
- 8 Tongariro/Rangipo Prison

#### Midland Region

- 9 New Plymouth Prison
- 10 Hawkes Bay Regional Prison
- 11 Wanganui Prison
- 12 Manawatu Prison

\* operational in third quarter of 2004/05

† Managed by the Public Prisons Service from 13 July 2005

#### Wellington Region

- 13 Rimutaka Prison
- 14 Arohata Women's Prison
- 15 Wellington Prison

#### Southern Region

- 16 Christchurch Prison
- 17 Christchurch Women's Prison
- 18 Rolleston Prison
- 19 Dunedin Prison
- 20 Invercargill Prison

### CORRECTIONS INMATE EMPLOYMENT

Corrections Inmate Employment (CIE) operates at each of the prisons.

### PUBLIC PRISONS SERVICE REGIONS



## PROBATION AND OFFENDER SERVICES



### COMMUNITY PROBATION SERVICES

CPS sites comprise either:

- Probation Offices
- Community Work Centres
- Reporting Centres
- Area/Regional Offices

#### Northern Region

- 1 Kaitiaki
- 2 Kerikeri
- 3 Kaikohe
- 4 Whangarei (3 sites)
- 5 Dargaville
- 6 Warkworth
- 7 Auckland (24 sites)

#### Central Region

- 8 Coromandel
- 9 Thames
- 10 Waihi
- 11 Paeroa
- 12 Te Aroha (2 sites)
- 13 Katikati
- 14 Huntly
- 15 Ngaruawahia
- 16 Morrinsville (2 sites)
- 17 Tauranga (2 sites)
- 18 Hamilton (6 sites)
- 19 Mt Manganui
- 20 Raglan
- 21 Cambridge
- 22 Te Puke
- 23 Te Awamutu
- 24 Tokoroa
- 25 Ruatoria
- 26 Opotiki
- 27 Whakatane
- 28 Putaruru
- 29 Mangakino
- 30 Otorohanga
- 31 Kawerau
- 32 Rotorua (3 sites)
- 33 Te Kuiti
- 34 Murupara
- 35 Gisborne
- 36 Taupo
- 37 Taumarunui (3 sites)
- 38 Waitara

- 39 Wairoa
- 40 New Plymouth
- 41 Stratford
- 42 Turangi
- 43 Opunake
- 44 Hawera
- 45 Hastings
- 46 Napier (2 sites)
- 47 Wanganui (2 sites)
- 48 Waipukurau
- 49 Dannevirke
- 50 Fielding
- 51 Palmerston North (2 sites)
- 52 Pahiatua
- 53 Foxton
- 54 Levin
- 55 Otaki

#### Southern Region

- 56 Masterton
- 57 Paraparaumu
- 58 Wellington (11 sites)
- 59 Motueka
- 60 Nelson
- 61 Blenheim (2 sites)
- 62 Westport
- 63 Reefton
- 64 Greymouth
- 65 Hokitika
- 66 Rangiora
- 67 Christchurch (9 sites)
- 68 Ashburton
- 69 Timaru
- 70 Oamaru (2 sites)
- 71 Queenstown
- 72 Alexandra
- 73 Dunedin (4 sites)
- 74 Gore
- 75 Balclutha
- 76 Invercargill

### COMMUNITY PROBATION SERVICE AND INTERVENTION SERVICES REGIONS



### INTERVENTION SERVICES

#### Northern Region

- 1 Auckland Regional Office

#### Central Region

- 2 Hamilton Regional Offices (2 sites)
- 3 Napier Regional Office
- 4 Palmerston North Regional Office

#### Southern Region

- 5 Upper Hutt Regional Office
- 6 Christchurch Regional Office
- 7 Invercargill Regional Office



### REDUCING YOUTH OFFENDING PROGRAMME

This programme is run in conjunction with Child, Youth and Family

- 1 Auckland
- 2 Christchurch



### PSYCHOLOGICAL SERVICE

#### Northern Region

- 1 Kaikohe Office
- 2 Auckland (2 sites)
- 3 Hamilton Office
- 4 Rotorua Office
- 5 Hawkes Bay Office
- 6 Palmerston North Office

#### Southern Region

- 7 Wellington (2 sites)
- 8 Christchurch (2 sites)
- 9 Dunedin Office

### PSYCHOLOGICAL SERVICE REGIONS



## GOVERNANCE STRUCTURE, RELATIONSHIP ARRANGEMENTS AND MANAGEMENT SYSTEMS

In addition to the Groups and Services, the Department's governance structure includes a number of management teams, committees and advisory groups, as follows.

### Senior Management Team

The Department's Senior Management Team comprises the Chief Executive and the General Manager of each of the Groups and Services, including the Chief Financial Officer. The General Managers and the Chief Financial Officer provide, inter alia, support to the Chief Executive on matters of strategic direction, risk management, staff capability, communications, resourcing and relationship management.



Barry Matthews  
Chief Executive



Phil McCarthy  
General Manager  
Public Prisons  
Service



Katrina Casey  
General Manager  
Probation and  
Offender Services



Bob Calland  
General Manager  
Corporate  
Management



Mike Martelli  
General Manager  
Strategic Services



John Ryan  
Chief Financial Officer

Note: General Manager, Policy Development – vacant.

### General Management Team

The General Management Team (GMT) comprises the Chief Executive, all General Managers, the Chief Financial Officer, the Director Psychological Service, one Assistant General Manager from the Public Prisons Service, the Manager Māori and Pacific Policy and the Manager Treaty Relationships. The GMT meets on a weekly basis. The chairs of the Regional Management Committees attend GMT meetings once every quarter.

The aim of the GMT is to:

- establish and implement the strategic business planning framework
- establish, distil and promote the Department's values, principles, goals and objectives
- serve as the central forum for discussion of and decision on the Department's public policy issues and internal organisational policies, practices and systems
- review existing and proposed changes to output delivery and mix including consideration of the related operational practices and standards with a view to ensuring the effective accomplishment of strategic goals

- serve as an information exchange enabling members to better perform their individual roles and manage external communications issues
- provide advice and support to the Chief Executive.

### Regional Management Committees

Regional Management Committees (RMCs) were established to support the Department's outcomes by continued attention to operational management, integration across service delivery entities, and managing relationships with local communities and stakeholders, including Māori and Pacific peoples. There are three RMCs, each comprising the respective regional managers of each Public Prisons Service, Community Probation Service and Psychological Service region and senior representatives from Corrections Inmate Employment and Intervention Services. The RMCs have four key roles:

- ensure safe, effective and culturally appropriate management of "whole of Department" service delivery in the region
- ensure that operational management and service delivery

are integrated on the boundary and interface areas across delivery entities

- demonstrate ongoing ownership of the implementation of the Department's Māori Strategic Plan, and its key principles of responsiveness, effectiveness and partnership
- demonstrate ongoing ownership of the implementation of the Department's Pacific Strategy.

Operating within the framework of the RMCs are Regional Operating Groups that support the integration of the regional approach to operational management across the Department's service delivery entities.

### Assurance Board

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

- internal control and quality assurance environments are robust and enhanced where necessary
- operational, legal, financial, information technology, human

resources management and security systems' risks are identified and managed

- management of the offender environment is maintained with issues appropriately addressed when they arise.

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

The Board is chaired by the Chief Executive and includes five external members.

#### **Chief Executive's Māori Advisory Group**

The Chief Executive's Māori Advisory Group provides direct advice and feedback to the Chief Executive on strategic, policy and operational issues that affect Māori communities.

The group is chaired by the Chief Executive and includes six external members.

The Māori Advisory Group supports the development of initiatives that meet the Department's aim to be more responsive to Māori. Its work contributes to the second theme of the Department's Strategic Business Plan, Improving Responsiveness to Māori, and in particular the Department's Māori Strategic Plan.

#### **Chief Executive's Pacific Advisory Group**

The Chief Executive's Pacific Advisory Group provides direct advice and feedback to the Chief Executive on strategic, policy and operational issues that affect Pacific communities, offenders and staff.

The group represents an important connection with the Pacific community, and assists the Department to become more responsive to Pacific peoples' needs with a focus on reducing

re-offending by Pacific offenders, within the context of the Department's Pacific Strategy.

The group is chaired by the Chief Executive and includes five external members.

#### **Inmate Employment Advisory Committee**

The Inmate Employment Advisory Committee advises the Chief Executive on:

- implementation of inmate employment policy
- external and internal operational targets and financial performance
- identification and management of risks arising from the Department's inmate employment activities.

The Committee is currently chaired by the Department's Chief Financial Officer, and includes external representation, the Chief Executive and other departmental representatives.

#### **Interagency Agreements**

The Department has in place a number of agreements with other agencies to assist with achieving its goals of protecting the public and reducing re-offending.

The purpose of these agreements is to create an environment of cooperation to facilitate a sharing of information and provide free-flowing access to the services each department and agency can provide.

The Department currently has in place agreements with the following agencies:

- Ministry of Justice
- New Zealand Police
- Child, Youth and Family
- Ministry of Health
- Inland Revenue Department
- Ministry of Housing
- Housing New Zealand Corporation
- Career Services
- New Zealand Parole Board
- Ministry of Social Development

- Accident Compensation Corporation
- New Zealand Council of Victim Support Groups.

During the 2005/06 financial year, the Department will develop an appropriate framework and mechanism for ensuring strong collaborative relationships with other agencies (including government departments) at a national and local level.

#### **Intersectoral Committees**

The Department is represented on a large number of local, regional and national intersectoral committees that have been established to contribute towards achievement of one of the government's key goals, to 'reduce inequalities in health, education, employment and housing'. The purpose of these committees is to facilitate achievement of this goal through intersectoral cooperation and participation in the community.

Committees on which the Department is represented throughout the country include:

- Strengthening Families
- Safer Community Councils
- Violence Prevention Network
- Family Violence Funding Circuit Breaker
- Child Welfare Liaison
- Restorative Justice Committees
- Reducing Inequalities Officials Committee
- Reducing Youth Offending
- Regional Forensic Advisory Committee
- Regional Intersectoral Fora
- Pacific Island Capacity Building Project
- Social Equity Pacific Senior Officials Group
- Pacific Crime Reduction Strategy Project Advisory Group
- Interagency Committee on Drugs
- National Drug Policy Steering Group.

## NEW ZEALAND PAROLE BOARD

The New Zealand Parole Board is an independent statutory body established under section 108 of the Parole Act 2002 to perform various functions, primarily in relation to the release from detention of offenders serving sentences of imprisonment of more than two years and to consider

offenders for home detention. The New Zealand Parole Board publishes its own Annual Report that can be viewed at [www.paroleboard.govt.nz](http://www.paroleboard.govt.nz). The Department provides administrative, financial and secretariat services to the New Zealand Parole Board.

## VICTIM NOTIFICATION SYSTEM

The Victim Notification System was set up in 1987 as a result of the Victims of Offences Act 1987. The objective of the system is to provide registered victims of certain offences notice or advice about prison inmates or offenders on home detention or parole. The Victims' Rights Act 2002 has extended this to include offenders held by district health board mental health services.

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

- one of sexual violation or other serious assault; or
- one that resulted in the serious injury to a person, in the death of a person, or in a person being incapable; or

- one of another kind that has led to the victim having ongoing fears on reasonable grounds for their physical safety or security, or, the physical safety or security of members of their immediate family.

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

The Department records victim and offender information on a database and sends a confirmation letter to the victim. The victim also receives a fact sheet describing the notification processes.

The Department notifies registered victims of information such as the escape or death in custody of offenders, release to work, temporary releases and impending release dates.

The New Zealand Parole Board is responsible under the Parole Act 2002 for notifying registered victims of impending parole hearings and the victim's right to make submissions to the Board. Victims are also entitled to information about an inmate's sentence (including any programmes they have undertaken and completed, and their security classification) to help them prepare their submission.

More information on the Victim Notification System is available on the Department's website.

## PERFORMANCE INDICATORS AND GOALS

### Social Performance

The following table illustrates the categories, aspects and indicators of the Social Dimension included within this Sustainable Development Plan.

Category	Aspect	Indicator
Labour practices and decent work	Employment	Full-time equivalent employees by Service or Group
		Full-time equivalent employees by Service and Region
		Length of employee service, and turnover
	Health and Safety	Health and safety committees
		Safe, secure and humane containment of inmates
		Management of incidents
	Training and Education	Employees
		Offenders
	Diversity and Opportunity	Reducing Inequalities
		Total employees by gender
		Total employees by ethnicity
		Senior management and corporate governance bodies by gender and ethnicity
Human Rights	Indigenous Rights	Equal Employment Opportunities
		Relationships with Māori
Society	Community	Key themes
		Links with the community
		Community work projects
		Breakout escapes

The measurement of social performance is a substantial element of the Department's sustainable development framework in light of one of its core social outcomes, that of contributing to the justice sector outcome of safer communities, and its focus on the two departmental outcomes of protecting the public and reducing re-offending.

The following broad indicators play an important role in the success of this particular core social outcome, and are referred to throughout this Sustainable Development Plan:

- the employment and retention of skilled employees
- ensuring the health and safety of employees, inmates, and visitors

- maintaining an awareness of, and catering for the diverse cultural needs, experiences and attitudes of employees, offenders, families/whanau, and community support groups
- maintaining commitment towards equal employment opportunities within the Department
- the provision of training and education programmes for employees and inmates
- working with communities to effectively manage the Department's impact on communities.

#### Employment

The Department's ability to manage its human resources capability and

capacity is critical to the achievement of its strategies within this Statement of Intent and its Strategic Business Plan as supported by the *Human Resources Management Operational Strategy 2003–2008*.

The Department will continue to focus on enhancing the capacity and capability of its people. Departmental managers and staff have many strengths that have enabled the organisation's rapid progress since its establishment in 1995. These have also positioned the Department well when compared with its international benchmark corrections jurisdictions. Further investment has been made available through the Output Pricing Review to ensure that the Department

can continue to attract and retain the calibre of employees in all, and especially key, roles during the 2005/06 financial year. This will involve:

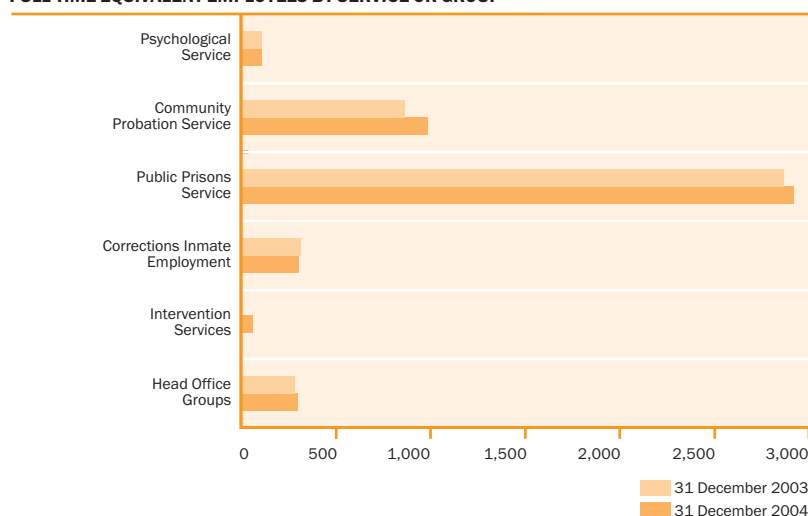
- building management and staff capability for the future (especially in readiness for the opening of new prisons)
- addressing specific recruitment and retention issues
- providing effective support for managers
- further developing manager competence.

#### Employment, Length of Service, and Turnover Goals – 2005/06

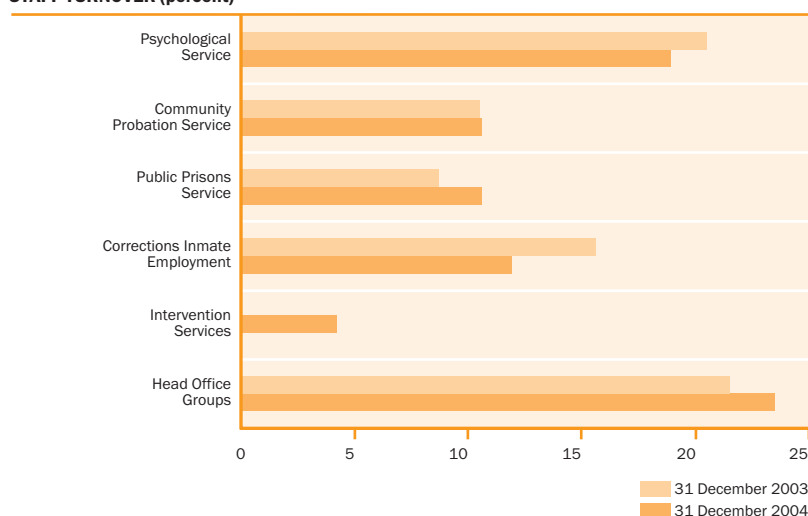
The following goals have been identified for the 2005/06 financial year:

- implement initiatives to increase the number and proportion of Pacific Peoples staff and managers, towards the 2010 target of 8 percent of all employees.
- implement initiatives to increase the number and proportion of female staff and managers, towards the 2010 target of 38 percent of all employees
- implement initiatives to increase the number and proportion of Māori staff and managers, towards the 2010 target of 25 percent of all employees (including 25.5 percent of front-line staff and 13 percent of managers)
- implement the Department's recruitment strategy, which establishes recruitment targets based on turnover and new facility requirements
- complete a review of the capacity of Probation Officers to increase their focus on reintegrative services in line with other initiatives
- at a Service level, monitor the distribution of resources based on volumes/output and coordinate strategies to manage changes in this
- implement any approved recommendations of the Public Prisons Service Working Party considering recruitment and retention issues
- monitor the impact of the recruitment and retention allowance in Probation and Offender Services in relation to turnover by location.

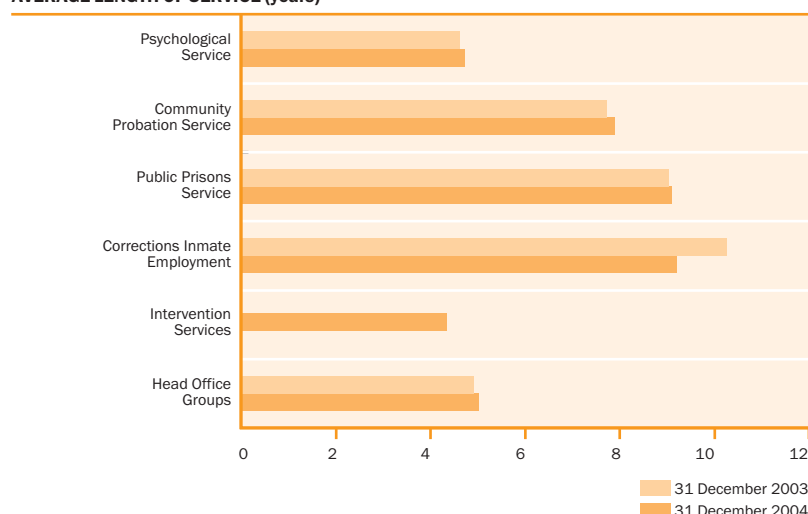
**FULL-TIME EQUIVALENT EMPLOYEES BY SERVICE OR GROUP**



**STAFF TURNOVER (percent)**



**AVERAGE LENGTH OF SERVICE (years)**

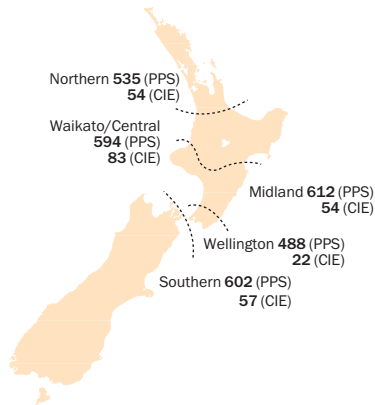




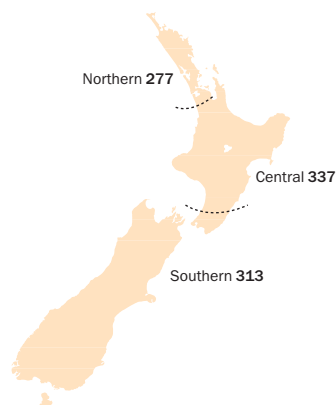
## Full-time Equivalent Employees by Service and Region

There were 4,677 full-time equivalent employees within the Department as at 31 December 2004, of which 4,176 were employed nationally within the Department's Services as illustrated below.

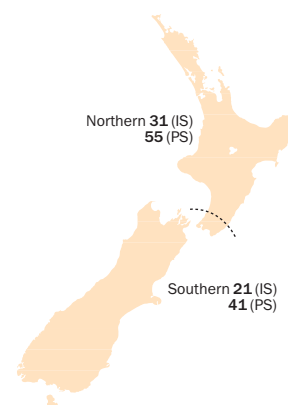
### PUBLIC PRISONS SERVICE AND CORRECTIONS INMATE EMPLOYMENT



### COMMUNITY PROBATION SERVICE



### INTERVENTION SERVICES AND PSYCHOLOGICAL SERVICE



## Health and Safety

The provision of a safe, healthy and secure environment for employees, contractors, volunteers, offenders and visitors is a core focus of the Department. The Department performs well on safety relating to offender management in comparison with the Department's international benchmark corrections jurisdictions.

The Department will seek to continue to make improvements to its health and safety programmes during the 2005/06 financial year in order to provide a safer environment. The objective is to deliver a corresponding reduction in the cost of work-place injuries and work-related incidents at the end of the 2005/06 financial year compared with prior years.

The Department maintains ongoing reviews of its policy and processes for compliance with health and safety legislation, occupational health and safety requirements and the requirements of the ACC Partnership Programme that encourages employers to take responsibility for their own workplace health and safety, including claims management and rehabilitation of their own employees' work injuries.

## Health and Safety Goals – 2005/06

The following goal has been identified for the 2005/06 financial year, and has been included within the Section on Strategy and Initiatives in Part 1 (page 38) of this Statement of Intent:

- implement the 2005/06 component of the Department's 2005/08 Health and Safety Strategic Plan.

The following additional goals have been identified for the 2005/06 financial year:

- integrate the Government's strategic health and safety initiatives into the Department of Corrections
- manage compliance with the requirements of the ACC Partnership Programme
- continue training for health and safety committee members and employee representatives
- ensure that health and safety committees are provided with adequate data and guidance to ensure effectiveness
- provide quarterly data to services and groups for the purposes of monitoring and managing sick leave and injury related absences
- develop guidelines for the management of sick leave.

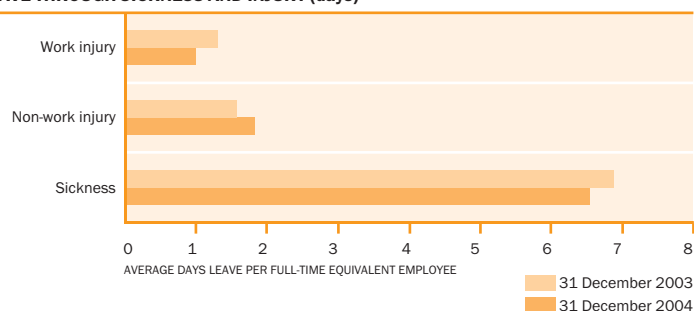
## Health and Safety Committees

Local health and safety committees are a requirement under departmental policy and procedures relating to hazard management, and the Department's entire workforce is covered by joint health and safety committees.

The purpose of each of the health and safety committees is to:

- identify and document hazards
- maintain a register of hazards
- prioritise hazards for the level of harm possible and the probability of harm occurring
- identify whether a hazard should be eliminated, isolated, or minimised
- identify control procedures for hazards to be isolated or minimised
- recommend actions to the relevant manager
- draft and monitor hazard management plans
- provide information to prison staff on hazards.

The local health and safety committees consist of up to 10 people and represent the cultural and gender background of the Department. Staff are encouraged to communicate any health and safety related concerns to the relevant manager and local health and safety committee.

**AVERAGE LEAVE THROUGH SICKNESS AND INJURY (days)**

### Safe, Secure and Humane Containment

The Department has a range of policies and procedures designed to ensure the safe, secure and humane containment of inmates. These include:

- Screening of all inmates on initial reception, after transfer, or in other specified circumstances, to identify those inmates that may be at risk of self-harm or suicide;
- Segregation processes designed to minimise violent, intimidating, or criminal activities within the prison environment;
- Deterrence and detection strategies that aim to reduce illicit drug use by prison inmates;
- Applying the security classification system to ensure appropriate assessment of security levels;
- Initiatives to allow infants to remain with their mothers in prison under certain circumstances and, generally, to a maximum of six months;
- Significant initiatives in the health area, including harm minimisation and communicable diseases screening, the development of an effective mental health-screening tool, and the development of national standards governing all aspects of prison construction, including cell construction;
- Active management of inmates, being the interaction between staff and inmates in which every contact is viewed as an opportunity for positive influence. It recognises the valuable role prison staff play in managing inmates and influencing their engagement in criminogenic

programmes. In essence, it is a key tool to assist prison staff to manage inmates effectively and integrate sentence management and safe, secure and humane containment.

### Management of Incidents

The Department contributes to the justice sector end outcome of safer communities through two departmental outcomes of protecting the public and reducing re-offending. As part of protecting the public the Department provides a safe environment for its people, offenders and the public.

As part of its efforts towards achieving this latter goal, the Public Prisons Service has a National Incident Response Policy that identifies how incidents in prisons will be dealt with to ensure that the response brings the incident to a safe and swift conclusion, minimising the risk of injury to staff and inmates, and damage to property.

The National Incident Response Policy has clear roles and responsibilities for managing incidents. These guidelines identify the different roles, and recognise that responsibilities will vary depending on the type and seriousness of an incident.

The clear statement of role and responsibility ensures all staff understand the authority for calling up, authorising deployment and managing the incident when an incident response is required.

### Serious Assaults

A serious assault is defined as one where the victim requires overnight hospitalisation or ongoing medical intervention.

### Suicides and Unnatural Deaths in Custody

Inmate suicide reduction continues to be a key priority of the Department. The Department is making considerable effort to minimise the risk of suicide in prisons, encouraging staff awareness training and active management of at-risk inmates.

Department initiatives are building on the work completed by the 1995 Justice Department *Review of Suicide Prevention in Prisons* and the 1996 joint Department of Corrections and Te Puni Kōkiri Māori Review Group report *Reducing Suicide by Māori Prison Inmates*.

The Department has a National System for managing the deaths of inmates and the deaths of inmates' family members. The purpose of the National System is to ensure that any death (including suicide) of an inmate is lawfully confirmed, and that activities are conducted within the law and with respect for the spiritual, religious and cultural beliefs of the deceased.

In addition, the National System provides guidelines for prison staff on how to convey to inmates advice about the death of family members in an appropriate way.

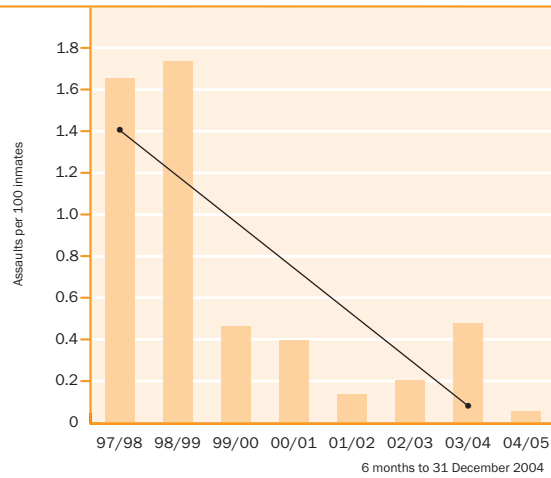
The Department's sentence planning and management processes provide for the assessment of the individual needs of each inmate through a comprehensive assessment process, which enables staff to place offenders in an appropriate group and provide the appropriate management for that inmate while in prison. The Department has well-established and effective policies and procedures for when the death of an inmate does occur, including death from suicide.

A key strategy in reducing the number of prison suicides and other forms of self-harm is integrated and effective inmate management, a key part of which is post-sentencing assessment, and includes increased attention on inmates identified as 'at risk', effective use of observation cells and staff training. This approach is critical to reducing the incidence of inmate suicide and other forms of self-harm.

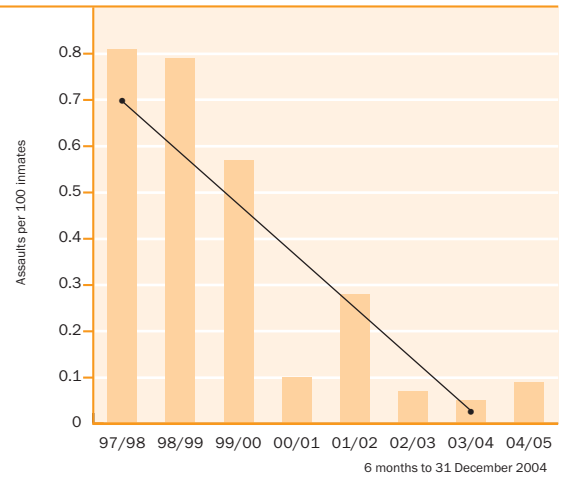


The upgrade of accommodation for at-risk inmates in existing facilities is a priority for the Department, and is a key focus in the three new facilities currently under construction. Furthermore, during the last five years medical facilities at Rimutaka, Arohata, Waikeria and Christchurch prisons have been reconstructed to minimise further the risk of self-harm or injury. Reconstruction of medical facilities is also planned for Hawke's Bay, Wanganui and Auckland prisons.

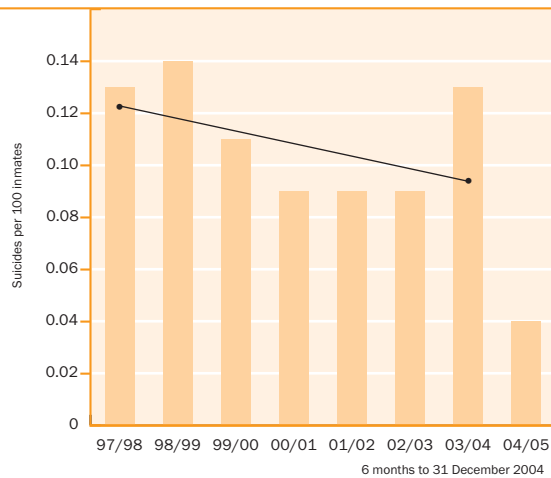
**INMATE/INMATE ASSAULT (SERIOUS)**



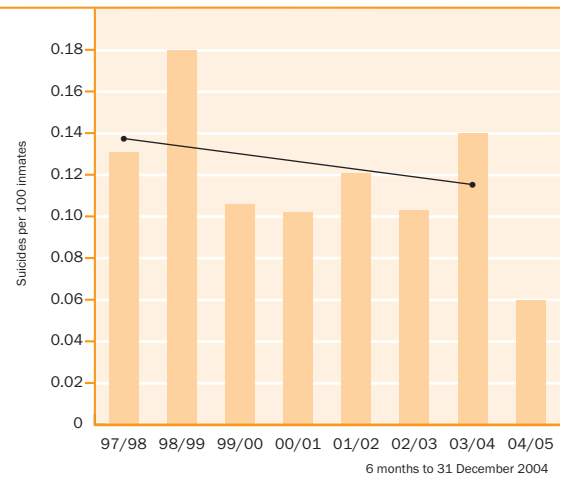
**INMATE/STAFF ASSAULT (SERIOUS)**



**SUICIDES IN CUSTODY**



**UNNATURAL DEATHS IN CUSTODY**



## Training and Education

### Training and Education Goals – 2005/06

The following goals have been identified for the 2005/06 financial year, and have been included within the Section on Strategy and Initiatives in Part 1 (pages 36-38) of this Statement of Intent:

- implement the Management Development Programme, including additional core training and development programmes together with support and monitoring tools
- complete Year 4 of the Reducing Youth Offending Programme pilot in Auckland and Christchurch
- complete the evaluation of the effectiveness of the Reducing Youth Offending Programme pilot, and make appropriate recommendations for the future delivery of the programme
- implement a new suite of training for managers and probation officers in the Community Probation Service aimed at improving performance in assessing, and managing offenders in the community, and in working with other parts of the Department and external agencies
- review release-to-work policies to ensure optimal numbers of inmates receive work experience in the community prior to release from prison
- implement new initiatives to improve vocational training and employment outcomes for offenders.

The following additional goals have been identified for the 2005/06 financial year:

- the Public Prisons Service will implement its management development programme and continue to support staff achievement in the National Certificate in Offender Management
- management at Corrections will continue to be developed. Completed modules will be rolled out to managers
- promotion of development programmes such as the Chief Executive's Scholarship and Future Leaders Programme

- technical training within Services to support the ongoing development of competencies.

### Employees

The Department recognises the benefits arising from the development and maintenance of its human resources capability and capacity. As a result of the Output Pricing Review, the Government provided additional funding for the Department to restore and maintain capability. The Department has therefore been able to begin rebuilding its capability and capacity to deliver effective service. Substantial additional capital and operational investment have been committed through to June 2009.

In particular, funding obtained following the review has enabled the Department to:

- enhance its investment in training and development for staff and managers
- increase the number of probation officers, together with an enhanced training curriculum.

Additional departmental training and development initiatives include:

- the identification and training of future leaders through the Future Leaders Programme. This programme identifies staff with managerial potential and provides relevant training over a two-year period to assist with the transition into management roles
- the provision of relevant training to assist with staff development
- the continuation of the Chief Executive's Scholarship for selected employees completing their final year of tertiary studies relevant to the Department's operations
- development of a comprehensive management development framework and the progression of initiatives in order to implement the framework within the Department in future years.

Improvement in the Department's responsiveness to Māori and Pacific staff and offenders requires an

understanding of the relevant cultural issues particularly at management level, and in those roles that require direct contact with Māori and Pacific offenders and their families.

The Department encourages its staff to participate in a number of courses and seminars relating to cultural development, including several internal initiatives such as its Te Reo strategy and Tikanga Māori courses. An example of the progress made is the development of the cultural awareness course, Kia Mau, being delivered to staff within the Community Probation Service.

In addition, staff are able to attend programmes through whare wananga, polytechnics and universities to develop their cultural understanding and its application to the Department's services. Staff also engage with local iwi, hapu and runanga for advice, direction and cultural supervision.

The existence of the Chief Executive's Māori Advisory Group and Pacific Advisory Group provide significant input into the Department's ongoing and potential management of, and interaction with, Māori and Pacific offenders and their families. The Department also works with, and obtains advice on Pacific issues from, the Ministry of Pacific Island Affairs and other Pacific organisations and support groups.

### Offenders

Social benefits flow on to society through the education and upskilling of inmates.

The intention of the Department's education and training programmes is to increase offenders' opportunities for gaining employment upon their release and to assist them with reintegration into society. This in turn will have a positive economic and social benefit to New Zealand as a whole.

Inmate employment and training activities include farming, forestry, horticulture, manufacturing, construction, asset maintenance, kitchen, computer and community work activities.



An inmate (right) at Wellington Prison receives New Zealand's first Print Management Diploma.

Inmates undertaking the Department's employment and training opportunities have the opportunity to receive externally recognised qualifications within the framework of the New Zealand Qualifications Authority.

The Department also provides inmates with the opportunity to participate in educational training programmes. The objective of these programmes is to raise the basic literacy and numeracy levels of inmates with needs in these areas, through the provision of basic literacy and numeracy programmes, the National Certificate in Employment Skills and other general education activities.

### Diversity and Opportunity

The Department maintains an acute awareness of, and caters for, diverse cultural needs, experiences and attitudes with respect to employees, inmates, offenders, family, and community and cultural support groups. This is particularly important in light of the fact that Māori and Pacific peoples continue to be disproportionately represented in the criminal justice system.

The Department's contribution to the Government's goal of Reducing Inequalities is discussed further below and will be supported by trained Māori and Pacific employees, including managers.

### Diversity and Opportunity Goals – 2005/06

The following goals have been identified for the 2005/06 financial year, and have been included within the Section on Strategy and Initiatives in Part 1 (page 36) of this Statement of Intent:

- integrate the requirements for a Pacific Focus Unit into the commissioning planning for the Spring Hill Corrections Facility
- promulgate the Department's *Pacific Strategy 2005–2008* and progress the initiatives identified therein.

The following additional goals have been identified for the 2005/06 financial year:

- implement initiatives to increase the number and proportion of Pacific peoples staff and managers, towards the 2010 target of 8 percent of all employees
- implement initiatives to increase the number and proportion of female staff and managers, towards the 2010 target of 38 percent of all employees
- implement initiatives to increase the number and proportion of Māori staff and managers, towards the 2010 target of 25 percent of all employees (including 25.5 percent of front-line staff and 13 percent of managers)

- continue to support Pacific staff networks that the Department can utilise as in-house experts on Pacific issues.

### Reducing Inequalities

The Government's key goal of reducing inequalities is defined as:

*"reducing the inequalities that currently divide our society and offer a good future for all by better coordination of strategies across sectors and by supporting and strengthening the capacity of Māori and Pacific communities. It aims to ensure that all groups in society are able to participate fully and enjoy the benefits of improved production."*

This key goal reflects fundamental principles relating to social justice, a desire to reduce disadvantage and promote equality of opportunity in order to achieve a similar distribution of outcomes between groups, and a more equitable distribution of overall outcomes within society.<sup>28</sup> This entails an integrated approach to managing the reducing inequalities policy to ensure that the goals and principles of reducing inequalities are a core part of key departmental activities and initiatives:

*"The incorporated approach to managing the reducing inequalities policy assumes that departments will consider and reflect the goals, principles, and priorities of Government's reducing inequalities policy in their planning, policy development, and service delivery."*<sup>29</sup>

Addressing re-offending by Māori and Pacific offenders is a high priority for the Department. As Māori and Pacific peoples continue to be disproportionately represented in the criminal justice system, the Department is committed to providing quality programmes and services that are effective for Māori and Pacific peoples from initial assessment through to intervention and release. Current departmental initiatives include:

- the Whanau Involvement Plan

<sup>28</sup> Ministry of Social Development (2004) *Reducing Inequalities: Next Steps Report to Cabinet June 2004*. Available at <http://www.msd.govt.nz/work-areas/cross-sectoral-work/reducing-inequalities.html>.

<sup>29</sup> Ibid.

- the Māori Provider Development Strategy
- Tikanga Māori Programmes
- Māori Therapeutic Programmes
- Tikanga Māori Women's Programme
- Specialist Māori Cultural Assessment
- Cultural Supervision
- Māori staffing targets
- Te Reo Strategy
- Kaiwhakamana Policy
- Chief Executive's Māori Advisory Group
- Saili Matagi Programme
- Fautua Pasefika Policy
- Pacific staffing targets
- Chief Executive's Pacific Advisory Group
- Female employee targets
- Review of cultural competencies for frontline staff.

Consequently, as part of the alignment to reducing inequalities, the Department's reports will continue to contain, as a minimum:

- an overview of major departmental strategies that aim at, or contribute to, reducing inequalities
- explicit reducing inequalities frameworks, strategies and policies
- major programme level interventions impacting on reducing inequalities
- major research, policy development, or other developmental activities incorporating reducing inequalities, goals, and objectives
- monitoring, evaluation, or auditing activities aimed at measuring reducing inequalities outcomes directly or programmes contributing to reducing inequalities.

#### Total Employees by Gender

An important part of the Department's efforts to enhance its responsiveness to diversity within the Department is an increase in the number of women within the organisation. Throughout the 2005/06 year, emphasis will continue to be placed on female

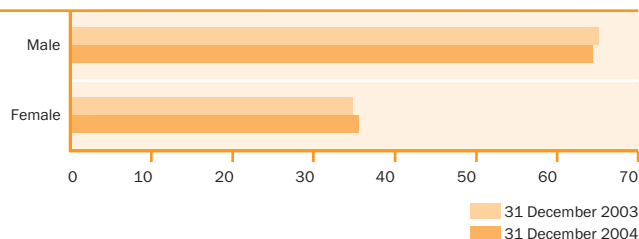
recruitment to management and other key roles, particularly those interacting with female offenders.

As at 31 December 2004, females represented 35 percent of all of the Department's employees. The Department's goal is to continue increasing the number of female employees to at least 38 percent by the 2010 financial year.

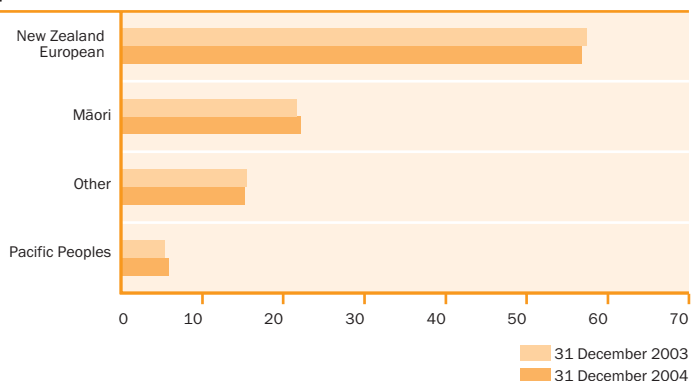
#### Total Employees by Ethnicity

Improving its responsiveness to Māori and Pacific offenders and their families are key themes within the Department's Strategic Business Plan and its companion Māori Strategic Plan and Pacific Strategy. Being responsive includes the capability to develop and deliver services that are effective and appropriate for Māori and Pacific inmates, offenders and families.

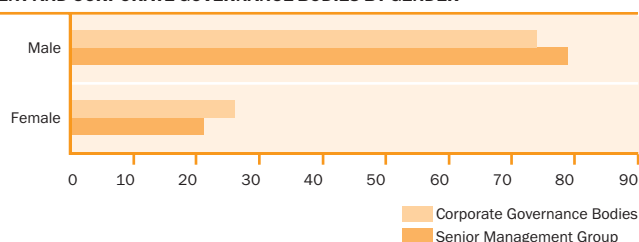
**FULL-TIME EQUIVALENT EMPLOYEES BY GENDER**



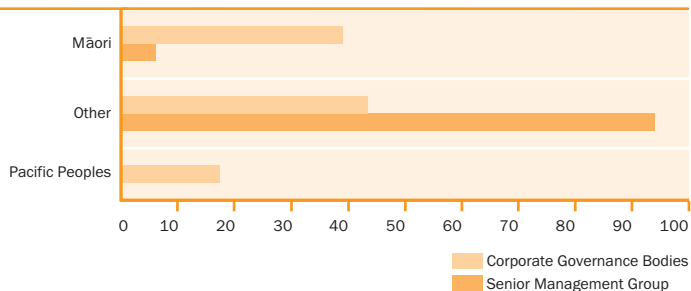
**FULL-TIME EQUIVALENT EMPLOYEES BY ETHNICITY**



**SENIOR MANAGEMENT AND CORPORATE GOVERNANCE BODIES BY GENDER**



**SENIOR MANAGEMENT AND CORPORATE GOVERNANCE BODIES BY ETHNICITY**



Māori and Pacific peoples represented 22 percent and 6 percent respectively of the Department's employees as at 31 December 2004. The trend for both categories illustrates the Department's progress towards its 2010 targets of increasing the number of Māori and Pacific employees to 24.8 percent and 8 percent respectively.

#### **Senior Management and Corporate Governance Bodies by Gender and Ethnicity**

Improving the Department's responsiveness to diversity within its environment includes ensuring that Māori, Pacific peoples, and females are fairly represented within the Department's governance bodies and at management level.

The Department's governance bodies include the Senior Management Team, the General Management Team, the Assurance Board, the Chief Executive's Māori Advisory Group, the Chief Executive's Pacific Advisory Group and the Inmate Employment Advisory Committee.

#### **Equal Employment Opportunities**

The Department is committed to equal opportunity in all its employment policies and procedures. Equal employment opportunities (EEO) comprise all aspects of the Department's human resources policies, including recruitment, selection and appointment practices, training, performance management, career development, conditions of employment and the work environment. All departmental employees, regardless of gender, race, marital status, age, disability, sexual orientation, family status, religious or ethical beliefs, political opinion or union affiliation, have similar access to employment opportunities.

The Department's managers have primary responsibility to promote equal employment opportunities for all employees and eliminate policies and practices that work against equity in the workplace. The Department takes a strategic approach to equal employment opportunities and policies to support its business outcomes.

The EEO programme complements other human resources initiatives that are working towards a positive workplace culture and towards cooperative work relationships between staff and management. In addition, planning during 2005/06 will take account of the implications of the Government's pay and employment equity plan of action.

Work will also continue during the 2005/06 financial year in accordance with the Department's Disability Implementation Work Plan. Under this plan, the Department will progressively review all employment and staff support processes to ensure they are responsive to the needs of staff who have disabilities and in accordance with the Department's health and safety in employment strategy.

#### **Indigenous Rights**

##### **Relationships with Māori**

Māori are recognised by the Government as the tangata whenua o Aotearoa (indigenous people of New Zealand) and as such have a special status. In accepting the tangata whenua status of Māori, the right of the Crown to govern and the right of non-Māori to identify as New Zealanders is validated. The Department's commitment to Māori derives from, and is linked to, the key government goal *Strengthen National Identity and Uphold the Principles of the Treaty of Waitangi*.

##### **Policy Statement**

The Department will work in partnership with Māori communities and government agencies to provide corrections services that will contribute to community safety and reduce re-offending, and will provide these services in a way that has regard to the Treaty of Waitangi.

##### **Indigenous Rights Goals – 2005/06**

The following goals have been identified for the 2005/06 financial year, and have been included within the section on Strategy and Initiatives in Part 1 (pages 33-34) of this Statement of Intent:

- continue the development and implementation of initiatives contained in the Whanau Involvement Plan including
  - investigate maximising the Whanau Liaison Worker's role to include women inmates, non-Māori Focus Unit inmates and youth
  - develop an interagency framework to improve access to services for inmates' whanau, within the context of the ongoing pilot reintegrative initiatives
  - investigate the feasibility and key features of a mentoring model for youth (tuakana/teina)
  - undertake a facility stocktake to determine opportunities for more effective engagement between offenders and their whanau in corrections facilities
  - develop a 'working with whanau' guide as a practical resource for the Department's Services
- develop mechanisms through which the Department can optimise Māori responsiveness initiatives to achieve better outcomes for Māori.

The following additional goal has been identified for the 2005/06 financial year:

- implement initiatives to increase the number and proportion of Māori staff and managers, towards the 2010 target of 25 percent of all employees (including 25.5 percent of front-line staff and 13 percent of managers).

#### **Key Themes**

##### ***Building partnerships with Māori***

The Department views partnerships as continually evolving relationships that balance the duties and obligations of kawanatanga and aspirations of rangatiratanga. The Department believes that establishing partnerships begins with the building of relationships with whanau, hapu, iwi and Māori communities.

The Department will form relationships with Māori communities that are strategic and mutually beneficial. The nature of these relationships will be



focused around the aspirations of the Department and Māori for 'wellness and wellbeing'. Partnerships with Māori communities are vital to the provision of effective and responsive services for Māori.

Currently the Department has a partnership arrangement with the Ngati Rangi Development Society Inc in respect of the Northland Region Corrections Facility, while the Minister has executed a relationship agreement with Ngati Tuwharetoa in respect of departmental services in the Central North Island.

The development of government policy on Crown-Māori Relationship Instruments and associated Treaty of Waitangi policy will continue to inform the Department's ongoing development of iwi and other partnership and relationship arrangements.

#### ***Being effective for Māori***

The Department will provide quality programmes and services that are effective for Māori. The Department is seeking to develop and provide programmes and services that are appropriate, effective and address the diverse needs of Māori. This approach is underpinned by the principle that Māori values and methodologies will be included in the development of services.

#### ***Being responsive to Māori***

The Department will build the capability and capacity of its people and processes to enable it to improve its everyday interaction with Māori offenders, communities and providers. The Department considers that being responsive requires an organisation and staff capable of developing and delivering services that are effective and appropriate for Māori. This includes:

- providing appropriate training and development for staff to be able to deliver services in a manner that respects Māori values and supports Māori processes
- increasing the involvement of Māori staff at all levels of the Department, to support Māori-to-Māori service delivery, and influence change at a

management level to improve overall services for Māori

- incorporating Māori values in the Department's organisational policies, practices, processes and culture.

#### **Impact on the Community**

The Department's operations, by their very nature, impact on communities within New Zealand; whether they are communities in close proximity to corrections facilities, the families of offenders, ethnic groups or the New Zealand public as a whole.

The Department contributes to the justice sector outcome of safer communities through the two departmental outcomes of protecting the public and reducing re-offending. Community safety is an important issue for most New Zealanders, involving police, courts and other agencies, and the Department plays a key role as it manages offenders both in prisons and those serving non-custodial sentences in the community. The Department's risk strategy requires the sensitive management of actual risks in an effort to minimise perceived risks to the community.

The Department is working with both Māori and Pacific communities to assist Māori and Pacific offenders. There are also initiatives for women offenders and to assist young people to remain free of the corrections system. New prisons are now designed to encourage behavioural improvement, and are located so families can visit more easily.

The Department also continues to recognise the needs of registered victims of certain offences and remains committed to supporting registered victims in accordance with the Victims' Rights Act 2002 and through its Victim Notification System.

#### **Community Related Goals – 2005/06**

The following goals have been identified for the 2005/06 financial year, and have been included within the section on Strategy and Initiatives in Part 1 (pages 30-33) of this Statement of Intent:

- complete the trials of new technologies for electronic monitoring and implement the approved recommendations of the trials
- implement improved information sharing between agencies following the implementation of the Corrections Act 2004
- develop an appropriate framework and mechanisms to ensure strong collaborative relationships with other agencies (including Government departments) at a national and local level
- implement an improved planning and reporting process for offenders transitioning from prison
- implement the induction, refresher and skills-based training programme for volunteers in all public prisons in accordance with the approved plan for the implementation of the Department's volunteers' policy
- develop and implement strategies for the growth of the volunteer base in all public prisons
- continue the development and implementation of initiatives contained in the Whanau Involvement Plan.

The following additional goals have been identified for the 2005/06 financial year:

- continue actively participating in interdepartmental and interagency initiatives
- identify opportunities for further community and stakeholder liaison and education in terms of promoting the strategic direction and operational activities of the Department
- implement Pacific Community Liaison positions in the Auckland and Waikato regions.

#### **Links with the Community**

The Department links with communities through the successful use of liaison activities, including:

- the use of Community Probation Service Liaison Officers
- the presence of Community Work Supervisors and Probation Officers

- the presence of Community Residential Centres
- localised site liaison functions operating in collaborative relationships with local agencies.

Liaison services are established by the Department with communities and ethnic groups.

The role of a Liaison Officer is to:

- meet with social service groups and agencies to exchange information
- ensure that all new information regarding social service groups and agencies is communicated to staff
- be available as a contact person to social service groups and agencies.

The Department's Senior Community Work Supervisors and Probation Officers are also involved in the community, work projects, and liaison with work sponsors such as local city councils, the Department of Conservation and marae that benefit from the work undertaken.

The Department also interacts with the community through Community Residential Centres, which provide offenders with a residential programme in a normalised and structured environment. The aims and objectives of Community Residential Centres are to:

- provide residential programmes that identify and address the causes of an individual's offending
- contribute to the reintegration of offenders into the community
- foster community involvement in the provision of programmes for offenders
- contribute to reducing the rate of re-offending.

Community Residential Centres have a more formalised Probation Officer liaison arrangement that involves greater interaction with offenders and staff at the Community Residential Centre.

In order to make its services known and as accessible as possible, the Department has also established localised site liaison functions that operate with local agencies such as Police, Work and Income New Zealand, Child, Youth and Family, and local iwi/hapu.

The Department also remains committed to its contribution to formal liaison groups formed with local communities under the Resource Management Act 1991 regarding the selection and development of new prison sites, and the management of existing facilities through community liaison groups.

### Community Work Projects

Community work is a community-based sentence that requires offenders to undertake unpaid work in the community. The aim of community work is for offenders to make amends to the community for their offending, while providing offenders with an opportunity to take responsibility for their offending and to learn new skills and work habits.

In the six month period ended 31 December 2004, community work projects, involving approximately one million offender work hours benefiting local communities, have been completed. Some examples of community work projects and the positive impact they have had on community-based offenders, project sponsors, and local communities are as follows:

- working with the Safer Community Council, Police and local businesses in Kaitia to remove graffiti in the town centre and so improve the community environment
- assisting Civil Defence and local government in the eastern Bay of Plenty with the emergency relief and

recovery effort following the floods in July 2004, including sandbagging to protect farms and property and undertaking salvage and clean-up work

- providing labour to assist with the completion of the Huria Marae, Ngai Tamawarawaho in Tauranga in time for its scheduled opening
- relocating unwanted flax to a wetland reserve in Napier for the Raungaiti Marae, and the Waharoa and Te Aroha Fish and Game Association
- planting hundreds of citrus trees for a community in Napier, in conjunction with Housing New Zealand, Child, Youth and Family, and the Hawke's Bay District Health Board
- refurbishing dinghies for the Timaru Yacht and Power Boat Club
- assisting with the building of fences and shelters, clearing gorse, and preparing drainage for the Laingholm Pony Club in West Auckland
- providing labour, over the course of eight years, to develop the Kelly's Walking Track in Stoke, Nelson, resulting in rare coastal lowland forest becoming accessible to community groups
- assisting the Department of Conservation and local government with the two-year project to build a wheelchair accessible track through a scenic reserve near New Plymouth, enabling people with disabilities to safely enjoy the bush environment.



Offenders on community work assist locals during the Eastern Bay of Plenty floods.

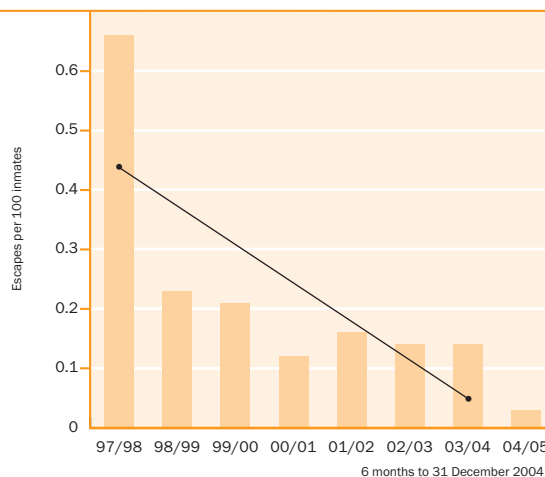
### Breakout Escapes

A breakout escape is defined as an escape where an inmate has breached security measures and the inmate has physically left the area contained by the outermost perimeter security fence or, if there is no fence, the prison buildings, police cell, vehicle or court complex or other place of custodial control, or from an officer escort anywhere.

Preventing escapes is a component of the Department's focus on safer communities through its outcomes of protecting the public and reducing re-offending, and ensuring the safe, secure and humane containment of offenders. The Department treats all escapes from custody seriously and every escape is fully investigated and reported on.

The rate of escapes from prisons has been steadily declining in recent years. Over this time, the Department has introduced a number of operational and security improvements to help minimise escapes.

**BREAKOUT ESCAPES**





## ENVIRONMENTAL PERFORMANCE

The following table illustrates the categories, aspects and indicators of the Environmental Dimension within this Sustainable Development Plan.

Category	Aspect	Indicator
Environmental	Energy	Energy sources used
		Renewable energy sources
Environmental	Water	Total water usage
		Water recycling and re-use
Environmental	Emissions, Effluents, and Waste	Total amount of waste by type and destination
		Water sources and habitats affected by discharges

The Department remains committed to developing and improving its ability to monitor its operational impact on the environment.

From an environmental perspective, the Department's progress toward sustainable development will continue to be guided by its Environmental Risk Analysis that was completed during the 2002/03 financial year. By the end of the 2004/05 financial year, the Department will have completed a review of its performance against the key issues that were identified in the 2002/03 Environmental Risk Analysis. This review will highlight those environmental issues that will require its attention during the 2005/06 and subsequent financial years.

The Department is also progressing the development of its National Environmental Strategy. The objectives of this strategy are to:

- identify areas requiring improved environmental management and performance
- develop and prioritise a portfolio of key initiatives aimed at improving the Department's environmental management and performance
- guide the development of the Department's Environmental Management System, including site environmental development plans, environmental policies and standards
- integrate the Environmental Management System with existing strategies and programmes that will assist the Department in improving

its environmental management and performance.

It is anticipated that the Environmental Management System will enable the Department to plan, implement, monitor, and review its environmental performance in a manner that is consistent with a recognised national and international Environmental Management System standard. An agreement entered into with the Energy Efficiency and Conservation Authority has assisted with the determination of appropriate environmental targets and initiatives.

Environmental issues such as waste management, energy and water efficiency, land and stock management, and river and stream protection will continue to be assessed to ensure that the Department continues to adhere to environmental best practice.

Environmental best practice is also adopted during the assessment and selection of new prison sites and includes the commissioning of detailed environmental impact reports. These reports typically provide the Department with an assessment of the potential impact of the new corrections facilities on relevant environmental elements such as site ecology and air and water quality.

### Energy

The Department continues to work towards achieving the goals highlighted in its five-year Energy Management Strategy approved in December 2002, including a goal

to reduce energy consumption permanently by 15 percent by 2008. Further energy-related goals will be developed within the context of the Department's National Environmental Strategy, managed under the Environmental Management System.

### Energy Related Goals – 2005/06

The following goals have been identified for the 2005/06 financial year:

- ongoing development of the Department's monitoring and targeting system and energy database
- continue to manage the implementation of the energy design process for new facilities and upgrades
- continue to increase efficiencies of boiler outputs
- continue to increase efficiencies and undertake upgrades of lighting systems
- integrate the energy performance/design brief into facilities standards
- develop a solar-powered water heating strategy
- continue to raise awareness and train staff on energy management matters
- include solar-powered hot water systems in new self-care units
- evaluate the installation of solar-powered hot water options at the Spring Hill Corrections Facility
- continue to evaluate passive solar-power design solutions at new facilities and upgrades to existing facilities

- investigate options for the manufacture of solar-powered hot water panels.

#### Energy Sources Used and Renewable Energy Sources

The Department continues to monitor, and improve its ability to monitor, the sources and the quantity of energy it uses. The Department is also considering the viability of more environmentally efficient energy sources within its operations including solar power.

Energy sources are listed in the table below.

#### Water

The Department's approach to water management includes consideration of:

- the most environmentally friendly sources of water
- more efficient use of water within its facilities and farming operations by identifying areas of unnecessarily high water usage
- environmentally efficient ways in which to manage water discharged from its facilities and farming operations, for example, through recycling and/or re-use.

#### Water Related Goals – 2005/06

The following goals have been identified for the 2005/06 financial year:

- continue to install check meters to ensure end-users are aware of water consumption levels
- continue to develop water databases
- continue to work with design and construction teams to ensure water conservation measures are adopted
- investigate options to use native plants that require less water and maintenance
- continue to explore options to recycle or use rain water for irrigation purposes
- environmental monitoring of water discharges under consents.

#### Total Water Usage and Water Recycling and Re-use

The Department is in the process of developing a system by which it can reliably determine the amount of water used within its operations. Once completed, this system will enable the Department to identify areas where savings could be made through recycling or re-use of water.

Accordingly, the Department is currently exploring options with respect to collecting grey-water and storm-water for re-use in its farming operations through irrigation.

#### Emissions, Effluents and Waste

##### Emissions, Effluents and Waste Related Goals – 2005/06

The following goals have been identified for the 2005/06 financial year:

- continue to assess CO<sub>2</sub> emissions
- continue to incorporate solar-powered hot water systems which are CO<sub>2</sub> neutral where appropriate
- incorporate a central recycling depot in the new Otago Region Corrections Facility
- incorporate three-way recycling bins in day-room kitchens in each of the accommodation blocks at the new Otago Region Corrections Facility
- relocate stock during the wet season to minimise effluent run-off into nearby water sources
- use land in catchment areas near water sources for forestry rather than farming to minimise stock effluent run-off.

Energy Use and CO <sub>2</sub> Production				
	1 July 2003 – 31 December 2003		1 July 2004 – 31 December 2004	
	kWh (energy units)	Tonnes of CO <sub>2</sub> produced	kWh (energy units)	Tonnes of CO <sub>2</sub> produced
<b>Public Prisons</b>				
Electricity	13,412,371	1,877	14,077,201	1,970
Gas	18,072,652	3,433	22,852,557	4,307
Oil	6,000,000	750	6,000,000	750
Coal	5,891,891	2,247	1,831,996	699
Wood (renewable)	1,000,000	—	1,200,000	—
Solar (hot water)	18,000	—	18,000	—
<b>Head Office</b>				
Electricity	575,558	80	551,911	77
<b>Probation and Offender Services</b>				
Electricity	1,500,000	210	1,500,000	210
<b>Total</b>	<b>46,470,472</b>	<b>8,597</b>	<b>48,031,665</b>	<b>8,013</b>

### Total Waste by Type and Destination

The completion of a waste-flow analysis at two of the Department's largest prisons has provided the Department with valuable insight into the amount, type and destination of waste typically produced within each of its prison facilities.

This analysis will also assist the Department in the 2005/06 and subsequent financial years to identify areas for improvement with respect

to the extent of non-recyclable waste and waste that is disposed of at landfill sites.

### Water Sources and Habitats affected by Discharges

The Department treats all waste-water and storm-water in accordance with discharge consent conditions imposed by relevant regional councils. The use of interception traps in storm-water systems to collect accidental discharges of chemicals, fuels and

other hazardous substances is one example of the way that the Department is working to minimise the risk of discharges to local water sources and habitats. The Department remains conscious of all potential harmful affects to water sources and habitats close to its facilities, and draws upon water source and habitat information typically provided in the environmental impact reports prepared when considering new prison facilities.

## ECONOMIC PERFORMANCE

The following table illustrates the categories, aspects and indicators of the Economic Dimension within this Sustainable Development Plan.

Category	Aspect	Indicator
Direct Economic Impacts	Providers of capital	Statement of movement in taxpayers' funds
Public Sector	Revenue	Forecast revenue by source
Direct Economic Impacts	Expenditures	Forecast output class operating statements
	Suppliers	Personnel and operational expenditure
Indirect Economic Impacts	Externalities associated with services creating impacts on communities	Economic benefits of proposed facilities

The Department's sustainable development framework will enable it to measure and report on the economic impact of, and economic issues arising from its operations, as opposed to solely reporting its financial performance.

Personnel and operational expenditure remain the principal economic contribution made by the Department to communities that are local to its facilities or where its staff reside.

Work completed under the Regional Prisons Development Project and the findings of economic impact reports

have assisted the Department to understand better the economic impacts of potential corrections facilities on communities local to existing and proposed facilities.

### Economic Related Goals – 2005/06

The following goals have been identified for the 2005/06 financial year, and have been included within the Strategy and Initiatives in Part 1 (page 39) of this Statement of Intent:

- fully commission the Northland Region Corrections Facility

- complete construction of the Auckland Region Women's Correction Facility
- commence the commissioning of the Auckland Region Women's Correction Facility
- progress the construction of the Spring Hill Corrections Facility and the Otago Region Corrections Facility
- commence commissioning planning for the Spring Hill Corrections Facility and the Otago Region Corrections Facility.

### Key Financial Measures

The following table references the key financial measures within the economic dimension of this Sustainable Development Plan for the 2005/06 financial year to the Department's forecast financial statements in Part 2 of this Statement of Intent.

Financial Measure	Statement of Intent page reference
Forecast Statement of Movement in Taxpayers' Funds	Page 56
Forecast Revenue by Source	Page 54 – Financial Highlights Page 55 – Forecast Statement of Financial Performance Page 58 – Forecast Statement of Cash Flows
Forecast Output Class Operating Statements	Page 61

### Forecast Operational and Personnel Expenditure

The economic impact of the Department's activities principally arises from the management of its physical and human resources including prison facilities, offices, land and staff.

Forecast total output expenditure of \$637 million in the 2005/06 financial year will be incurred in order to manage the Department's resources and offenders. Of this amount, \$306 million is forecast on personnel expenditure including salaries and wages and a further \$178 million is forecast on operational expenditure including facilities maintenance, offender management and administering the Department's resources. This expenditure benefits local businesses and communities through prison demand for goods and services and the resulting increase in employment opportunities as businesses seek to satisfy this demand.

### Economic Benefits of Proposed Facilities

Analysis performed under the Regional Prisons Development Project assists the Department to determine the location of proposed facilities and, consequently, the communities that will benefit economically from its activities.

Independent economic impact reports commissioned by the Department on several proposed corrections facilities

have concluded that a positive economic effect will flow to communities hosting corrections facilities and staff residences.

These positive impacts will arise principally as a result of direct and indirect employment, general expenditure incurred by staff in communities local to the facility and their residence, and the purchase of goods and services by prison facilities.



Construction of accommodation blocks in the Northland Region Corrections Facility.

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# APPENDIX

## TERMS AND DEFINITIONS

<b>Benchmarking</b>	Using a standard point of reference to compare departmental performance, in terms of efficiency, effectiveness and quality, with other jurisdictions that have similar governance and correctional practices.
<b>Bicultural therapy model</b>	A model of therapy involving Māori tohunga (a spiritual expert or healer) working alongside Department psychologists to treat offenders.
<b>Breakout escape</b>	An escape where an inmate has breached security measures and the inmate has physically left the area contained by the outermost perimeter fence or, if there is no such fence, prison buildings, police cell, vehicle or court complex or other place of custodial control, or from an officer escort anywhere.
<b>Community-based order</b>	An order of parole, release on conditions, home detention or extended supervision.
<b>Community-based sentence</b>	A sentence of supervision or community work.
<b>Community residential centre</b>	An approved residential centre that operates programmes for offenders designed to identify and address the cause or causes of, or factors contributing to, their offending.
<b>Community work</b>	A community-based sentence that requires offenders to do unpaid work in the community.
<b>Criminogenic needs</b>	The factors (thoughts, emotions and behaviour) that are associated with offending and re-offending.
<b>Criminogenic programmes</b>	Programmes designed to address the range of factors that are associated with offending behaviours.
<b>Custodial sentence</b>	A sentence of imprisonment.
<b>EQUIP</b>	A treatment programme provided in specialist young offenders units for young people with anti-social behavioural problems.
<b>Extended supervision orders</b>	Orders that allow the monitoring of some high-risk sex offenders for up to 10 years after their sentence or order finishes.
<b>Fautua Pasefika</b>	This term describes a Pacific community leader with responsibility to provide advice and guidance.
<b>Home detention</b>	A community-based order that allows offenders to serve part of their prison sentence at home or at an approved place of residence. Offenders live at home under electronic surveillance and receive intensive supervision by a Probation Officer.
<b>Indeterminate sentence</b>	A sentence that does not have an expiry date, that is, currently life sentences and preventive detention.
<b>Sustainable development categories</b>	The broad areas, or groupings, of economic, environmental, or social issues of concern to stakeholders (that is, labour practices, human rights and direct economic impacts).
<b>Sustainable development aspects</b>	The general types of information that are related to a specific category (that is, energy, employment, health and safety, and indigenous rights).
<b>Indicator</b>	A measure of performance, either qualitative or quantitative.
<b>Internal service self-sufficiency</b>	Kitchen, laundry and cleaning work carried out as inmate employment activities.
<b>Kaitiaki</b>	Kaitiaki are the group most closely associated to the land on which new Corrections facilities are being built.

<b>Kaiwhakamana</b>	A voluntary role giving kaumatua (elders) greater access to Māori inmates so they can support Māori inmates with rehabilitation and reintegration.
<b>Kia Marama</b>	Special therapeutic unit at Rolleston Prison in Canterbury that delivers group-based treatment within a therapeutic environment for male inmates with convictions for sexual offences against children.
<b>Land-based activities</b>	Farming, forestry and horticulture carried out as inmate employment activities.
<b>Making Our Drivers Safer (MODS)</b>	A community-based programme for serious and high-risk driving offenders, specifically targeted at those who compulsively drive while disqualified and those who drive under the influence of drugs and/or alcohol.
<b>Manufacturing activities</b>	Manufacturing activities such as construction and asset maintenance carried out as inmate employment activities.
<b>Māori Focus Unit</b>	A unit within a prison, which provides an environment and programmes that meet the specific psychological needs of Māori offenders, including preparation for their release. Māori focus units are constituted on tikanga Māori principles and operate within a tikanga Māori environment.
<b>Māori therapeutic programmes</b>	Specialist programmes substantively developed from a Māori perspective. They address offending-related and reintegrative needs.
<b>M-PRO</b>	The M-PRO (or mixed programme) is one of a suite of 100-hour generic programmes aimed at dealing with offenders' needs.
<b>New start</b>	An offender starting a community-based sentence.
<b>New Zealand Parole Board</b>	The New Zealand Parole Board was established under the Parole Act 2002, and considers offenders for parole once they have reached their parole eligibility date. The Board is also responsible for considering applications for home detention.
<b>Non-return from temporary release</b>	Where an inmate does not return to prison at the appointed time following temporary release.
<b>NZPARS</b>	New Zealand Prisoners' Aid and Rehabilitation Society.
<b>Other escapes</b>	Other escapes are defined as 'walk-aways' and 'escapes while under escort' (other than court-related).
<b>Parole</b>	An offender is released by the New Zealand Parole Board from a term of imprisonment and is subject to standard conditions of monitoring by a Probation Officer and may be subject to special conditions of a reintegrative or rehabilitative type.
<b>Preventive detention</b>	An indefinite term of at least 10 years that may be imposed when an offender is convicted for certain sexual or violent offences.
<b>Post-release conditions</b>	Offenders being released from prison on post-release conditions will have standard conditions (and may have special conditions) imposed upon them by the New Zealand Parole Board.
<b>Pua Wananga</b>	Focal point for the delivery of programmes and interventions at the Northland Region Corrections Facility.
<b>Recidivism Index</b>	An index, which quantifies the rate of re-offending of a specified group of offenders over a defined follow-up period (currently 12 and 24 months), following release from a custodial sentence or commencement of a community-based sentence.
<b>Rehabilitation Quotient</b>	Measures the effectiveness of rehabilitative and other interventions in reducing re-offending.

<b>Reintegrative services</b>	Programmes that are targeted at offenders and their families/whanau to assist offenders to reintegrate effectively back into the community and workforce on release from prison. These include programmes that address areas such as family functioning, social attitudes and life skills.
<b>Reintegrative support services</b>	Community-based services which aim to increase the wellbeing and self-reliance of offenders and their families/whanau by providing intensive integrated family/whanau support for offenders returning to the community.
<b>Release on conditions</b>	An offender released from a short term of imprisonment on conditions set by a sentencing judge.
<b>Release-to-work programmes</b>	An initiative which allows inmates nearing their release date, and who meet certain eligibility criteria, to be temporarily released during the day to work.
<b>Remand inmate</b>	An inmate who has been charged with an offence and is being held in custody pending plea, trial or sentencing.
<b>Responsivity/motivational programmes</b>	Programmes that aim to enhance an offender's ability to participate in interventions. These programmes may target offenders' willingness to participate, learning style, culture, level of literacy, and/or drug and alcohol status. These programmes include Straight Thinking and Tikanga Māori.
<b>Saili Matagi</b>	Saili Matagi is a programme for Pacific men serving sentences for violent offences and is aimed at assisting these inmates to identify and change the violent attitudes and behaviours that resulted in their violent offending.
<b>Straight Thinking</b>	The Straight Thinking programme is a 70-hour, group based programme. The aim of the programme is to develop interpersonal skills in self-control, problem solving, social perspective taking and critical reasoning.
<b>Structured Individual Programmes</b>	A programme designed to target offenders with defined criminogenic needs who are not able to attend a group-based criminogenic programme.
<b>Structured Day</b>	Structured Day is the means for promoting the constructive use of 90 percent of an inmate's unlock time in order to maximise the efficient management of custodial management requirements and activities.
<b>Supervision</b>	A community-based sentence requiring regular reporting to a Probation Officer, and possibly also including attendance at an appropriate programme dealing with the cause of offending.
<b>Te Piriti</b>	Special therapeutic unit at Auckland Prison that delivers group-based treatment within a therapeutic environment for male inmates with convictions for sexual offences against children.
<b>Tuakana/teina model</b>	Mentoring relationships between older and younger youth.
<b>Tikanga Māori</b>	Māori customs.

