



CREATING LASTING CHANGE

STRATEGY 2011 – 2015 *year two*

OUR VISION

To create lasting change by breaking the cycle of re-offending.

OUR GOAL

Reducing re-offending by 25% by 2017.

Public safety is our bottom line

Our way

We take new approaches
to get better outcomes

We make a difference

We are accountable
setting clear expectations

We achieve more by
working together

improving public safety

open to learning

maintain public confidence

trying new approaches

effective and efficient

honesty

agile

confidence

partnerships

self-discipline

courageous

willing to innovate

continuous improvement

understanding our contributions

well supported staff

we are part of the team

CREATING LASTING CHANGE

Most of us take our freedom for granted, but while the rest of New Zealand is waking up and going about their usual day, 8,500 people are waking up each day in prison. Another 33,000 people are waking up to another day on a community sentence or order.

At Corrections, our people carry out thousands of different roles every day, but no matter what our job is, we're all here for two main reasons:

- > to protect the public of New Zealand from those who can harm them; and
- > to create lasting change by breaking the cycle of re-offending.

This is the second year of our ongoing Creating Lasting Change Strategy (2011-2015). When the strategy was launched in 2011, Corrections was an organisation coming to terms with its changing environment. Since then we've undergone a major transformation in the way we are structured and introduced bold changes to the way we operate.

We said we would complete probation's Integrated Practice Framework and we did. We said we'd have smokefree prisons and we do. We said we'd introduce case management and we have. We've opened new treatment units, piloted new rehabilitation programmes and increased the number of offenders learning trades and achieving NZQA-recognised training qualifications.

We're working more closely with our partners in the justice sector, as well as local iwi and community groups, and this engagement will increase over the next 12 months. We've also reviewed our performance from both a financial and an operational perspective. We know what we do well and where we can do better.

The four priorities we set in 2011 still hold firm 12 months on. And we have a clear goal – to reduce re-offending by 25% by 2017.

We have a committed, professional workforce of 7,500 people working together toward a common goal. By working together as One Team and forging stronger relationships with those in the public and private sector who share our passion for reducing crime, we are in a strong position to make a real difference to the lives of New Zealanders.

OUR PRIORITIES

Improving Public Safety

Keeping communities safe by ensuring offenders complete the sentences and orders handed down by our justice system and are held to account if they don't. This will always be our bottom line.

Reducing Re-Offending

Cutting the rate of re-offending leaves fewer victims and adds significantly to the social well-being of our communities as offenders become productive members of our society. This is our ultimate goal.

Better Public Value

We face a challenging economic environment so our commitment is to achieve more with every taxpayer's dollar, freeing up resources where we can, while improving our service responses.

Visible Leadership

Our leaders will work actively with staff to engage them in creating lasting change, and ensure that we truly unify our efforts to reduce re-offending. Our staff will be safe and well supported in their daily work with offenders.



ACHIEVING OUR PRIORITY >>

IMPROVING PUBLIC SAFETY

WE WILL

implement practice and policy that focuses on community safety by:

- > Introducing GPS tracking technology to better monitor our most high risk offenders who are serving community sentences or on parole.
- > Working alongside the Ministry of Justice to develop legislation that will:
 - keep offenders who are at very high risk of imminent serious sexual or violent re-offending detained on Public Protection Orders.
 - reduce unnecessary parole hearings and alleviate stress on victims of crime.
- > Strengthening the efficiency and effectiveness of offender management by advancing the Corrections Amendment Bill and the Administration of Community Sentences and Orders Bill.
- > Delivering a multi-disciplinary case management system that will support decision making and review the strategies put in place to manage our high risk offenders in the community.
- > Embedding our Practice Leadership model in community probation to ensure frontline staff operate to the highest professional standards and are supported by best practice.
- > Ensuring planning between prisons and probation staff starts early to achieve better transitions for offenders from custody to the community.





WE WILL

operate our prisons to a recognised world leading standard by:

- > Implementing the Right Track approach across all New Zealand prisons to bring an active management approach into our daily interaction with prisoners.
- > Opening New Zealand's first "high dependency" unit at Rimutaka Prison (supported by the Hutt Valley District Health Board) to better manage and monitor prisoners who have age-related health needs like dementia or Parkinson's.
- > Tailoring our prisoner security classification system to ensure it contains the right incentives to motivate prisoner participation in activities that address their criminal offending.
- > Establishing a High and Complex Needs Panel to review the strategies put in place to manage our most behaviourally challenging prisoners.
- > Delivering a "Gang Exit" pathway for prisoners who are contemplating leaving their gang associations and leading a crime free life.
- > Investing in the progressive upgrade of our prison facilities to achieve a common set of security standards.
- > Leading the development of New Zealand's first Public Private Partnership prison in Wiri to achieve a new global standard in contracting for outcomes to reduce re-offending.



ACHIEVING OUR PRIORITY >>

REDUCING RE-OFFENDING

WE WILL

maximise prisoner participation in treatment and programmes that help break the cycle of re-offending by:

- > Expanding the availability of drug and alcohol treatment and education available in prison, ensuring that by 2014 all prisoners with a need have access to treatment.
- > Opening up our rehabilitative interventions for remand and short sentence prisoners.
- > Establishing working prisons at Auckland Region Women's Corrections Facility, Rolleston and Tongariro/Rangipo Prisons, where all prisoners will be engaged in work or training.
- > Engaging more prisoners in literacy and numeracy training and secondary and self-directed tertiary education.
- > Providing access to a range of programmes that specifically target the offending behaviour of under 20 year olds.
- > Increasing opportunities for employment post release by partnering with major employers and industries, while lifting further participation in release to work programmes.
- > Revitalising the therapeutic model operating in our Māori Focus Units, lifting the achievement level to an elite standard nationwide.





WE WILL

*strengthen our engagement with offenders in the community
and lift our reintegration efforts by:*

- > Partnering with iwi and non-government organisations to provide supportive networks within the community that help offenders to complete their sentences and live offence-free lives.
- > Introducing Reintegration Centres in Taranaki and the Bay of Plenty to connect recently released prisoners with re-integrative support in their communities.
- > Operating a Regional Innovation Fund to encourage and support the development of local solutions to reducing re-offending in communities.
- > Embedding our Whare Oranga Ake in Spring Hill and Hawkes Bay to deliver positive reintegration outcomes for Māori prisoners and their families.
- > Enhancing rehabilitation services provided directly by probation officers, meaning more offenders receive motivational techniques, relapse prevention and rehabilitative interventions from probation officers.
- > Strengthening our community-based rehabilitation programmes, increasing participation in Kowhiritanga (group-based rehabilitation for female offenders) and better targeting domestic violence programmes.
- > Facilitating the participation of offenders serving community sentences into education, basic work and living skills, and job skills training.

motivate



ACHIEVING OUR PRIORITY >>

BETTER PUBLIC VALUE

WE WILL

stand alongside the NZ Police and the Ministry of Justice to deliver against our shared objective of reducing crime by:

- > Advancing our Joining Forces initiative with NZ Police and Ministry of Justice to improve public safety and maximise our joint activities.
- > Expanding the use of audio-visual technology between prisons and courts to reduce the costs and risks of prisoner transport.
- > Rethinking the delivery of corrections services in Christchurch in tandem with the development of a Justice Sector precinct.
- > Working closely with NZ Police and their Prevention First initiative throughout New Zealand to safely manage high risk offenders in the community.
- > Hot-housing a Justice Sector joint initiative in the Hutt Valley that generates new ways of working together to achieve community safety.
- > Leading the sector's engagement with the NGO community and the recently formed Justice Coalition to ensure our combined efforts are effective.
- > Implementing shared services arrangements for Facilities Management, IT infrastructure, Electronic Security and Fleet Management.





WE WILL

deliver on our Expenditure Review commitments to achieve long term financial sustainability by:

- > Completing our prison closure and investment programme that is ensuring our facilities are fit-for-purpose and support rehabilitation outcomes for prisoners.
- > Implementing our Corrections Employment Review, lifting the return on the assets we have to create employment and training opportunities for prisoners.
- > Introducing increased "contracting for outcomes", which will provide smarter incentives to our partners to be more effective in reducing re-offending.
- > Reducing overhead costs through our corporate efficiency and savings programme.
- > Modernising Community Probation Centres to encourage more successful interactions between Corrections' staff, offenders and local service providers in the community.
- > Completing and realising the benefits from "Unifying Our Effort", the Department's structural change programme designed to support our One Team at Corrections objective.
- > Increasing flexibility for frontline staff through the progressive introduction of technologies that modernise our service and our interaction with offenders.



ACHIEVING OUR PRIORITY >>

VISIBLE LEADERSHIP

WE WILL

strengthen the engagement and safety of our staff by:

- > Developing a comprehensive and internationally benchmarked staff safety action plan focusing on safer work practices, training and equipment.
- > Expanding the use of pepper spray in prisons as an accessible option for controlled and planned responses.
- > Delivering tactical exit training for all offender-facing staff, lifting our skills and confidence to respond in threatening situations.
- > Establishing national and local frontline staff fora to consult and involve our people in plans and policies that affect them.
- > Introducing initiatives that improve the health and wellbeing of our staff in response to the results of health monitoring conducted over the last year.
- > Establishing a national management development programme to support managers to grow in their roles and to strengthen their engagement with staff.





WE WILL

unify our effort to reduce re-offending by:

- > Ensuring that our new national and regional structures are operating fully, and that Corrections has a strong and visible regional presence.
- > Sponsoring four regional emerging leaders teams to provide fast tracked development for frontline staff to become future regional leaders.
- > Introducing Corrections work-wear options for frontline and support staff, who currently are not provided with a uniform.
- > Engaging with staff and stakeholders to publish district plans to reduce re-offending.
- > Growing the professional leadership roles of the Chief Psychologist, Chief Probation Officer and Chief Custodial Officer to drive system-wide practice development.
- > Delivering training every frontline staff member is able to participate in that increases their knowledge, confidence and performance on the job.



WE WILL *know we are making a difference when:*

Public Safety is Improved

We are respected for our role in keeping communities safe, holding offenders to account, and always doing the right thing.

Re-Offending Rates Reduce

We achieve a breakthrough in recidivism rates, creating lasting change.

Success with Māori Offenders is Achieved

We have greater success with Māori offenders particularly in reducing re-offending.

Our Effort is Valued

We deliver on key government expectations, building trust that our performance is sustainable and our services are well planned to meet future demand.



