



**DEPARTMENT  
OF CORRECTIONS**

**Statement of Intent  
1 July 2001 to 30 June 2002**

Presented to the House of Representatives Pursuant to  
Section 34A of the Public Finance Act 1989

ISSN 1175-5342



## PURPOSE

The Statement of Intent outlines the Department's direction for 2001/02 by presenting a record of departmental targets, goals and longer-term objectives. It looks at the environment in which Corrections' business takes place, as well as providing context to this work. For example, why initiatives are developed by Corrections and the anticipated impact of Corrections' services.

The Statement of Intent:

- aims to improve the understanding of strategic issues facing the Department of Corrections. This means going beyond the traditional annual focus of accountability documentation and better outlining "ownership interests"<sup>1</sup>
- provides better information to Parliament on the outcomes the Department is contributing to and the rationale for the outputs the Department is being asked to deliver. This allows assessment of the Department's progress in meeting those outcomes
- meets statutory requirements for departments under the Public Finance Act.

The Department of Corrections is participating in a Capability, Accountability and Performance (CAP) pilot, which is being coordinated by the State Services Commission. The pilot has developed a framework by which departments can strengthen and improve planning and reporting documentation. Consequently this Statement marks a transitional stage towards the replacement of the Departmental Forecast Report.

---

<sup>1</sup> Ownership interests have been defined in terms of four elements: the extent to which the Department can demonstrate strategic alignment; long-run cost effectiveness; integrity; and capability.

## TABLE OF CONTENTS

Purpose .....	3
---------------	---

### PART A - Chief Executive's Overview

Chief Executive's Overview .....	8
----------------------------------	---

### PART B - Context

Environmental Context .....	12
-----------------------------	----

### PART C - Strategic Goals

Strategic Goals for 2001/2002 .....	16
Integrated and Effective Offender Management .....	16
Reducing Re-offending by Māori .....	18
Enhancing Organisational Capability .....	20
Sentencing and Parole Reform .....	20
Other Government Initiatives .....	21
Enhancing Operational Performance .....	21

## TABLE OF CONTENTS

### PART D - Forecast Financial Statements

Statement of Responsibility .....	24
Financial Summary .....	25
Financial Performance .....	34
Supporting Statements .....	37
Service Performance Objectives - Output Performance ...	44
Output Class 1 - Information Services .....	44
Output Class 2 - Community-based Sentences and Orders .....	52
Output Class 3 - Custody of Remand Inmates .....	59
Output Class 4 - Escorts and Custodial Supervision Services to Courts .....	61
Output Class 5 - Custodial Services .....	63
Output Class 6 - Inmate Employment .....	71
Output Class 7 - Rehabilitative Programmes and Reintegrative Services .....	76
Output Class 8 - Policy Advice and Development .....	91
Output Class 9 - Contract Management (Service Purchase and Monitoring) .....	94

### PART E - Additional Information

Background to Corrections .....	102
Human Resource Information .....	105
Advisory Bodies .....	106
Terms and Definitions .....	109
Maps	
Public Prisons Service .....	113
Psychological Service .....	114
Community Probation Service .....	115

# PART A

## CHIEF EXECUTIVE'S OVERVIEW

## Chief Executive's Overview

**T**he Department of Corrections aims to reduce re-offending.

A suite of Strategic Business Plans was produced last year outlining how the Department intends to achieve this aim. The 2001/02 financial year is our second year implementing those Plans.

This year will be a demanding one involving:

- the biggest phase of Integrated Offender Management implementation, which will result in significant change across the Department
- major investment in the Regional Prisons Development Project with site acquisition, design and construction of new corrections facilities on four sites and major refurbishment of several existing facilities
- implementation of Government's policy decisions and legislation on sentencing and parole reform. Complementary to this is the modernisation of existing Corrections legislation, which dates back to the 1950s.

Other important initiatives for 2001/02 include:

- enhancing the way in which the Department manages women inmates
- addressing issues arising from the Department's Treaty of Waitangi policy statement
- identifying ways in which we can be more effective in reducing re-offending by Pacific peoples.

Corrections will also continue to contribute to work in the wider criminal justice sector, both on an operational and policy level.



The objective of the Department's planning is to ensure that these many and varied demands can be met while still delivering on core, day-to-day service requirements.

Overall the workload is ambitious and will place significant pressures on the Department. These challenges, when successfully met, will hold much promise in achieving our goal of reducing re-offending. However, we also need the support of our various stakeholders and the New Zealand public if we are to successfully move forward.





PART  
B  
CONTEXT

## ENVIRONMENTAL CONTEXT

### The Mandate from Government

The Department of Corrections contributes to community safety by:

- ensuring appropriate compliance in the administration of sentences and orders
- the safe, secure and humane management of offenders
- reducing re-offending.

Within this context, the Government also expects that the Department will address:

- the disproportionate representation of Māori and Pacific peoples in the corrections system
- implementation of the Government's new sentencing and parole reform legislation.

### Trends Affecting Corrections

Between 1991 and 1999 the number of prison inmates increased by 33 percent (from 4,232 to 5,647).

For the period 2000 to 2005 it is estimated, based on current policy settings, the number of:

- offenders on community-based sentences will increase by 5 percent (from 40,653 to 42,829)
- prison inmates will increase by 16 percent (from 5,720 to 6,613).

Over the same period, it is expected that:

- prison inmates aged 15-19 years will increase by 30 percent (from 948 to 1,228)
- prison inmates aged 20-24 years will increase by 20 percent (from 1,456 to 1,749)
- women inmates will increase by 47 percent (from 270 to 397).

Māori offenders are forecast to be 50 percent and Pacific peoples 10 percent of offenders starting a community-based sentence in 2005. It is also estimated that 56 percent of prison inmates will be Māori and 8 percent will be Pacific peoples. Proportionately, in 2005, Māori will comprise 13



percent of the population over the age of 15 and Pacific peoples five percent.

Behind these statistics lie significant issues for the Department. These include the:

- costs and demands placed on the corrections system and the wider justice system
- public safety and broader social implications associated with offending behaviour.

### Responding to the Department's Environment

In order to address these issues, the Department's suite of Strategic Business Plans identify four major themes to guide our efforts over coming years:

- implementing Integrated Offender Management (IOM) to more effectively manage offenders and better focus our efforts on addressing offending behaviour
- advancing specific initiatives that aim to reduce re-offending by Māori
- responding to the forecast increases in demand for corrections services
- enhancing the organisational capability, which is needed to successfully accomplish the above three goals.

These are multi-year initiatives from which tangible and incremental progress will be measured. The Department has made progress in all these areas over past years and is able to carry this progress forward over the coming period. Results will be presented in our reporting to Parliament.

The Department is also developing cost benefit models to assess the likely effectiveness of rehabilitation and reintegration interventions. This information will be presented in the Department's Annual Report in due course.

### Conclusion

The work in respect to IOM, reducing re-offending by Māori and enhancing organisational capability will provide added insights into the corrections system and set platforms for future development and greater effectiveness.



PART  
C  
STRATEGIC GOALS

## STRATEGIC GOALS FOR 2001/2002

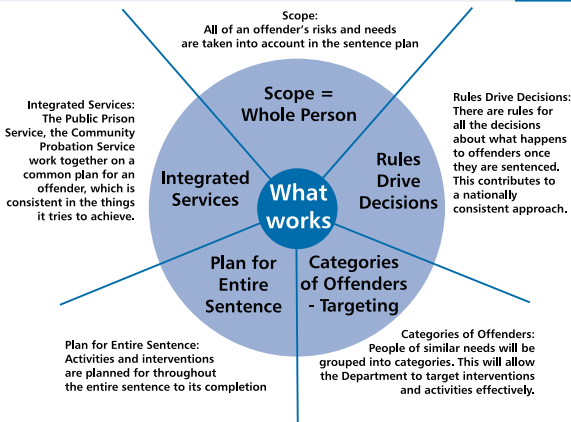
While many of the goals for the coming year are derived from the set of Strategic Business Plans, they also include a range of other initiatives that are central to the Department meeting its mandate.

### Integrated and Effective Offender Management

The key to managing offenders effectively is to clearly establish what reduces re-offending through a structured and integrated approach. To do this, the Department has developed five dimensions, as represented in the following diagram.

#### Integrated Offender Management

#### DIAGRAM 1



At the centre of this diagram is "what works". This is what we know is effective at reducing the risk of re-offending. This is derived from research carried out internationally and within New Zealand. Integrated Offender Management (IOM) is based on this knowledge so has a solid school of research behind it.

Research highlights three main principles in terms of what works:

- The Risk Principle – this principle says that successful interventions target high-risk offenders. The Department has developed a statistical tool to measure risk – risk of conviction by risk of imprisonment (RoC\*RoI)

- The Needs Principle – all offenders have a range of needs and some of these are linked to their offending. These are called criminogenic needs. The Department has developed a tool to measure criminogenic needs, the Criminogenic Needs Inventory (CNI).
- The Responsivity Principle – if interventions match the learning style of the individual offender they tend to be more effective in reducing re-offending. To this end, part of the assessment process is to establish what is going to work for each offender.

By assessing risk, needs and responsivity of offenders the Department can develop a sentence plan that is best suited to them.

The phases through which an offender will move under IOM will be:

- Induction – the formal process by which an offender is introduced into their sentence or the event which is about to happen.
- Assessment – this is the step that evaluates an offender's risks and needs, using tools to make sure that assessment is objective and scientific.
- Sentence planning and management – every offender with a high risk of re-offending will have an individual sentence plan developed following assessment. The sentence and sentence plan will be managed by recording each offender's progress against their individual objectives, and arranging changes to the plan where this is required.
- Reintegration – relates to activities where the emphasis is directly upon identified social or lifestyle problems facing that offender, particularly problems that could lead to re-offending following release.

By the end of 2001/02, IOM will be implemented across all parts of the Department and will represent a comprehensive change to the way business is done.



Milestones in the coming year are to:

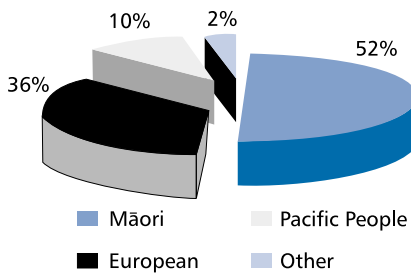
- implement IOM assessment, sentence planning and sentence management phases in all sites and area offices
- extend rehabilitative programmes that address criminogenic needs for offenders, concurrent with the IOM roll-out and on the basis of a comprehensive targeting policy
- implement design work on reintegrative services for offenders.

### Reducing Re-offending by Māori

Māori will continue to require a special focus in the Department's efforts to reduce re-offending. Māori are disproportionately involved in the criminal justice system and this is forecast to increase in coming years.

Ethnic Breakdown of Prison Inmates 1999

FIGURE 1



The Department aims to reduce re-offending and therefore is working to develop and implement sentence management systems, including rehabilitative and reintegrative interventions, that are effective for Māori offenders. This will ensure that IOM is effective for Māori. Additionally, work from the Department's Treaty of Waitangi Policy Statement will be completed.

Specific milestones for 2001/02 will focus on implementation of:

- the Māori Targeting Framework
- new practices in respect of cultural assessment and supervision

- a further Māori Focus Unit
- a plan to enhance whanau involvement and the development of providers
- a strategy to improve the Department's responsiveness to the needs of Māori.

### Responding to Increased Demand

The Government has a regional prison policy based upon evidence that locating inmates as near to their home as possible is conducive to effective rehabilitation and reintegration.

Specific milestones for 2001/02 are:

- progressing the Northland Region Corrections Facility
- establishing a site designation for the South Auckland Men's Corrections Facility and the Auckland Region Women's Corrections Facility
- identifying a preferred site for the Otago Region Corrections Facility.

Additionally, the Department will:

- construct a 120 bed facility at the Rimutaka Prison and expand the capacity at the Arohata Women's Prison
- undertake significant refurbishment and maintenance work at the following prison sites:
  - Waikeria
  - Arohata Women's
  - Rimutaka.

Enhancements are also intended for the:

- Mt Eden Women's Prison
- Central North Island Prison.

It is anticipated some \$450 million will be spent on facilities over the next five years.





## Enhancing Organisational Capability

The Department must continue to enhance its capability to achieve its core performance requirements and implement new initiatives.

This year the Department will work towards:

- enhancing management skills and capability, including the development of systems for career development
- providing staff with the necessary training and skills needed for them to effectively implement the fundamental change IOM will bring to their work practices and procedures
- developing our Information Technology software systems so that they fully support the requirements of IOM
- meeting this year's milestones from the Communications Strategy.

## Sentencing and Parole Reform

The Government has announced the outcome of the review of the current sentencing framework and the parole system. A substantial part of implementing the associated legislation and policy decisions will be the Department's responsibility. This needs to be undertaken in 2001/02 and arrangements are being put in place for this to occur.

These arrangements entail:

- the development and implementation of a new regime for non-custodial sentences
- putting plans in place to be able to meet likely future increases in the prison population due to legislation changes
- putting a new parole authority structure in place
- the development of new operating systems and processes – including Information Technology systems to support the policy changes
- providing training to all affected staff so that they are equipped to administer the changes involved



- the modernisation and development of new corrections legislation to complement the new sentencing and parole legislation.

### Other Government Initiatives

The Department will implement 2001 Budget decisions in respect to:

- the Making Our Drivers Safe (MODS) programme
- additional drug and alcohol programmes
- the student loans scheme to inmates in respect to course and materials costs for those undertaking higher study.

### Enhancing Operational Performance

In addition, in order to enhance and improve operational performance the Department will:

- continue to engage in international benchmarking exercises and publish the information. This is so comparisons with other relevant jurisdictions can be drawn on the Department's efficiency, effectiveness and operational performance
- begin implementation of Government decisions to enhance the management of women inmates
- implement a Drugs Reduction Strategy for the next three years
- implement decisions arising from the review of prison health services
- work with the Ministry of Health on the implementation of decisions to enhance mental health services for prison inmates following the review of forensic mental health services
- undertake work to identify better ways of reducing re-offending by Pacific peoples
- progress a professional ethics project in the Public Prisons Service that will complement the Department's Code of Conduct requirements
- contribute to policy development in the wider criminal justice sector.



# PART D

## FORECAST FINANCIAL STATEMENTS

Statement of Responsibility

Financial Summary

- Financial Highlights
- Statement of Financial Performance
- Statement of Financial Position
- Statement of Cash Flows
- Reconciliation of Net Operating Cash Flows
- Statement of Movement in Taxpayers' Funds (Equity)
- Details of Fixed Assets

Statement of Objectives

- Financial Performance
- Output Operating Statements

Supporting Statements

- Statement of Accounting Policies
- GST Status of Departmental Output Classes

Service Performance Objectives - Output Performance

- Output Class 1: Information Services
- Output Class 2: Community-based Sentences and Orders
- Output Class 3: Custody of Remand Inmates
- Output Class 4: Escorts and Custodial Supervision Services to Courts
- Output Class 5: Custodial Services
- Output Class 6: Inmate Employment
- Output Class 7: Rehabilitative Programmes and Reintegrative Services
- Output Class 8: Policy Advice and Development
- Output Class 9: Contract Management Services (Service Purchase and Monitoring)

## STATEMENT OF RESPONSIBILITY

The forecast financial statements of the Department of Corrections presented in this report for the year ended 30 June 2002 have been prepared in accordance with section 34A of the Public Finance Act 1989.

In terms of this provision, I am responsible for the preparation and contents of this report. I accept responsibility for the integrity of the statements, including the forecast financial statements, contained in this report.

The forecast statement of objectives for output performance and the service performance objectives for output performance, the statement of objectives for financial performance and the forecast financial statements are as agreed with the Minister of Corrections as Minister responsible for the Department of Corrections.

I certify that this information is consistent with the appropriations contained in the Estimates of Appropriations for 2001/02, which are being laid before the House of Representatives under section 9 of the Public Finance Act 1989.



Signed

Countersigned

A handwritten signature in black ink, appearing to read 'Mark Byers', with a long horizontal flourish extending to the right.

Mark Byers  
Chief Executive

A handwritten signature in black ink, appearing to read 'Mike Martelli', with a long horizontal flourish extending to the right.

Mike Martelli  
Acting Chief Financial Officer

23 April 2001

23 April 2001

## FINANCIAL SUMMARY

### Financial Highlights

The following financial highlights for the Department of Corrections present a forecast of performance for the year ending 30 June 2002.

In 2001/02 the Department of Corrections expects to earn income of:

- \$426.031 million in revenue from the Crown
- \$20.798 million in revenue from other sources.

Expenses of \$446.829 million are expected in purchasing services that will be supplied and administered under the nine departmental output classes. The distribution of this expenditure is intended as follows:

- \$23.974 million (5.37 percent of the Vote) on psychological reports, remand pre-sentence reports, reparation reports, community programme agreements, same-day reports, oral information reports and the preparation of home leave reports to courts, the Parole Board and District Prison Boards
- \$50.680 million (11.34 percent of the Vote) on management and delivery of community-based sentences and orders through case management and sentence compliance services
- \$40.031 million (8.96 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
- \$5.580 million (1.25 percent of the Vote) on the transportation of inmates to and from court and their custody while at court
- \$248.484 million (55.61 percent of the Vote) on custodial services, the provision of facilities, and administering sentences of imprisonment and corrective training



- \$30.437 million (6.81 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
- \$37.999 million (8.50 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
- \$3.643 million (0.82 percent of the Vote) on advice, 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
- \$6.001 million (1.34 percent of the Vote) on contract management, national systems, inspectorate services and custodial assurance.

The Department will also receive a capital contribution of \$58.300 million to construct corrections facilities at Northland and Auckland.

More details of how each of the output classes will be spent are given in tables contained in pages 44 to 99.

The Department of Corrections manages a Government investment (through taxpayers' funds) of \$598.227 million and expects a negative net cash flow from operations and investment of \$39.236 million.

The financial information in pages 25 to 43 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

Financial highlights for the financial years ending 30 June 2001 and 30 June 2002

	2000/01 Budgeted \$000	2000/01 Estimated Actual \$000	2001/02 Budget \$000
Revenue: Crown	403,696	403,696	426,031
Revenue: other	23,498	23,498	20,798
Interest	-	-	-
Output expenses	427,194	427,194	446,829
Net surplus/(deficit)	-	-	-
Taxpayers' funds	539,927	539,927	598,227
Net cash flows from operating and investing activities	(25,533)	(25,533)	(88,743)

## Statement of Financial Performance

Statement of financial performance for the financial years ending 30 June 2001 and 30 June 2002

	2000/01 Budgeted \$000	2000/01 Estimated Actual \$000	2001/02 Budget \$000
<b>Revenue:</b>			
Crown	403,696	403,696	426,031
Departments	-	-	-
Other	23,498	23,498	20,798
Interest	-	-	-
<b>Total Revenue</b>	<b>427,194</b>	<b>427,194</b>	<b>446,829</b>
<b>Output expenses</b>			
Personnel	198,825	198,825	201,136
Operating	137,860	137,860	150,476
Depreciation	41,871	41,871	44,000
Provisions	-	-	-
Loss arising from revaluation of land and buildings	-	-	-
Other output expenses	-	-	-
Capital charge	48,638	48,638	51,217
<b>Total output expenses</b>	<b>427,194</b>	<b>427,194</b>	<b>446,829</b>
Surplus/(deficit) from operations	-	-	-
Profit/(loss) on sale of physical assets	-	-	-
Other (non-output) expenses	-	-	-
<b>Net surplus/(deficit)</b>	<b>-</b>	<b>-</b>	<b>-</b>



## Statement of Financial Position

Statement of financial position as at 30 June 2000, 30 June 2001 and 30 June 2002

	Actual Position as at 30 June 2000 \$000	Estimated Actual Position as at 30 June 2001 \$000	Projected Position as at 30 June 2002 \$000
<b>Assets</b>			
<b>Current assets</b>			
Cash and bank balances	8,522	35,351	4,908
Short-term deposits			
with the Crown	-	-	-
Pre-payments	452	600	600
Debtors and receivable	4,166	4,150	4,150
Inventory	2,031	2,400	2,400
Debtor Crown	-	-	-
<b>Total current assets</b>	<b>15,171</b>	<b>42,501</b>	<b>12,058</b>
<b>Non-current assets</b>			
Livestock	5,758	5,758	5,758
Investments	1,693	1,600	1,600
Long-term deposits with the Crown	-	-	-
Receivables and advances	-	160	160
Physical assets	519,003	542,408	631,151
Intangible assets	-	-	-
<b>Total non-current assets</b>	<b>526,454</b>	<b>549,926</b>	<b>638,669</b>
<b>Total assets</b>	<b>541,625</b>	<b>592,427</b>	<b>650,727</b>
<b>Liabilities</b>			
<b>Current liabilities</b>			
Creditors and payables	26,658	26,500	26,500
Capital charge payable	-	-	-
Provision for repayment of surplus	2,338	-	-
Provision for employee entitlements	18,126	18,000	18,000
Other current liabilities	-	-	-
Other output expenses	-	-	-
<b>Total current liabilities</b>	<b>47,122</b>	<b>44,500</b>	<b>44,500</b>

D

Statement of  
Financial  
Position



	Actual Position as at 30 June 2000 \$000	Estimated Actual Position as at 30 June 2001 \$000	Projected Position as at 30 June 2002 \$000
<b>Term liabilities</b>			
Payables and provision			
Provision for employee entitlements	7,976	8,000	8,000
Other term liabilities			
<b>Total term liabilities</b>	<b>7,976</b>	<b>8,000</b>	<b>8,000</b>
<b>Total liabilities</b>	<b>55,098</b>	<b>52,500</b>	<b>52,500</b>
<b>Taxpayers' funds</b>			
General funds	482,693	537,393	595,693
Revaluation reserves	3,834	2,534	2,534
<b>Total taxpayers' funds</b>	<b>486,527</b>	<b>539,927</b>	<b>598,227</b>
<b>Total liabilities and taxpayers' funds</b>	<b>541,625</b>	<b>592,427</b>	<b>650,727</b>

## Statement of Cash Flows

Statement of cash flows for the financial years ending 30 June 2001 and 30 June 2002

	2000/01 Budgeted \$000	2000/01 Estimated Actual \$000	2000/02 Budget \$000
<b>Cash flows from operating activities</b>			
Cash provided from:			
Supply of outputs to:			
Crown	403,696	403,696	426,031
Departments	-	-	-
Other	23,498	23,498	20,798
Interest			
Cash disbursed to:			
Output expenses	(337,513)	(337,513)	(351,612)
Capital charge	(48,638)	(48,638)	(51,217)
Other expenses	-	-	-
Extraordinary items	-	-	-
<b>Net cash flows from operating activities</b>	<b>41,043</b>	<b>41,043</b>	<b>44,000</b>
<b>Cash flows from investing activities</b>			
Cash provided from:			
Sale of investments	-	-	-
Sale of physical assets	1,570	1,570	3,550
Cash disbursed to:			
Purchase of investments	-	-	-
Purchase of physical assets	(68,146)	(68,146)	(136,293)
<b>Net cash flows from investing activities</b>	<b>(66,576)</b>	<b>(66,576)</b>	<b>(132,743)</b>
<b>Cash flows from financing activities</b>			
Cash provided from:			
Capital contribution from the Crown	54,700	54,700	58,300
Cash disbursed to:			
Payment of surplus to the Crown	(2,338)	(2,338)	-
Repayment of capital to the Crown			
<b>Net cash flows from financing activities</b>	<b>52,362</b>	<b>52,362</b>	<b>58,300</b>
<b>Net increase/(decrease) in cash held</b>	<b>26,829</b>	<b>26,829</b>	<b>(30,443)</b>
Opening total cash balances at 1 July	8,522	8,522	35,351
Closing cash balances as of 30 June	35,351	35,351	4,908

D

Statement  
of  
Cash Flows

## Reconciliation of Net Operating Cash Flows

Reconciliation of net surplus to net operating cash flows for the years ending 30 June 2001 and 30 June 2002

	2000/01 Budgeted \$000	2000/01 Estimated Actual \$000	2000/02 Budget \$000
<b>Operating surplus/(deficit)</b>	-	-	-
Add/(deduct) non-cash expenses/(revenues)			
Loss arising from the devaluation of land and buildings			
Loss on sale of a fixed asset			
Pension expenses			
Unrealised foreign currency exchange (gain)/loss			
Depreciation and amortisation	41,871	41,871	44,000
Other non-cash items			
Add/(deduct) Working Capital movements reductions/(increases) from balance sheet			
(Increase)/decrease in inventories	(369)	(369)	-
(Increase)/decrease in debtors and receivables	16	16	-
(Increase)/decrease in debtor Crown	-	-	-
(Increase)/decrease in pre-payments	(148)	(148)	-
(Increase)/decrease in creditors and payables	(158)	(158)	-
(Increase)/decrease in capital charge payable	-	-	-
(Increase)/decrease in other accrued liabilities	-	-	-
(Increase)/decrease in employee entitlements	(102)	(102)	-
Other items	(67)	(67)	-
Net Working Capital movements	(828)	(828)	-
<b>Net cash flows from operating activities</b>	<b>41,043</b>	<b>41,043</b>	<b>44,000</b>

**D**  
Reconciliation  
of Net  
Operating  
Cash Flows

## Statement of Movement in Taxpayers' Funds (Equity)

Statement of movements in taxpayers' funds (equity) for the year ending 30 June 2001 and 30 June 2002

	Estimated Position as at 30 June 2001 \$000	Estimated Position as at 30 June 2002 \$000
<b>Taxpayers' funds at start of period</b>	<b>486,527</b>	<b>539,927</b>
Add/(deduct) fundamental errors	-	-
<b>Amended taxpayers' funds at start of period</b>	<b>486,527</b>	<b>539,927</b>
Movements during the year (other than flows to and from the Crown)		
Add/(deduct) net surplus/(deficit)	-	-
Increase/(decrease) valuation reserves	-1,300	-
Add/(deduct) currency translation difference	-	-
Other	-	-
Total recognised revenues and expenses for the period	-	-
Adjustment for flows to and from the Crown		
Add capital contributions from the Crown during the period	54,700	58,300
(Deduct) distributions to the Crown during the period	-	-
Capital withdrawals	-	-
Provision for payment of surplus to the Crown	-	-
Other	-	-
Add/(deduct)		
Asset/liability transfers between the Department and the Crown	-	-
Asset/liability transfers between departments	-	-
Total adjustments for flow to and from the Crown	-	-
<b>Taxpayers' funds at end of period</b>	<b>539,927</b>	<b>598,227</b>

## Details of Fixed Assets

Details of fixed assets, by category as at 30 June 2001 and 30 June 2002

	30 June 2001 Projected Position			30 June 2002 Projected Position		
	Cost \$000	Accumulated Deprciation \$000	Net Book Value \$000	Cost \$000	Accumulated Depreciation \$000	Net Book Value \$000
Land	56,472	-	56,472	63,072	-	63,072
Forests	37,928	-	37,928	38,928	-	38,928
Buildings	430,648	42,787	387,861	529,777	68,487	461,290
Plant and equipment	28,157	18,090	10,097	31,187	20,490	10,697
Leasehold Improvements	7,046	4,223	2,823	8,046	4,623	3,865
Furniture and fittings	6,127	3,612	2,515	7,777	3,912	3,865
Motor vehicles	26,041	12,513	13,528	27,541	14,213	13,328
Computer equipment	58,461	27,277	31,184	71,625	35,077	36,548
<b>Total</b>	<b>650,910</b>	<b>108,502</b>	<b>542,408</b>	<b>777,953</b>	<b>146,802</b>	<b>631,151</b>



## Statement of Objectives

**FINANCIAL PERFORMANCE**

Financial performance indicators for the year ending 30 June 2001 and 30 June 2002

	Unit	2000/01 Budgeted	2000/01 Estimated	2001/02 Budget
<b>Operating results</b>				
Revenue other	\$000	23,498	23,498	20,798
Revenue interest	\$000	-	-	-
Output expenses	\$000	427,194	427,194	446,829
Other expenses	\$000	-	-	-
Operating surplus before capital charge	\$000	48,638	48,638	51,217
Net surplus/(deficit)	\$000	-	-	-
<b>Working capital</b>				
Liquid ratio		1 : 0.69	1 : 0.69	1 : 3.35
Net current assets	\$000	(1,999)	(1,999)	(32,442)
Current ratio		1 : 1.05	1 : 1.05	1 : 3.69
Average debtors outstanding	days	64	64	73
Average creditors outstanding	days	32	32	32
Working capital as % of total taxpayers' funds	%	(0.4)	(0.4)	(5.4)
<b>Resource utilisation</b>				
Total physical assets at year-end	\$000	542,408	542,408	631,151
Additions as % of physical assets	%	12.6	12.6	21.6
Current assets as a % of total assets	%	7.2	7.2	1.9
Taxpayers' funds:				
Level at year-end	\$000	539,927	539,927	598,227
<b>Forecast net cash flows</b>				
Surplus/(deficit)				
operating activities	\$000	41,043	41,043	44,000
Surplus/(deficit)				
investing activities	\$000	(66,576)	(66,576)	(132,743)
Surplus/(deficit)				
financing activities	\$000	52,362	52,362	58,300
Net increase/(decrease)				
in cash held	\$000	26,829	26,829	(30,443)

## Output Operating Statements

The Department of Corrections is committed to providing output classes in 2001/02 that meet the requirements of the Minister of Corrections and other stakeholders in terms of each class' nature, quantity, quality, timeliness and cost.

Departmental output classes to be delivered by the Department of Corrections for the year ending 30 June 2002, and their associated revenue, expenses and surplus or deficit, are summarised in the table below.

Output operating statements for the financial year ending 30 June 2002

Departmental Output Class	Description	Revenue Crown \$000	Revenue Depts \$000	Revenue Other \$000	Total Expenses \$000	Surplus/ (deficit) \$000
Vote Corrections Output Class 1 Information Services	Provision of psychological, pre sentence, reparation and home leave reports to courts and parole boards	23,974	-	-	23,974	-
Output Class 2 Community-based Sentences and Orders	Management and delivery of community-based sentences and orders through case management and sentence compliance services	50,680	-	-	50,680	-
Output Class 3 Custody of Remand Inmates	Provision of facilities to hold people convicted for offences, but not yet sentenced	40,031	-	-	40,031	-
Output Class 4 Escorts and Custodial Supervision Services to Courts	Transportation of inmates to and from courts and their custody while at court	5,580	-	-	5,580	-



## Output Operating Statements

Continued

Departmental Output Class	Description	Revenue Crown \$000	Revenue Depts \$000	Revenue Other \$000	Total Expenses \$000	Surplus/ (deficit) \$000
Output Class 5 Custodial Services	Provision of facilities and administering sentences of imprisonment and corrective training	248,484	-	-	248,484	-
Output Class 6 Inmate Employment	Provision and administration of employment and related training activities	9,639	-	20,798	30,437	-
Output Class 7 Rehabilitative Programmes and Reintegrative Services	Provision of prison and community-based rehabilitative and reintegrative programmes	37,999	-	-	37,999	-
Output Class 8 Policy Advice and Development	Provision of advice, development of policies and standards and Ministerial servicing	3,643	-	-	3,643	-
Output Class 9 Contract Management Services (Service Purchase and Monitoring)	Contract management, national systems, inspectorate services and custodial assurance	6,001	-	-	6,001	-



## SUPPORTING STATEMENTS

### Statement of Accounting Policies for the Year Ending 30 June 2002

#### 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 2001 to 30 June 2002. Comparative projected figures for the year ended 30 June 2001 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, from the sale of goods and services to third parties and interest on its deposits with New Zealand Debt Management Office (NZDMO). Such revenue is recognised when earned and is reported in the financial period to which it relates.



## Cost Allocation to Outputs

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.

## Receivables

Receivables are valued at net realisable value, after making allowance for amounts considered to be doubtful.

## 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. Payments under these leases are charged as expenses in the periods in which they are incurred.

## Fixed Assets

The initial cost of a fixed asset is the value of the consideration given to acquire or create the asset and any directly attributable costs of bringing the asset to working condition for its intended use.

Land and buildings are revalued every three years:

- prison buildings on the basis of a specific-use alternative market value
- periodic detention centres on the basis of an optimised depreciated replacement cost.

Valuations are conducted by independent valuers and are in accordance with the New Zealand Institute of Valuers' standards.

Land and buildings were last revalued as at 30 June 1999.

All other fixed assets costing more than \$3,000 are capitalised and recorded at historical cost.

### Forests

The tree crop is valued 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.

### Depreciation

Depreciation of fixed assets, other than freehold land, is provided on a straight-line basis 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 estimated economic useful lives are:

Buildings	50 years
Building fit-outs	various
Hut complexes	25 years
Hut fit-outs	various
Plant and machinery	10 years
Leasehold improvements	10 years
Motor vehicles – heavy duty	8 years
Motor vehicles – other	5 years
Furniture and fittings – office	5 years
Office equipment	5 years
Tools and equipment	5 years
Information technology – network	5 years
Information technology – specialised	various
Information technology – PC based	3 years
Furniture and fittings – inmate	3 years

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 capital work in progress, 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 owed has been calculated on an actual entitlement basis. Vested long service and retiring leave have been calculated on actual entitlement, whereas non-vested long service and retiring 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, held in bank accounts, and deposits with the New Zealand Debt Management Office.

*Operating activities* include cash received from all income sources of the Department and 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 using Inland Revenue's national average market values. 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.

## 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.

## Goods and Services Tax (GST)

The Statement of Financial Performance, Statement of Movements in Taxpayers' Funds and Statement of Cashflows are exclusive of GST. The Statement of Financial Position is also exclusive of GST except for "Creditors and payables" and "Debtors and receivables" which are GST inclusive. All other statements are GST inclusive. 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 1976.

Accordingly, no charge for income tax has been provided for.

### **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 the 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.

### **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 other years.

## GST Status of Departmental Output Classes

The forecast financial statements in this Report present expenses (and revenue) exclusive of GST, in accordance with generally accepted accounting practice. When appropriated by Parliament, these expenses are inclusive of GST, in accordance with legislation.

- The GST-exclusive amounts for each departmental output class correspond to “total expenses” for 2001/02 appearing in the Output Operating Statements in this report (Statement of Intent). The aggregate amount for all nine output classes corresponds to “total output expenses” for 2001/02 in the Statement of Forecast Financial Performance table.
- The GST-inclusive amounts for each departmental output class correspond to the annual appropriations (in bold) for 2001/02 appearing in Part C1 of Estimates of Appropriations: Vote Corrections.

This information is summarised in the table below.

Summary of the departmental output classes for the financial year ending 30 June 2002

GST Status of Departmental Output Classes			
Departmental Output Classes	GST-exclusive (SOI)	GST-inclusive	
	\$000	GST \$000	(Vote) \$000
Information Services	23,974	2,997	26,971
Community-based			
Sentences and Orders	50,680	6,335	57,015
Custody of Remand Inmates	40,031	5,004	45,035
Escorts and Custodial			
Supervision Services to Courts	5,580	698	6,278
Custodial Services	248,484	31,062	279,546
Inmate Employment	30,437	3,805	34,242
Rehabilitative Programmes and Reintegrative Services	37,999	4,750	42,749
Policy Advice and Development	3,643	455	4,098
Contract Management Services (Service Purchase and Monitoring)	6,001	750	6,751
<b>Total Departmental Output Classes</b>	<b>446,829</b>	<b>55,855</b>	<b>502,684</b>



## **SERVICE PERFORMANCE OBJECTIVES – OUTPUT PERFORMANCE OUTPUT CLASS 1: INFORMATION SERVICES**

This output class covers the provision of information as requested by the courts, the Parole Board and District Prisons Boards to inform their respective decision-making processes. It includes the provision of psychological reports, remand pre-sentence reports, reparation reports, community programme agreements, same-day reports, home detention reports and assessments, oral information reports and home leave reports. Special purpose reports and advice are prepared for other relevant entities, including Community Magistrates. Also included is the time Probation Officers spend attending court and Status Court hearings.

### **Information and Advice to Courts**

This output entails the preparation of 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 arrests, attendance at court and court prosecutions, and at sentencing resulting from Community Probation Service initiated proceedings; and the time spent at, and preparation of reports for, Status Courts and Community Magistrates' Courts.





OUTPUT	Information and Advice to Courts	
	Performance Standard	
	2001/02	2000/01
<b>Quantity</b>		
The number of reports to courts <sup>2</sup>	33,964-37,538 <sup>3</sup>	34,128-38,456 <sup>4</sup>
The number of hours for attendance at courts	49,545-54,761	46,685-52,335
<b>Quality</b>		
The percentage of reports provided to the following standards contained in the relevant service descriptions and Community Probation Service Manual to be no less than:95%		
		95%
<ul style="list-style-type: none"> <li>• reports to specified formats and in writing</li> <li>• verification process specified/or rationale for the lack of verification</li> <li>• concise, logical and grammatically correct</li> <li>• clear statement of recommendation consistent with the law.</li> </ul>		
The number of written complaints from judges to be no more than:	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:		
	98%	98%



<sup>2</sup> Reports include pre-sentence, reparation, community programme agreements, same-day and oral information reports.

<sup>3</sup> The Department anticipates that the overall mix of services required of the Community Probation Service will change.

<sup>4</sup> Psychological Service reports to courts is reported in the Psychological Service Information and Advice to Courts, the Parole Board and District Prisons Boards output.

## The Provision of Home Leave Reports

This output entails the provision of home leave reports including investigating the suitability of the sponsor and residence. Community reaction to the planned home leave by an inmate is also assessed.

OUTPUT	The Provision of Home Leave Reports	
	Performance 2001/02	Standard 2000/01
<b>Quantity</b>		
The number of home leave reports	1,267-1,339 <sup>3</sup>	1,671-1,887
<b>Quality</b>		
The percentage of home leave reports provided to the following standards contained in the relevant service descriptions and Community Probation Service Manual to be no less than:		
<ul style="list-style-type: none"> <li>• reports completed and all questions addressed</li> <li>• concise, logical and grammatically correct.</li> </ul>	98%	98%
<b>Timeliness</b>		
The percentage of home leave reports provided within two weeks of request to be no less than:	98%	98%



<sup>3</sup> The Department anticipates that the overall mix of services required of the Community Probation Service will change.

## Home Detention Assessments

This output entails the preparation of reports to the Parole Board or District Prisons Boards. The reports are to meet the application criteria including an assessment of the rehabilitative needs of the offender and the suitability to serve their sentence under home detention.

OUTPUT	Home Detention Assessments	
	Performance 2001/02	Standard 2000/01
<b>Quantity</b>		
The number of home detention specialist reports	2,200-2,400	2,200-2,400
<b>Quality</b>		
The percentage of home detention specialist reports provided to the following standards contained in the relevant service descriptions and Community Probation Service Manual to be no less than:	98%	98%
<ul style="list-style-type: none"> <li>• written reports in a specified format</li> <li>• verification process specified or reason 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 two weeks of request to be no less than:	98%	98%



## Information and Advice to the Parole Board and District Prisons Boards

This output entails the preparation of parole programme reports that provide information to the Parole Board or District Prisons Boards about an inmate's proposed residence and work, and the potential programmes that the inmate could undertake on release from prison.

OUTPUT	Information and Advice to the Parole Board and District Prisons Boards	
	Performance Standard 2001/02	Performance Standard 2000/01
<b>Quantity</b>		
The number of Parole Board and District Prisons Boards reports from:		
• Public Prisons Service	4,181-4,619 <sup>5</sup>	4,025-4,375 <sup>6</sup>
• Community Probation Service	2,200-2,400	2,700-2,900
<b>Quality</b>		
The percentage of Parole Board and District Prisons Boards reports provided to the following standards contained in the relevant service descriptions and Community Probation Service Manual to be no less than:		
	98%	98%
<ul style="list-style-type: none"> <li>• reports in a specified format and in writing</li> <li>• verification process specified/or rationale for the lack of verification</li> <li>• concise, logical and grammatically correct</li> <li>• statement of recommendations consistent with the law.</li> </ul>		
The percentage of Parole Board and District Prisons Boards reports provided to the following standards contained in relevant service descriptions, Public Prisons Service Manual and Public Prisons Service Sentence Management Manual:		
	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> </ul>		

<sup>5</sup> The Department anticipates that the overall mix of services required of the Community Probation Service will change.

<sup>6</sup> Change approved in the 2000/01 Supplementary Estimates

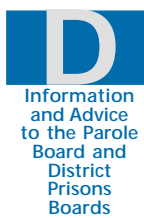
- each inmate is involved in the development of his or her report
- reports for the Parole Board are provided at least one month before the Board sits.

---

Timeliness

The percentage of Parole Board and District Prisons Boards reports provided within deadlines set by the boards for:

• Public Prisons Service	100%	100%
• Community Probation Service	98%	98%



## Psychological Service Information and Advice to Courts, the Parole Board and District Prisons Boards

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 Parole Board or District Prisons Boards.

OUTPUT	Psychological Service Information and Advice to Courts, the Parole Board and District Prisons Boards	
	Performance Standard 2001/02	2000/01
<b>Quantity</b>		
The number of Parole Board and District Prisons Boards reports	440-486 <sup>7</sup>	642-710
The number of reports to courts	114-126 <sup>7</sup>	142-158
<b>Quality</b>		
The percentage of Parole Board and District Prisons Boards reports provided to the following standards contained in service descriptions and Psychological Service Manual to be no less than:		
	98%	98%
The percentage of reports to courts provided to the following standards contained in the service descriptions and Psychological Service Manual and to be no less than:		
	98%	98%
The standards to which these are expected to be provided to are:		
<ul style="list-style-type: none"> <li>• completed to a specified format and in writing</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 intervention</li> <li>• complies with the Code of Ethics of the NZ Psychological Society 1986.</li> </ul>		
<b>Timeliness</b>		
The percentage of reports to courts provided to a timetable set through service level agreements to be:	100%	100%
The percentage of Parole Board and District Prisons Boards reports provided within deadlines set by the Boards to be:	100%	100%

<sup>7</sup> This represents a decrease in reports being provided to the District Prisons Boards due to:

- an adjustment in response to lower-than-expected demand for home detention assessments
- a reallocation of activity toward provision of IOM Services, including the professional training and supervision of staff

### Cost for Output Class 1

Outputs in this class will be provided within the appropriated sum of \$26.971 million (inclusive of GST).

Year	Cost	Cost	Total	Revenue	Revenue
	GST	GST	Revenue	Crown	Other
	-inclusive	-exclusive	-exclusive	-exclusive	-exclusive
	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)
2001/02	26,971	23,974	23,974	23,974	-
2000/01	27,336	24,299	24,299	24,299	-

**D**  
Cost for  
Output  
Class 1

## 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 services are supervision, community programmes, community service, periodic detention, home detention, habilitation centres and parole.

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

It provides for an estimated throughput of between 39,792<sup>8</sup> and 44,586 new sentences, representing an average annual daily muster of 19,000 offenders across all sentence types. This requires the provision of specialist facilities at Montgomery House and three residential habilitation centres to meet judicial requirements and geographic, demographic and other offender needs.

### Outcome

The following outcome measures will be used to determine the effectiveness of the Department's initiatives in this output class to reduce re-offending with the percentage of offenders:

- not reimprisoned within 12 months of their release from prison
- not reimprisoned within 24 months of their release from prison
- conviction-free 12 months after the completion of their sentence
- conviction-free 24 months after the completion of their sentence.

<sup>8</sup> Figures based on IOM derived figure, based on results of Ministry of Justice forecast (November 2000) and Department projections



The outcomes will be reported on in the Department's 2001/02 Annual Report.<sup>9</sup> This also relates to Output Class 5 and Output Class 7.

### Community Service Sentences

This output ensures that an offender sentenced to community service completes the sentenced number of hours work within the community. The type of service that can be performed is specified in the Criminal Justice Act 1985.

OUTPUT	Community Service Sentences	
	Performance Standard	
	2001/02	2000/01
<b>Quantity</b>		
The number of community service sentences	8,195-9,057 <sup>10</sup>	8,750-9,750
<b>Quality</b>		
The percentage of offenders who successfully complete a community service sentence to be no less than:	74%	74%



<sup>9</sup> It is intended that information reporting progress made towards the achievement of this outcome measure will be available by ethnicity and gender. This comment relates to all outcomes in this output class.

<sup>10</sup> The Department anticipates that the overall mix of community-based sentences will change. The overall performance standard midpoints have increased when compared to 2000/01 midpoints.

## Community Programme Sentences

This output ensures that offenders sentenced to community programmes, over a given period of time, either attend a rehabilitation or reintegration programme or are placed in the care of an approved ethnic group or person, so they can positively address the reasons for their offending.

OUTPUT	Community Programme Sentences	
	Performance Standard 2001/02	Performance Standard 2000/01
Quantity		
The number of community programme sentences	245-269 <sup>11</sup>	250-300
Quality		
The percentage of offenders who successfully complete a community programme sentence to be no less than:	60%	60%

## Supervision Sentences

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.

OUTPUT	Supervision Sentences	
	Performance Standard 2001/02	Performance Standard 2000/01
Quantity		
The number of supervision sentences	8,783-9,707	8,750 - 9,750
Quality		
The percentage of offenders who comply with the special conditions imposed as part of their sentence to be no less than:	68%	68%

<sup>11</sup> The Department anticipates that the overall mix of community-based sentences will change. The overall performance standard midpoints have increased when compared to 2000/01 midpoints.

## Periodic Detention Sentences

This output entails the administering of the sentence of periodic detention, which provides reparation to the community. Offenders sentenced to periodic detention report for a minimum of eight hours and a maximum of 18 hours per week. During that time they work in groups in the community and/or can undertake rehabilitative or reintegration programmes. The type of work that can be performed is specified in the Criminal Justice Act 1985.

OUTPUT	Periodic Detention Sentences	
	Performance Standard	
	2001/02	2000/01
<b>Quantity</b>		
The number of periodic detention sentences	19,352-21,984	19,500-20,500
<b>Quality</b>		
The percentage of offenders who successfully complete a periodic detention sentence to be no less than:	70%	70%

## Home Detention Orders

This output entails the administering of home detention orders imposed by either the Parole Board or a District Prisons 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.

OUTPUT	Home Detention Orders	
	Performance Standard	
	2001/02	2000/01
<b>Quantity</b>		
The number of offenders directed to complete a home detention order	803-887	780
<b>Quality</b>		
The percentage of offenders on programmes which address their rehabilitative needs, or are in employment to be no less than:	95%	95%



## Habilitation Centre Orders

This output entails the administering of an offender's attendance at a residential habilitation centre as part of an order by the Parole Board or a District Prisons Board.

OUTPUT	Habilitation Centres Orders	
	Performance 2001/02	Standard 2000/01
Quantity		
The number of offenders directed to undertake a habilitation centre order	40-60	30-50
Quality		
The percentage of offenders who successfully undertake their habilitation centre order to be no less than:	60%	60%



## Parole Board Orders

This output entails the administering of an order imposed by the Parole Board, which is administered by a Probation Officer. The degree of offender management received by parolees is intense and undertaken by the Community Probation Service. 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
- in-depth interventions such as rehabilitation programmes or reintegration services.

### OUTPUT Parole Board Orders

	Performance Standard	
	2001/02	2000/01
<b>Quantity</b>		
The number of inmates directed to complete a parole order	190-210	160-180
<b>Quality</b>		
The percentage of offenders who comply with the special conditions imposed as part of their order to be no less than:	65%	35%



## District Prisons Boards Orders

This output entails administering an order imposed by a District Prisons Board, administered by a Probation Officer. It may include:

- a Probation Officer meeting regularly and working closely with an offender subject to a parole order, and ensuring that special conditions imposed by the Boards are fulfilled
- in-depth interventions such as rehabilitation programmes or reintegration services or counselling.

The output also encompasses the provision of residential programmes that assist offenders address the causes of their offending.

OUTPUT	District Prisons Boards Orders	
	Performance 2001/02	Standard 2000/01
Quantity		
The number of inmates directed to complete a District Prisons Boards parole order	2,184-2,412	2,120-2,340
Quality		
The percentage of offenders who comply with the special conditions imposed as part of their order to be no less than:	65%	35%



## Cost for Output Class 2

Outputs in this class will be provided within the appropriated sum of \$57.015 million (inclusive of GST).

Year	Cost	Cost	Total	Revenue	Revenue
	GST	GST	Revenue	Crown	Other
	-inclusive	-exclusive	-exclusive	-exclusive	-exclusive
	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)
2001/02	57,015	50,680	50,680	50,680	-
2000/01	56,430	50,160	50,160	50,160	-

### 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 between 8,600 and 8,800 new remand inmates, representing an average annual daily muster of 957 remand inmates<sup>12</sup>. This demand is met by approximately 900 beds across 15 remand facilities with the overflow accommodated in facilities for sentenced inmates.

#### Custody of Remand Inmates

This output entails the administration of custodial remands in a custodial environment. It incorporates the costs of accommodation, security, transport, food and medical care, but not the cost of rehabilitative programmes, employment or specific reintegrative interventions.

OUTPUT	Custody of Remand Inmates	
	Performance 2001/02	Standard 2000/01
<b>Quantity</b>		
The average number of remand inmates held by the:		
• Auckland Central Remand Prison	267	200
• Public Prisons Service	690	600 <sup>13</sup>
<b>Quality</b>		
The number of breakouts per annum to be no more than:		
	2	2
The number of all other escapes per annum to be no more than:		
	1	1



<sup>12</sup> Figures based on IOM derived figure, based on results of Ministry of Justice forecast (November 2000) and Department projections

<sup>13</sup> Change approved in the 2000/01 Supplementary Estimates

### Cost for Output Class 3

Outputs in this class will be provided within the appropriated sum of \$45.035 million (inclusive 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)
2001/2002	45,035	40,031	40,031	40,031	-
2000/2001	48,033	42,696	42,696	42,696	-





## OUTPUT CLASS 4: ESCORTS AND CUSTODIAL SUPERVISION SERVICES TO COURTS

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.

### Escort Services

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

OUTPUT	Escort Services	
	Performance Standard 2001/02	Performance Standard 2000/01
Quantity		
The number of inmates escorted to and from a court in:		
• Northland/Auckland (including Police escorts)	21,085-23,305	20,238-22,369
• remainder of New Zealand (excluding Police escorts)	7,122-7,862	7,071-7,811
Quality		
The number of escapes by remand inmates and sentenced inmates during escort to and from court to be no more than:		
	1	2



## Courtroom Custodial Supervision Services

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

### OUTPUT Courtroom Custodial Supervision Services

	Performance Standard	
	2001/02	2000/01
Quantity		
The number of inmates supervised in courts in:		
• Northland/Auckland	4,755-5,255	4,747- 5,248
• remainder of New Zealand	8,451-9,327	8,390 – 9,266
Quality		
The number of escapes by remand inmates and sentenced inmates while they are held in custody at court to be:	0	1

## Cost for Output Class 4

Outputs in this class will be provided within the appropriated sum of \$6.278 million (inclusive 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)
2001/02	6,278	5,580	5,580	5,580	-
2000/01	6,738	5,989	5,989	5,989	-

## 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. Inmates are classified as maximum, medium and minimum security, women and corrective trainees. Also included are specialist facilities, drug testing, and drug control and detection initiatives.

It provides for an estimated throughput of between 12,000 and 14,000 new inmates, representing an average daily muster of 5,300 inmates<sup>14</sup>. This requires the provision of approximately 6,130 beds and associated facilities at 19 sites to meet security, gender, age and other inmate needs 24 hours a day.

Specialist facilities include four Maori Focus Units (224 beds), one Violence Prevention Unit (30 beds), three Alcohol and Drug Units (88 beds), four Youth Units (143 beds) and two Sex Offender Treatment Units (120 beds).

### Outcome

The following outcome measure will be used to determine the effectiveness of the Department's initiatives in this output class to reduce re-offending with the percentage of offenders:

- not reimprisoned within 12 months of their release from prison
- not reimprisoned within 24 months of their release from prison
- conviction-free 12 months after the completion of their sentence
- conviction-free 24 months after the completion of their sentence

These outcomes relate to sentenced inmates (men and women) and corrective training.



<sup>14</sup> Figures based on IOM derived figure, based on results of Ministry of Justice forecast (November 2000) and Department projections

## Custodial Services – Maximum Security – Men’s Prisons

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

OUTPUT	Custodial Services – Maximum Security - Men’s Prisons	
	Performance Standard 2001/02	2000/01
<b>Quantity</b>		
The average number of maximum security sentenced inmates	155	145 <sup>15</sup>
<b>Quality</b>		
The percentage of sentenced inmates with inmate management plans prepared and managed to the following standards in the relevant service description, Public Prisons Service Manual and Public Prisons Service Sentence Management Manual to be:		
	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 allocated</li> <li>all information is recorded and filed on the inmate’s file</li> <li>case management plans are reviewed as per the plan.</li> </ul>	
The number of breakouts per annum	0	0
The number of non-returns from temporary release per annum	0	0
The number of all other escapes per annum	0	0

<sup>15</sup> The increase in the average number of maximum security sentenced inmates reflects an estimation based on actual numbers for 1999/2000 and the projected general increase in the total number of sentenced inmates for 2000/01.

## Custodial Services – Medium Security – Men’s Prisons

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

OUTPUT	Custodial Services – Medium Security - Men’s Prisons	
	Performance Standard 2001/02	2000/01
<b>Quantity</b>		
The average number of medium security sentenced inmates	2,380 <sup>16</sup>	2,380 <sup>17</sup>
<b>Quality</b>		
The percentage of sentenced inmates with inmate management plans prepared and managed to the following standards in the relevant service description, Public Prisons Service Manual and Public Prisons Service Sentence Management Manual to be:		
	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>case management plans are reviewed as per the plan.</li> </ul>		
The number of breakouts per annum to be no more than:	5	6
The number of non-returns from temporary release per annum to be no more than:	2	2
The number of all other escapes per annum to be no more than:	16	16



<sup>16</sup> Projected muster increases are reflected in the women, youth and remand outputs.

<sup>17</sup> Change approved in the 2000/01 Supplementary Estimates

## Custodial Services – Minimum Security – Men’s Prisons

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

OUTPUT	Custodial Services – Minimum Security – Men’s Prisons	
	Performance Standard 2001/02	2000/01
<b>Quantity</b>		
The average number of minimum security sentenced inmates	2,160 <sup>18</sup>	2,160 <sup>19</sup>
<b>Quality</b>		
The percentage of sentenced inmates with inmate management plans prepared and managed to the following standards in the relevant service description, Public Prisons Service Manual and Public Prisons Service Sentence Management Manual to be:		
	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>case management plans are reviewed as per the plan.</li> </ul>		
The number of breakouts per annum to be no more than:	2	2
The number of non-returns from temporary release per annum to be no more than:	16	16
The number of all other escapes per annum to be no more than:	16	16

<sup>18</sup> Projected muster increases are reflected in the women, youth and remand outputs.

<sup>19</sup> Change approved in the 2000/01 Supplementary Estimates

## Custodial Services - Women Inmates

This output provides for the safe, secure and humane confinement of inmates classified in women's security. It incorporates the costs of accommodation, security, sentence management (including assessment), food and medical care.

OUTPUT	Custodial Services - Women Inmates	
	Performance Standard 2001/02	2000/01
<b>Quantity</b>		
The average number of maximum security sentenced inmates	6	6
The average number of medium security sentenced inmates	140	105 <sup>20</sup>
The average number of minimum security sentenced inmates	155	155 <sup>20</sup>
The average number of corrective trainees	0	0
<b>Quality</b>		
The percentage of sentenced inmates with inmate management plans prepared and managed to the following standards in the relevant service description, Public Prisons Service Manual and Public Prisons Service Sentence Management Manual to be:		
	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>case management plans are reviewed as per the plan.</li> </ul>	
The number of break-outs per annum to be no more than:	2	2
The number of non-returns from temporary release per annum to be no more than:	2	2
The number of all other escapes per annum to be no more than:	2	2

<sup>20</sup> Change approved in the 2000/01 Supplementary Estimates

## Custodial Services – Youth/Corrective Training

This output provides for the safe, secure and humane containment for those inmates sentenced to corrective training as well as the provision of specialist facilities for youths assessed as being vulnerable.

OUTPUT	Custodial Services – Youth/Corrective Training	
	Performance Standard 2001/02	2000/01
<b>Quantity</b>		
The average number of male sentenced inmates held in Youth Units	129	56
The average number of male corrective trainees	35 <sup>21</sup>	58
<b>Quality</b>		
The percentage of sentenced inmates and Youths with inmate management plans prepared and implemented to the following criteria contained in the Policy and Procedures		
Manual to be:	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>case management plans are reviewed as per the plan.</li> </ul>		
<b>Quality</b>		
The number of breakouts per annum to be no more than:		
<ul style="list-style-type: none"> <li>Corrective Training</li> <li>Youth Units</li> </ul>	0 0	1 0
The number of all other escapes to be no more than:		
<ul style="list-style-type: none"> <li>Corrective Training</li> <li>Youth Units</li> </ul>	5 0	5 0

<sup>21</sup> The Department anticipates that the overall mix of sentencing for youth will change



## Custodial Services - Drug Reduction

This output entails the identification of drug users in prisons through the administration of three random testing 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 directed at limiting inmate access to drugs.

OUTPUT	Custodial Services - Drug Reduction	
	Performance 2001/02	Standard 2000/01
<b>Quantity</b>		
The number of general random programme drug screening tests carried out	2,470-2,700	2,470-2,700
The number of random drug screening tests carried out on inmates returning from temporary release	365-408	New Standard
The number of random drug screening tests carried out on identified drug users	3,991-4,442	5,940-6,600
The number of other drug screening tests carried out <sup>22</sup>	1,584-1,750	New Standard
<b>Quality</b>		
The annual average percentage of general random programme drug screening tests producing a positive result to be no more than:	19%	20%
The annual average percentage of random drug screening tests of inmates returning from temporary release producing a positive result:	not applicable <sup>23</sup>	not applicable
The annual average percentage of random drug screening tests of identified drug users producing a positive result:	not applicable <sup>23</sup>	not applicable



<sup>22</sup> Other drug screening tests are defined as those undertaken on either 'reasonable grounds' or on a voluntary basis.

<sup>23</sup> The effectiveness of these two measures showing the average annual percentage of positive tests returned will be reported in the Department's 2001/02 Annual Report. These two measures do not lend themselves to setting of performance standards to be achieved.

### Cost for Output Class 5

Outputs in this class will be provided within the appropriated sum of \$279.546 million (inclusive of GST).

Year	Cost	Cost	Total	Revenue	Revenue
	GST	GST	Revenue	Crown	Other
	-inclusive	-exclusive	-exclusive	-exclusive	-exclusive
	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)
2001/02	279,546	248,484	248,484	248,484	-
2000/01	256,054	227,604	227,604	227,604	-



Cost for  
Output  
Class 5

## OUTPUT CLASS 6: INMATE EMPLOYMENT

Inmate Employment and vocational training contributes to reducing re-offending by providing inmates with the opportunity to gain work experience and improve their work habits and work skills, thereby improving their chances of obtaining sustainable post-release employment.

Inmate Employment aims to provide 80 percent of all inmates with 1,410 hours of employment (six hours a day, five days a week and 47 weeks per year). Assuming an average muster of 90 percent of total capacity, the 5.7 million hours represent a 90 percent achievement of that goal.

### Inmate Employment - Land-based Activities

The output includes the provision of inmate employment and training opportunities in farming, forestry, horticulture and other activities.

OUTPUT	Inmate Employment - Land-based Activities	
	Performance Standard 2001/02	Performance Standard 2000/01
Quantity		
The number of hours worked by inmates	1,463,250	1,250,893
Area farmed on a commercial basis:	ha	ha
• Dairy	1,063	1,063
• Sheep, beef and deer	3,503	3,503
Area utilised for commercial forestry	4,510	4,510
Quality		
The percentages of inmates undertaking inmate employment who receive an externally recognised qualification <sup>24</sup>	40%	New Standard
Economic farm surplus per hectare:	EFS/ha	EFS/ha
• Dairy	\$700-\$800	\$700-\$800
• Sheep, beef and deer	\$130-\$200	\$130-\$200
Economic forest surplus per hectare	\$750-\$800	\$750-\$800



<sup>24</sup> All inmates undertaking inmate employment will receive a work certificate or a record of achievement from the Department.

## Inmate Employment - Manufacturing Activities

This output entails inmate employment predominantly undertaken in secondary sector industries, although some service operations are undertaken. These may be activities owned and operated by the Department or be labour-only arrangements with private sector parties.

OUTPUT	Inmate Employment - Manufacturing Activities	
	Performance 2001/02	Standard 2000/01
Quantity		
The number of hours worked by inmates	1,038,050	887,386
Quality		
The percentage of inmates undertaking inmate employment who receive an externally recognised qualification <sup>25</sup>	40%	New Standard



<sup>25</sup> All inmates undertaking inmate employment will receive a work certificate or a record of achievement from the Department.

## Inmate Employment - Internal Service Self-sufficiency Activities

This output is predominantly focused on internal self-sufficiency including:

- kitchens
- laundry and cleaning
- asset maintenance such as building maintenance, grounds maintenance and vehicle servicing.

OUTPUT	Inmate Employment - Internal Service Self-sufficiency Activities	
	Performance Standard 2001/02	Standard 2000/01
<b>Quantity</b>		
The number of hours worked by inmates	3,000,000	3,014,975
<b>Quality</b>		
The percentages of inmates undertaking inmate employment who receive an externally recognised qualification <sup>26</sup>	40%	New Standard



<sup>26</sup> All inmates undertaking inmate employment will receive a work certificate or a record of achievement from the Department.

## Inmate Employment - Release-to-Work and Community Work

This output entails release-to-work opportunities, which are provided to low-risk inmates who meet relevant criteria. They are employed by private sector operators in accordance with the Department's release-to-work policy. This output also includes supervised work parties performing services of value to the local community.

OUTPUT	Inmate Employment - Release-to-Work and Community Work	
	Performance Standard 2001/02	Standard 2000/01
<b>Quantity</b>		
The number of hours worked by inmates	225,100	192,446
<b>Quality</b>		
The percentage of inmates undertaking inmate employment who receive an externally recognised qualification <sup>27</sup>	40%	New Standard



<sup>27</sup> All inmates undertaking inmate employment will receive a work certificate or a record of achievement from the Department.

## Inmate Employment - 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 getting driver licences and computer skills.

OUTPUT	Inmate Employment - Vocational Training Services	
	Performance Standard 2001/02	Performance Standard 2000/01
Quantity		
The number of inmates who commence training towards the achievement of an externally recognised qualification	1,125	1,125
Quality		
The percentage of inmates who receive an externally recognised qualification <sup>28</sup>	40%	40%

### Cost for Output Class 6

Outputs in this class will be provided within the appropriated sum of \$34.242 million (inclusive of GST).

Year	Cost	Cost	Total	Revenue	Revenue
	GST -inclusive (\$000)	GST -exclusive (\$000)	Revenue GST -exclusive (\$000)	Crown GST -exclusive (\$000)	Other GST -exclusive (\$000)
2001/02	34,242	30,437	30,437	9,639	20,798
2000/01	37,778	33,580	33,580	10,082	23,498



<sup>28</sup> All inmates undertaking inmate employment will receive a work certificate or a record of achievement from the Department.

## OUTPUT CLASS 7: REHABILITATIVE PROGRAMMES AND REINTEGRATIVE SERVICES

This output class provides rehabilitative programmes to address the causes of criminal offending, and reintegrative services to prepare for release into the community, including support for families/whanau.

Included in this output class is the provision of specialist psychological services, including professional training and supervision, to monitor and support programme delivery.

Integrated Offender Management has introduced a new suite of nationally defined rehabilitation programmes. Assessment tools determine programme eligibility according to an offender's criminogenic needs, responsivity and risk of re-offending. Some programmes are designed to increase an offender's motivation to undertake a specific programme that seeks to address an identified criminogenic need.

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.

### Outcome

The following outcome measures will be used to measure the effectiveness of the Department's initiatives to reduce re-offending with (expressed "to be no less than") the percentage of offenders.

The change in the reconviction rate for the treatment group receiving an intervention, compared to a matched, untreated group, measured in two ways:

- reconvicted for an offence committed within 12 months of completion of sentence, and given a sentence administered by the Department
- reimprisoned for an offence committed within 12 months following release from prison





These outcomes relate to the following rehabilitative programmes and reintegrative services:

- Straight Thinking
- Tikanga Māori
- Sex Offender Treatment (for this the outcome relates to 12, 24 and 60 months)
- Violence Prevention
- Alcohol and Drug Treatment
- Making Our Drivers Safe
- EQUIP
- other rehabilitative programmes
- provision of psychological services

The utility of the outcome measure is affected by:

- the lead time between an offender receiving an intervention and when that offender could be deemed as not having re-offended
- a statistically valid sample size can take a long time to achieve when re-offending occurs at a low rate as is the case for child sex offenders
- the nature of the intervention, if generic, relates more appropriately to the reimprisonment index. Where a specific intervention occurs, then the focus needs to be on reimprisonment or reconviction for that specific kind of offence.

These issues particularly relate to the following programmes:

- Sex Offender Treatment
- Violence Prevention
- Making Our Drivers Safe.



## Rehabilitative Programmes - Straight Thinking

This output entails the delivery of Straight Thinking programmes that aim to assist offenders to address one of the main causes of their offending, that is the lack of critical reasoning required for effective social integration, or to increase an offender's motivation to undertake a specific programme to address an identified criminogenic need.

OUTPUT	Rehabilitative Programmes - Straight Thinking	
	Performance Standard	
	2001/02	2000/01
<b>Quantity</b>		
The number of offenders who start a Straight Thinking programme:		
• Community Probation Service	1,184	1,184
• Public Prisons Service	1,306	1,306
The number of hours offenders spend attending a Straight Thinking programme:		
• Community Probation Service	70,448	70,448
• Public Prisons Service	82,000	78,630-85,950 <sup>29</sup>
<b>Quality</b>		
The percentage of offenders who start and complete a Straight Thinking programme to be no less than:		
• Community Probation Service	65%	65%
• Public Prisons Service	80%	80%



<sup>29</sup> Change approved in Supplementary Estimates

## Rehabilitative Programmes – National Certificate in Employment Skills

This output seeks to raise the basic literacy and numeracy levels of inmates to ensure they are better equipped to cope in the community following their release from prison.

OUTPUT	Rehabilitative Programmes – National Certificate in Employment Skills	Performance Standard	
		2001/02	2000/01
Quantity			
The number of inmates who start a module under the National Certificate in Employment Skills			
		2,520	New Standard
Quality			
The percentage of inmates who start and complete a module under the National Certificate in Employment Skills to be no less than:			
		80%	New Standard



## Rehabilitative Programmes – Tikanga Māori Programmes

This output entails offender attendance at Tikanga Māori programmes. These programmes use Māori philosophy, values, knowledge and practices to emphasise the relationship of the individual with their social-cultural environment and to foster the regeneration of Māori identity, self-esteem and values so as to encourage offenders to address their criminogenic needs. Completion of a Tikanga Māori programme is a prerequisite for entry to a Māori Focus Unit.

OUTPUT	Rehabilitative Programmes – Tikanga Māori Programmes	
	Performance Standard 2001/02	2000/01
<b>Quantity</b>		
The number of offenders who start a Tikanga Māori programme through:		
• Community Probation Service	368	368
• Public Prisons Service	943	943
<b>Quality</b>		
The percentage of offenders who start and complete a Tikanga Māori programme to be no less than:		
• Community Probation Service	65%	65%
• Public Prisons Service	75%	75%



## Rehabilitative Programmes - Sex Offender Treatment Programmes

This output entails the delivery of sex offender treatment programmes to inmates convicted of sex offending against children. The programmes include group-based treatment programmes and those delivered within special treatment units at the Kia Marama Sex Offender Treatment Unit and the Te Piriti Sex Offender Treatment Unit.

OUTPUT	Rehabilitative Programmes - Sex Offender Treatment Programmes	
	Performance 2001/02	Standard 2000/01
<b>Quantity</b>		
The number of hours inmates spend attending a programme at:		
• Kia Marama	12,500	12,500
• Te Piriti	12,500	12,500
The number of inmates who start a programme at:		
• Kia Marama	40	40
• Te Piriti	40	40
The number of programmes completed per year at:		
• Kia Marama	5	5
• Te Piriti	4	4
<b>Quality</b>		
The number of inmates who start and complete the programme at <sup>30</sup> :		
• Kia Marama to be no less than:	38	38
• Te Piriti to be no less than:	38	38
The percentage of programmes completed at Kia Marama and Te Piriti where all the components described in the following service descriptions were delivered:	100%	100%

**D**  
Rehabilitative Programmes – Sex Offender Treatment Programmes

<sup>30</sup> Programmes may run across financial years, so the numbers of inmates completing the programme during the financial year will not directly correlate to the number who started during the financial year.

- norm building
  - construction of offence chain incorporating challenging cognitive distortions
  - 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.
-

## Rehabilitative Programmes - Violence Prevention Programmes

This output entails the delivery of 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 those directed to complete a violence prevention programme at Montgomery House.

OUTPUT	Rehabilitative Programmes - Violence Prevention Programmes	
	Performance 2001/02	Standard 2000/01
Quantity		
The number of hours inmates spend attending general violence prevention programmes	16,550	New Standard
The number of inmates who start a violence prevention programme at Rimutaka Prison	30	30
The number of hours inmates spend attending a violence prevention programme at Rimutaka Prison	7,700	7,700
The number of hours offenders spend attending a general violence prevention programme	5,530	New Standard
The number of offenders who start a violence prevention programme at Montgomery House	32	32
The number of psychologist hours provided to Montgomery House	740	740
Quality		
The percentage of offenders who start and complete a general violence prevention programme to be no less than:		
• Public Prisons Service	75%	New Standard
• Community Probation Service	65%	New Standard
The number of violence prevention programmes completed at Rimutaka Prison per year to be no less than <sup>31</sup> :	3	4

<sup>31</sup> Violence prevention programmes at Rimutaka Prison have a nine-month duration and may run across financial years. Therefore the numbers of inmates completing the programme during the financial year will not directly correlate to the number who started during the financial year.

The number of inmates completing a violence prevention programme at Rimutaka Prison to be no less than <sup>31</sup> :	21	28
The percentage of violence prevention programmes completed at Rimutaka Prison where all the following components described in the service descriptions were delivered to be:	100%	100%
<ul style="list-style-type: none"> <li>• offence cycle motivation, goal setting</li> <li>• challenging cognitive distortions</li> <li>• victim empathy</li> <li>• emotional regulation skills/anger and stress management</li> <li>• communication/relationship skills/problem solving</li> <li>• substance abuse</li> <li>• moral education</li> <li>• relapse prevention/release planning</li> <li>• cultural awareness.</li> </ul>		

---

#### Quality

The percentage of assessments for Montgomery House programmes for which all of the following information elements were assessed to be:	100%	100%
<ul style="list-style-type: none"> <li>• informed consent</li> <li>• absence of psychiatric disorder</li> <li>• sufficiency of intellectual functioning</li> <li>• potential to accept responsibility</li> <li>• exhibits a potential for improvement.</li> </ul>		

The percentage of offenders who start and complete their violence prevention programme at Montgomery House to be no less than:	75%	75%
--	-----	-----

The percentage of post-programme assessments for Montgomery House programmes completed by a psychologist to be:	100%	100%
---	------	------

The percentage of clinical monitoring reports for Montgomery House programmes that adhere to the following standards to be:	100%	100%
<ul style="list-style-type: none"> <li>• concise, logical and grammatically correct</li> <li>• comments and recommendations relating to each service being delivered under the contract</li> <li>• sources of information are well documented and verified</li> <li>• clear statements of recommendations.</li> </ul>		

The percentage of clinical monitoring reports for Montgomery House programmes provided within agreed timeframes to be:	100%	100%
--	------	------





## Rehabilitative Programmes – Alcohol and Drug Treatment

This output entails the delivery, in prisons and in the community, of 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 Special Treatment Units.

OUTPUT	Rehabilitative Programmes - Alcohol and Drug Treatment	
	Performance 2001/02	Standard 2000/01
<b>Quantity</b>		
The number of hours inmates spend attending an alcohol and drug programme delivered in Special Treatment Units	81,600	New Standard
The number of hours offenders spend attending an alcohol and drug programme		
• Community Probation Service	14,450	New Standard
• Public Prisons Service	33,900	New Standard
The number of inmates who start an alcohol and drug programme delivered in Special Treatment Units	200	New Standard
<b>Quality</b>		
The percentage of inmates who start and complete an alcohol and drug programme delivered in Special Treatment Units to be no less than:	75%	75%
The percentage of offenders who start and complete an alcohol and drug programme to be no less than:		
• Community Probation Service	65%	New Standard
• Public Prisons Service	75%	New Standard

**D**  
Rehabilitative  
Programmes –  
Alcohol and  
Drug  
Treatment

## Rehabilitative Programmes – Making Our Drivers Safe (MODS)

This output entails the delivery of a programme within the community designed to reduce re-offending by addressing the criminogenic needs of high risk, recidivist traffic offenders.

OUTPUT	Rehabilitative Programmes – Making Our Drivers Safe	
	Performance Standard 2001/02	Standard 2000/01
<b>Quantity</b>		
The number of hours offenders spend attending a MODS programme	28,440	New Standard
<b>Quality</b>		
The percentage of offenders who start and complete a MODS programme to be no less than:	65%	New Standard

## Rehabilitative Programmes – EQUIP Programme

This output entails the delivery of EQUIP programmes to remand and sentenced youth in specialist male Youth Units. The programme is designed to develop cognitive behavioural reasoning for effective social integration.

OUTPUT	Rehabilitative Programmes – EQUIP Programme	
	Performance Standard 2001/02	Standard 2000/01
<b>Quantity</b>		
The average number of inmates and remands attending an EQUIP programme	129	New Standard
The number of hours inmates and remands spend attending EQUIP programmes	45,360	New Standard
<b>Quality</b>		
The percentage of inmates and remands who start and complete an EQUIP programme to be no less than:	70%	New Standard



Rehabilitative Programmes – Making Our Drivers Safe

## Rehabilitative Programmes - Other Rehabilitative Programmes

This output entails the provision and administration of other criminogenic and special programmes which are designed to address the underlying causes of criminal re-offending. Included in this output are: generic Programmes to Reduce Re-offending (PRO), Māori Therapeutic Programmes (delivered in Māori Focus Units), Structured Individual Programmes (SIPs), Community Programmes and other programme activities including general education and literacy and numeracy improvement activities.

OUTPUT	Rehabilitative Programmes - Other Rehabilitative Programmes	
	Performance 2001/02	Standard 2000/01
<b>Quantity</b>		
The number of hours offenders spend attending other rehabilitative programmes:		
• Community Probation Service	10,194-11,266	7,000-9,000 <sup>32</sup>
• Public Prisons Service	45,374	222,400-245,900
The number of hours inmates spend attending Māori Therapeutic programmes:		
	19,200	New Standard
<b>Quality</b>		
The percentage of offenders who start and complete other rehabilitative programmes to be no less than:		
• Community Probation Service	65%	65%
• Public Prisons Service	75%	75%
The percentage of inmates who start and complete Māori Therapeutic programmes to be no less than:		
	75%	New Standard

**D**  
Rehabilitative Programmes – Other Rehabilitative Programmes

<sup>32</sup> Change approved in Supplementary Estimates

## Reintegrative Services

This output entails the provision and administration of reintegrative services. This includes the delivery of programmes to meet the reintegrative needs such as family functioning/social attitudes and life skills, and the provision of services to support the reintegration of offenders into their families/whanau, the community and the workforce.

OUTPUT	Reintegrative Services	
	Performance Standard 2001/02	Performance Standard 2000/01
<b>Quantity</b>		
The number of hours delivered by the Public Prisons Service for reintegrative services	80,000-120,000	80,000-120,000
The number of support service hours to be provided will not be more than <sup>33</sup> :	38,850	38,850
The number of offenders and their families/whanau receiving the service will be no more than <sup>34</sup> :	120	120
<b>Quality</b>		
The percentage of reintegrative services provided by the Public Prisons Service in accordance with an offender's plan to be no less than:	90%	90%
The percentage of offenders receiving assistance with planning for release or discharge for which an action plan is developed to be no less than:	95%	95%
The percentage of offenders and their families/whanau for whom a discharge plan is completed before their discharge from the service to be:	100%	100%

<sup>33</sup> The New Zealand Prisoners Aid and Rehabilitation Society (NZPARS) are currently contracted by the Department to provide these services

<sup>34</sup> The provision of Reintegrative Support Services to offenders and their families/whanau is being undertaken as a pilot at two sites. One site in Christchurch operated by PILLARS and the other in Auckland, jointly operated by Presbyterian Support Services (Northern) and PARS Auckland District. The pilots are funded until 30 June 2002. The aim of this pilot is to increase wellbeing and self-reliance of offenders and their families/whanau by providing intensive, integrated family/whanau support for offenders returning to the community to parent children.

## 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 rehabilitative programmes and reintegrative services. It is delivered to offenders through individual or group sessions .

OUTPUT	Provision of Psychological Services	
	Performance Standard 2001/02	2000/01
<b>Quantity</b>		
The number of psychological consultation hours provided to the <sup>35</sup> :		
• Community Probation Service	15,645-17,295	11,300-12,500
• Public Prisons Service	10,005-11,055	14,345-15,855
The number of psychological reports provided to the <sup>35</sup> :		
• Community Probation Service	850-940	1,216-1,344
• Public Prisons Service	795-880	1,135-1,255
The number of psychological consultation hours provided under the bicultural therapy model		
	3,750-4,250	3,750-4,250
<b>Quality</b>		
The percentage of psychological consultations which meet the following standards to be no less than:		
	95%	95%
<ul style="list-style-type: none"> <li>• a structured offender assessment interview is conducted</li> <li>• confidentially and consent issues are explained</li> <li>• relevant history is obtained</li> <li>• assessment measures are used (as appropriate)</li> <li>• problems are presented clearly formulated</li> <li>• treatment goals are specified (addressing assessed problems)</li> <li>• appropriate interventions are used (based on current literature)</li> <li>• adequate case notes are recorded for all sessions</li> </ul>		

<sup>35</sup> The overall mix of activity will change with a reallocation toward provision of IOM services, including the professional training and supervision of staff.

- records are kept of ongoing measures or observations to monitor inventions
- assessment and treatment reports are completed and delivered.

The percentage of psychological reports which meet the following standards outlined below to be no

less than: 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 interventions
- complies with the Psychologists' Code of Ethics.

The percentage of Māori Service Providers who comply with the following standards when delivering consultation hours under the

Bicultural Therapy Model to be: 100% 100%

- all referrals follow locally agreed referral processes
- provider has received induction from the Psychological Service
- provider has signed a contract for services
- treatment provided is centred around Māori values and beliefs using the principles of Kaupapa Māori and Nga Tikanga Māori
- provider is mandated by the relevant Oversight Committee, comprising representatives of local iwi and the Psychological Service
- a report is provided to the Psychological Service at the end of each referral.



## Cost for Output Class 7

Outputs in this class will be provided within the appropriated sum of \$42.749 million (inclusive of GST).

Year	Cost		Total	Revenue	Revenue
	Cost GST -inclusive (\$000)	Cost GST -exclusive (\$000)	Revenue GST -exclusive (\$000)	Crown GST -exclusive (\$000)	Other GST -exclusive (\$000)
2001/02	42,749	37,999	37,999	37,999	-
2000/01	39,983	35,540	35,540	35,540	-

## OUTPUT CLASS 8: 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.

### Policy Advice and Development Services

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

OUTPUT	Policy Advice and Development Services	
	Performance Standard 2001/02	2000/01
<b>Quantity</b>		
Advice will be delivered according to a work programme agreed with the Minister of Corrections	100%	100%
<b>Quality</b>		
The Minister of Corrections will expect advice to be delivered according to the following quality standards to be:	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 delivered within the specific reporting deadlines agreed with the Minister of Corrections will be:	100%	100%



## 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.

OUTPUT	Ministerial Servicing	
	2001/02	2000/01
<b>Quantity</b>		
The number of responses to be prepared to Ministerial correspondence is estimated to be:	600	350-400
The number of responses to Parliamentary questions is estimated to be:	500	250-300
<b>Quality</b>		
The percentage of replies returned for redrafting to not exceed:	10%	10%
All responses signed out by either a General Manager or, in his or her absence, an appropriate manager to be:	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:	90%	90%
The percentage of responses to Parliamentary questions completed within the timeframes set by the Minister's office to be:	100%	100%



## Provision of Psychological and Other Research

This output involves the provision of psychological research and other approved projects of a psychological nature.

### OUTPUT Provision of Psychological and Other Research

	Performance 2001/02	Standard 2000/01
<b>Quantity</b>		
The percentage of research and evaluation delivered to agreed project milestones to be no less than:	95%	95%
<b>Quality</b>		
The percentage of psychological and other research that will be provided to the following criteria contained in the Psychological Service Manual to be no less than:	95%	95%
<ul style="list-style-type: none"> <li>• the hypothesis/aim of the research is clearly stated; capable of being tested; uses minimal variables; 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>		



## Cost for Output Class 8

Outputs in this class will be provided within the appropriated sum of \$4.098 million (inclusive of GST).

Year	Cost	Cost	Total	Revenue	Revenue
	GST inclusive (\$000)	GST exclusive (\$000)	Revenue GST exclusive (\$000)	Crown GST exclusive (\$000)	Other GST exclusive (\$000)
2001/02	4,098	3,643	3,643	3,643	-
2000/01	4,159	3,697	3,697	3,697	-

## **OUTPUT CLASS 9: CONTRACT MANAGEMENT SERVICES (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 are the provision of custodial assurance, inspectorate services and national system services.

### **Purchase and Monitoring of Service Delivery**

This output involves the development, management and monitoring of:

- Internal Purchase Agreements with the four internal providers of corrections services (Public Prisons Service, Community Probation Service, Psychological Service and Corrland Inmate Employment)
- services purchased from external providers, in particular with Australasian Correctional Management Limited, Chubb New Zealand Limited and New Zealand Prisoner Aid and Rehabilitation Society
- interagency agreements, in particular the agreements with the Child, Youth and Family Service and the Department for Courts, and memoranda of understanding with New Zealand Police, Department of Work and Income, Inland Revenue Department, Ministry of Housing, Housing Corporation of New Zealand, Career Services and Fresh Start.

Service delivery is monitored in terms of quantity and quality, and remedial action is taken if service delivery is unsatisfactory.

The outcomes resulting from the work undertaken under this output class are associated with the appropriate output class listed previously in this Statement of Intent.



OUTPUT	Purchase and Monitoring of Service Delivery	
	Performance 2001/02	Standard 2000/01
<b>Quantity</b>		
The number of Internal Purchase Agreements with internal providers	4	3
The number of contracts for services with external providers negotiated and managed by Service Purchasing and Monitoring	3	New Standard
The number of interagency agreements managed by Service Purchase and Monitoring	11	New Standard
The number of Community Funding contracts to be negotiated with external providers	63-77	90-110
The number of contracts between the Community Probation Service and Habilitation Centres and Montgomery House	4	4
<b>Quality</b>		
The percentage of contracts for services with external providers and of Internal Purchase Agreements that meet the following standards to be:	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 contracts for services with external providers and of Internal Purchase Agreements that are regularly reviewed and reported on in terms of the following criteria to be:	100%	New Standard
<ul style="list-style-type: none"> <li>• the procedures are being followed</li> <li>• service delivery and performance volumes are as specified</li> <li>• the quality of service delivery and performance are as specified</li> <li>• the manner, timing and form of reporting is as laid down.</li> </ul>		
The percentage of interagency agreements managed in accordance with the review and reporting provisions to be:	100%	New Standard



The percentage of Community Funding contracts with a value of \$20,000 (or over) that have performance measures and standards to the following

criteria to be: 100% 100%

- the correct parties to the contract are specifically identified and the parties have legal power to contract and are a legal entity
- the term of the contract has been identified
- the price is identified in the schedule of the contract
- the payment regime is specified
- the format and dates of reporting requirements are stated
- the mechanism for resolving disputes is stated
- the programme is clearly described (including programme aims, content and delivery process)
- the contract is legal.

---

#### Timeliness

The percentage of interagency agreements that are renegotiated and/or reviewed by the

date specified to be: 100% New Standard

The percentage of Community Funding contracts with value of \$20,00 (or over) agreed and in place by the agreed date to be no less than:

95% 95%

---

## Provision of Inspectorate Services

This output involves the provision of an inspection 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.

OUTPUT	Provision of Inspectorate Services	
	Performance Standard	
	2001/02	2000/01
<b>Quantity</b>		
Number of inspections in the inspectorate work programme for 2001/2002 as approved by the Assurance Board will be as follows:		
• routine visits	80-120	80-120
• special investigations	10-30	10-30
<b>Quality</b>		
The percentage of inspections that are carried out to the following criteria to be:		
	100%	100%
• to a quality which satisfies the Assurance Board		
• according to the guidelines and standards of the New Zealand Institute of Internal Auditors.		
<b>Timeliness</b>		
All reports on routine inspection visits will be finished within one month of the visit. All special reports will be finished within the time period agreed in the terms of reference for the investigation.		
	100%	100%



## Provision of National Systems Services

This output involves:

- the provision of secretariat services to the Parole Board
- the administration of the Victims Notification Register
- the provision of offender records services
- the development and maintenance of national systems
- the administration of statutory appointments and delegations affecting offender management.

OUTPUT	Provision of National Systems Services	
	Performance 2001/02	Standard 2000/01
<b>Quantity</b>		
The number of Parole Board meeting days to be supported	50	35
<b>Quality</b>		
The percentage accuracy of the statutory appointment and delegations registers affecting the operational management of inmates to be:	100%	New Standard
<b>Timeliness</b>		
The percentage of national systems transactions completed within seven working days of applications being received to be:	100%	100%
The percentage of applications for victims' registration processed within 10 working days of being received to be:	100%	New Standard
The percentage of personal records established for inmates imprisoned for six months or more within 10 working days of reception to be:	100%	New Standard

### Cost for Output Class 9

Outputs in this class will be provided within the appropriated sum of \$6.751 million (inclusive of GST).

Year	Cost	Cost	Total	Revenue	Revenue
	GST inclusive (\$000)	GST exclusive (\$000)	Revenue GST exclusive (\$000)	Crown GST exclusive (\$000)	Other GST exclusive (\$000)
2001/02	6,751	6,001	6,001	6,001	-
2000/01	4,083	3,629	3,629	3,629	-





PART

E

ADDITIONAL INFORMATION

## BACKGROUND TO CORRECTIONS

The Department of Corrections manages custodial and non-custodial sentences imposed by the courts. This includes prison sentences, periodic detention, home detention, community service and supervision. Corrections also provides information to the judiciary and administers the Parole Board and District Prisons Boards.

### Structure

There are: 17 Public Prisons Service institutions; the Auckland Central Remand Prison which is managed by Australasian Correctional Management; 15 Community Probation Service area offices and 143 service sites<sup>36</sup>; eight Psychological Service offices; 14 Special Treatment Units<sup>37</sup>; and head office.

The Department of Corrections consists of eight services and groups.

The *Public Prisons Service* 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 pleas, trial, or sentencing. The Service is also responsible for managing the sentence needs of each offender, including those relating to rehabilitation and reintegration. Offender information is coordinated and supplied to the National Parole Board, District Prisons Boards and prison management.

The *Community Probation Service* provides information and reports to judges (to help them sentence offenders) and currently supplies information to the National Parole Board, District Prisons Boards and prison management. The Service manages community-based sentences, rehabilitation, reintegration, and orders such as supervision, community

<sup>36</sup> Service sites include service centres, reporting centres and periodic detention centres.

<sup>37</sup> Special Treatment Units currently consist of three Drug and Alcohol Units, two Sex Offender Treatment Units, four Māori Focus Units, four Youth Units and one Violence Prevention Unit.

service, community programmes, periodic detention, home detention, and parole orders, and also administers funding to providers of community-based programmes.

The *Psychological Service* provides specialist clinical treatment and advice for offenders, and training and education for departmental staff and community groups. The Service also undertakes a large number of research projects.

The *Service Purchasing and Monitoring Group* is responsible for purchasing corrections services from both internal and external providers. As part of this role, this Group monitors compliance with key operational and strategic standards. It establishes and monitors national systems that all providers are required to operate.

The *Policy Development Group* provides strategic analysis and policy advice. It evaluates and develops effective corrections services and establishes quality standards for service delivery.

The *Strategic Development Group* provides specialist advice and services to help run the Department. These include information technology, human resources, planning and communications.

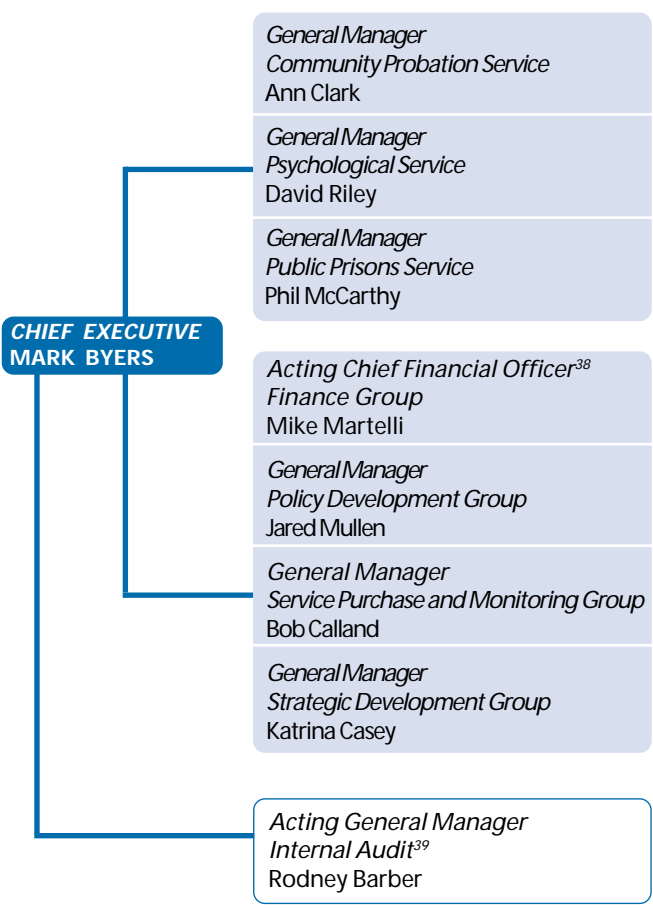
The *Finance Group* provides a range of financial and property advice and support services to the Department. The Group incorporates Corrland Inmate Employment, which manages inmate employment in prisons throughout New Zealand. Inmates work and receive training under the supervision of corrections officers, in areas such as joinery, catering, farming and forestry.

*Internal Audit* provides assurances to the Chief Executive on key statutory accountabilities and oversees the implementation of the risk management framework. It reviews the systems and procedures in the Department and provides advice to the Chief Executive. Through the Inspectorate, it also provides assurance to the Chief Executive on the fair, safe, secure and humane treatment of offenders.



The Department also has in place a number of contracts for the provision of services with private providers. These include Australasian Correctional Management who manage the recently built Auckland Central Remand Prison and Chubb New Zealand Limited who provide prisoner escort and courtroom custodial services in the Auckland and Northland regions and home detention monitoring services throughout the country.

**SENIOR MANAGEMENT STRUCTURE**



<sup>38</sup> Richard Morris will return to the Chief Financial Officer role at the end of November 2001  
<sup>39</sup> Mike Martelli will return to the General Manager role at the end of November 2001

## HUMAN RESOURCE INFORMATION

### Labour Flow

The Department measures and monitors its staff turnover rate through the labour flow index. This index is derived from the number of resignations and appointments made within a specified period.

Corrections' labour flow index has remained constant over the past two years. Any variations can be largely attributed to recent departmental growth, mirroring increased demand, particularly in relation to prison and community-based staff.

Forecasts suggest that the index will remain steady over the next year, perhaps with a slight increase given current workforce growth. The labour flow index will be identified within the Department's Annual Report.

### Gender

All recruitment and selection procedures are consistent with EEO and Human Rights principles. This helps to ensure that no bias or discrimination occurs.

Gender ratios across the Department are monitored regularly. In recent years, these gender ratios show an increasing number of female managers and a growing correlation between the total workforce composition and the number of female managers.

These statistics and analysis will be contained within the Annual Report.

### Ethnicity

A number of initiatives are being introduced to improve the representation of ethnic groups within the Department.

Examples of these include: a strategy to improve staff responsiveness (and thereby enhancing the Department's capability to provide effective, responsive services to Māori); a Māori language strategy; a Treaty of Waitangi Policy



statement; and a Future Leaders programme targeted to increase Māori in management.

These initiatives are expected to increase representation of Māori within all levels of the Department. The progress in this area will continue to be monitored and reported upon.

## ADVISORY BODIES

### 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 resource management and security systems risks are identified and managed
- management of the offender environment is maintained with issues appropriately addressed where they arise.

The Board maintains professional oversight over the operation of the Department's internal audit and inspectorate functions and reviews progress in key risk areas through reports from internal audit, the inspectorate and from departmental management.

The Board's primary interest has been directed at reports providing assurance as to the secure custody and the safe, fair and humane treatment of offenders along with the maintenance of effective offender management and complaint resolution systems. The Board acknowledges there has been a positive operational response to matters requiring attention from these reports.

Risk management is an integral component of departmental operations. The identification and analysis of risk along with the development of mitigating strategies is an ongoing requirement, with regular reporting to the Chief Executive



and Senior Management Team. Formal departmental reporting on risk management is also provided to the Assurance Board.

### **Inmate Employment Advisory Committee**

The Inmate Employment Advisory Committee (IEAC) advises the Chief Executive on: the implementation of Inmate Employment policy; the external and internal operation targets and financial performance; and the identification and management of risk arising from the Department's inmate employment activities.

The IEAC was formed in August 1999 when the Corrland Board was joined with the Inmate Employment Steering Committee. This was the first stage of integrating the inmate employment activities associated with the Department's farms and forestry assets with many of the inmate employment industries run by the Public Prisons Service.

### **Psychological Service Advisory Board**

The role of the Psychological Service Advisory Board is to oversee the strategic direction and operational performance of the Service. This includes such tasks as overseeing the implementation of the Bicultural Therapy Model and monitoring the quality of forecasting and reporting. The Board also has a role assessing the efficiency, succession planning and development of current and potential management staff, and also monitors the efficiency of recruitment and retention practices.

The Board meets monthly and reports to the Chief Executive on a quarterly basis to provide him with advice on management and operational performance.

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

The Chief Executive's Māori Advisory Group was established to provide direct advice and feedback to the Chief Executive on Māori issues. The Group ensures that the Chief Executive



is given advice on the strategic, policy and operational issues that affect Māori. In addition, the Group acts as a conduit for information to and from the Māori community on matters affecting them and the Department.

The Māori Advisory Group is used to support, develop and enhance the service now provided by the Department. The Group's aim is to enable the Department to become more responsive to Māori needs through a reduction in the high rate of re-offending by Māori.



## TERMS AND DEFINITIONS

### Bicultural Therapy Model

A method of therapy involving Māori tohunga (a spiritual expert or healer) working alongside prison psychologists to treat offenders.

### Breakout escape<sup>4</sup>

Escape from a secured prison area that breaches a physical barrier. This definition has been further refined to include: *An escape where an inmate has breached security measures provided 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.*

### Criminogenic programmes

Programmes which address an offenders criminogenic (crime causing) needs. These needs are the risk factors that lead to offending behaviour. By addressing these, offenders are less likely to re-offend.

### District Prisons Boards

The District Prisons Boards, established under Part VI of the Criminal Justice Act 1985, determine the release of offenders on parole when the offender is serving a prison term of more than 12 months but less than seven years. The Boards set conditions of release for offenders who are not eligible for parole upon their final release date.

### Economic farm surplus (EFS) per hectare

The total cash income generated by a farm, with cash adjustments for the difference between opening and closing stock numbers and classes, and less the purchase of replacement stock. From this figure, farm operating expenses, less wages of management, are deducted. The net



figure is then divided by the effective area of the farm. The economic farm surplus per hectare is the most common and standard measure of a farm's performance and its performance in comparison with those of a similar group of farms in terms of their physical similarity.

#### Habilitation centre

An approved residential centre which operates programmes for offenders that are designed to identify and addresses the causes of, and factors contributing to, their offending.

#### IOM

Integrated Offender Management (IOM) is a co-ordinated, consistent approach to managing offenders across their sentence. It targets programmes and interventions at those offenders most at risk of further offending and address factors that are linked to an offender's offending.

#### IOMS

Integrated Offender Management System (IOMS) is the Department's computer system, which integrates the management of offenders. Information on individual offenders can be centrally accessed with no duplication or re-entering of data.

#### Māori Targeting Framework

A guide to the matching of services and programmes to Māori offenders

#### Māori Therapeutic Programmes

Specialist programmes substantively developed from a Māori perspective. They address offending-related and reintegrative needs.

### NCES

The National Certificate in Employment Skills. This is a programme offered to inmates to assist them to gain the basic life skills needed upon release.

### Non-return from temporary release

Refers to inmates released temporarily from prison who do not return at the appropriate time and are therefore counted as an escape from custody.

### NZPARS

New Zealand Prisoners Aid and Rehabilitation Society (Inc).

### Other escapes

Other escapes are defined as “walk-aways” and “escapes while on escort” (other than court-related).

### Parole

The point of the sentence at which the Parole Board or a District Prisons Board may, but is not required to, release an offender pursuant to section 89 of the Criminal Justice Act 1985. An offender is released on parole from a term of imprisonment with standard conditions, including reporting to a Probation Officer, and special conditions which focus on rehabilitation.

### Periodic detention

A community-based sentence where an offender makes reparation to the community. Offenders work in groups in the community and/or undertake rehabilitative programmes.

### Recidivism Index

The proportion of offenders who are not re-imprisoned within 12 months of completing a sentence or order.



### Rehabilitation Quotient

The proportion of offenders given an intervention who are not re-imprisoned within 12 months of completing a sentence.

### Straight Thinking

A cognitive skills programme that aims to provide offenders with the opportunity to address one of the main factors contributing to their offending, namely the lack of critical reasoning skills required for effective social interaction.

### Structured Individual Programmes

A 30-hour individual general programme developed under IOM specifications, to be run where specific programmes are not available.

### Supervision

An alternative to imprisonment that involves reporting regularly to a probation officer, and may include attendance at an appropriate programme that deals with the cause of the offending.

### Tikanga

Māori culture and values. Tikanga Māori is used in programmes by the Department in an attempt to change behaviour and reduce re-offending by embracing and acknowledging a Māori perspective.

### Victim Notification Register

A register administered by the Department of Corrections and Police. It enables victims of serious offences to be notified when an offender has temporary release, comes up for a parole hearing, escapes or is about to be released finally.

Public Prisons Service

Auckland/Central North Island Region

- A Auckland Prison
- A Mt Eden Prison
- A Mt Eden Women's Prison
- B Ohura Prison
- C Tongariro/Rangipo Prison

Waikeria Region

- D Waikeria Prison

North Island West Coast/  
Hawkes Bay Region

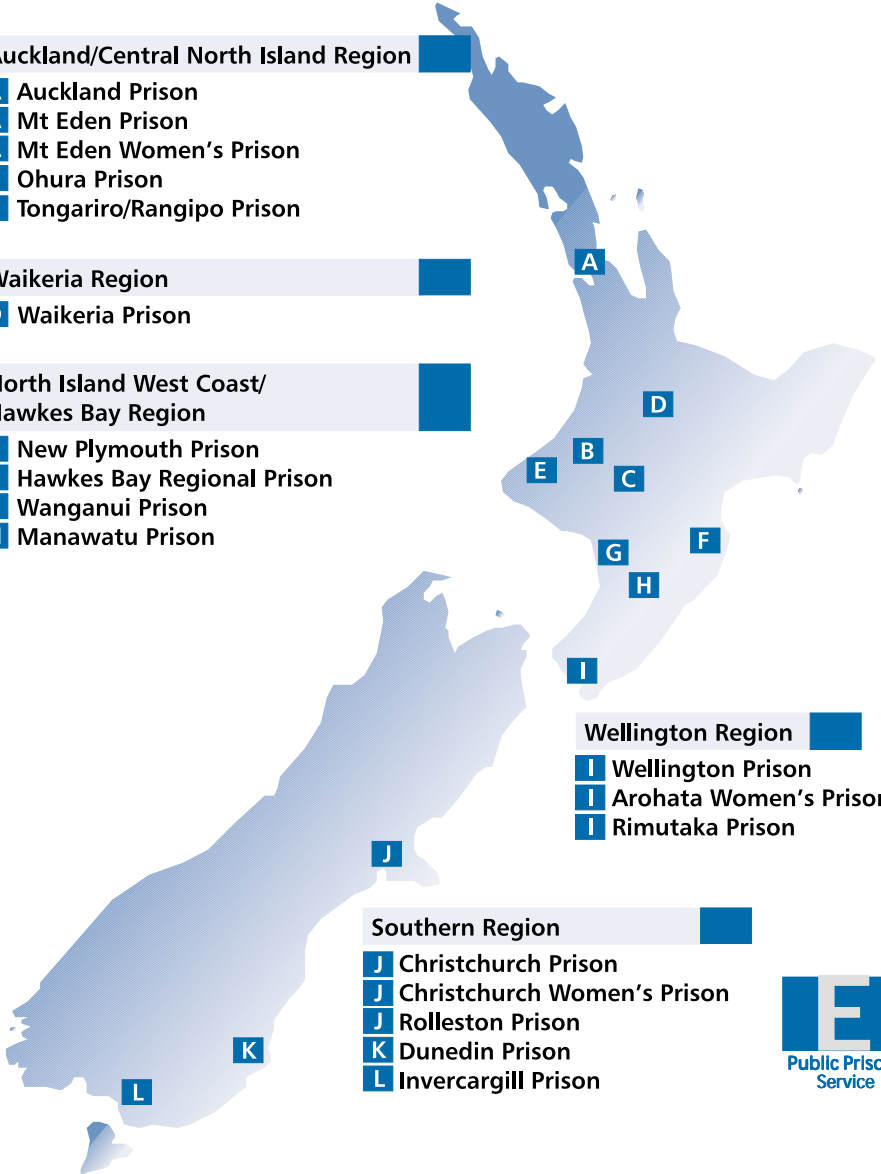
- E New Plymouth Prison
- F Hawkes Bay Regional Prison
- G Wanganui Prison
- H Manawatu Prison

Wellington Region

- I Wellington Prison
- I Arohata Women's Prison
- I Rimutaka Prison

Southern Region

- J Christchurch Prison
- J Christchurch Women's Prison
- J Rolleston Prison
- K Dunedin Prison
- L Invercargill Prison

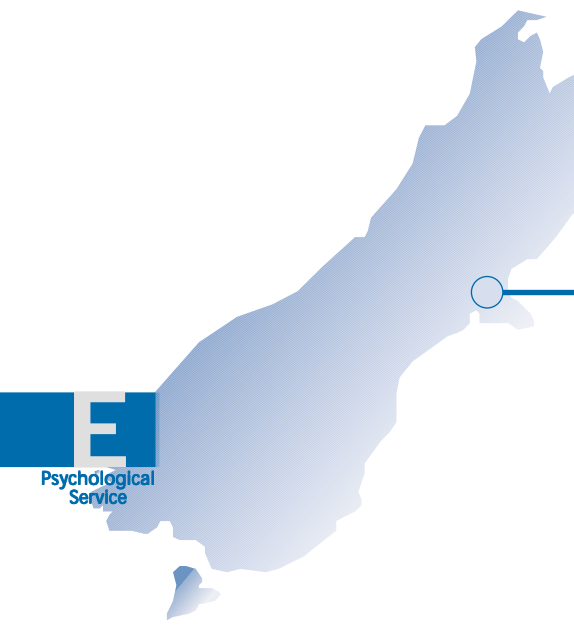


Psychological Service

- Northern Region**
- Auckland Office
  - Te Piriti Special Treatment Unit (Auckland Prison)
  - Hamilton Office
  - Palmerston North Office
  - Rotorua Office
  - Hawkes Bay Office



- Southern Region**
- Wellington Office
  - Violence Prevention Unit (Rimutaka Prison)
  - Christchurch Office
  - Kia Marama Special Treatment Unit (Rolleston Prison)
  - Dunedin Office



Community Probation Service

