



DEPARTMENT  
OF CORRECTIONS

*Statement of Intent*  
**1 July 2002 to 30 June 2003**

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## PURPOSE

The Statement of Intent outlines the outcomes to which the Department's work contributes. It identifies departmental strategic goals and key milestones, and details outputs and performance measures. In effect it outlines the Department's annual business plan within the context of the appropriate three-to-five-year Strategic Business Plan signed off by the Minister.

### **The Statement of Intent is divided into three parts:**

- Part 1 outlines the strategic context that the Department operates within. This includes a description of the Government's key goals and the outcomes that the Department's business contributes to. This part also outlines the linkages between the Department's outputs, strategic goals and outcomes. Specific milestones for each strategic goal are identified and drawn from the Department's existing suite of Strategic Business Plans.
- Part 2 outlines the outputs that will be delivered within the appropriation. It provides a Statement of Service Performance that meets all requirements of the Public Finance Act 1989.
- Part 3 outlines the key dimensions and structure of the Department of Corrections.

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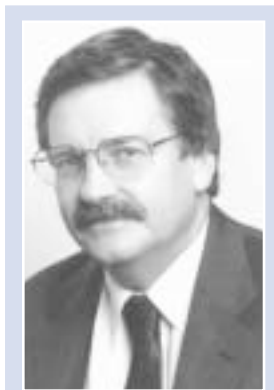
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## MINISTER'S FOREWORD

In my 2001 report on reducing re-offending, *About Time*, I took a hard look at the corrections system, its place in society and its future direction.

*About Time* addressed the need for alternative sentencing and rehabilitation solutions.

*About Time* is an evidence-based national strategy for driving down the incidence of serious criminal offending and reducing the use of imprisonment. Based on recent important scientific findings about crime and criminals, *About Time* presents a 10-option policy strategy that addresses serious crime's most fundamental driver – the size of the pool of serious and chronic adult offenders in the community. *About Time* is a life-cycle strategy that identifies targets, defines required outcomes, and sketches in best practices for achieving those outcomes.



Cabinet has allocated the 10 options in *About Time* to a range of agencies for inclusion in new policy and practice developments. As part of this response, I am working with the Minister of Social Services and Employment to set up a system of Day Reporting Centres that will intercept high-risk teenage offenders before they can progress to adult crime.

In essence, a sentence to a Day Reporting Centre requires a young offender to get "back on track" through a normal teenage lifestyle – attending school or work training, participating in family life, involvement in sport or other pro-social activities, involvement with pro-social friends, and abstaining from drugs and excessive alcohol. While this may seem a straightforward task, for most serious young offenders it will take six months of hard work and treatment.

A trial of two Day Reporting Centres is currently being developed that will cater for 130 offenders annually.

Addressing other specialist needs are the country's five Māori Focus Units, which bring a tikanga Māori approach to inmates' sentences. These, combined with tikanga Māori programmes provided by the Community Probation Service, are amongst the vanguard of Corrections' efforts to address the needs of Māori offenders in a culturally appropriate way.

It is pleasing to see a growing number of employment schemes bringing work skills to inmates. These include offset printing, textiles, farming, forestry, and joinery. I am likewise delighted to see local communities benefiting from this work and interacting with prison industries.

What these initiatives share is making sentences – whether community or prison-based – times of constructive change, as opposed to passively sitting out one's sentence.

Yet these are just a few of the changes sweeping through New Zealand's corrections system. Many other new measures are currently being introduced, such as improved arrangements for families, plus the introduction this year of much-needed new legislation such as the Parole Act 2002 and the Sentencing Act 2002.

It is forward-thinking developments like these that I strongly believe are helping to make this country's criminal justice system amongst the most progressive in the world.



Hon Matt Robson  
Minister of Corrections

## CHIEF EXECUTIVE'S OVERVIEW

As we head into 2002/03 I am conscious that we have undertaken a necessary but ambitious change management programme over the last few years. 2001/02 has in particular been a difficult year as key initiatives reached the peak of their implementation.



Integrated Offender Management (IOM) represents the most comprehensive change to the way we have previously thought about and undertaken our core business. No part of the Department remains unaffected by the changes IOM has introduced.

For significant parts of the organisation the lead up to the commencement of the Government's new Sentencing and Parole Reform legislation has also required a major effort.

Either one of these change management programmes represents a sizeable challenge, but to undertake both at once has at times put us under considerable pressure.

Unsurprisingly, IOM and implementation of Sentencing and Parole Reform legislation remain our two key priorities for 2002/03. In both cases we must ensure we are consolidating the changes made – while at the same time seeking to continuously improve on what we are doing.

In line with existing priorities we will also be putting in place further initiatives focused on reducing re-offending by Māori and will begin development on initiatives that focus on offending by Pacific peoples.

Youth offenders will remain a focus, and, as mentioned by the Minister, we will be piloting a new Day Reporting Centre concept.



There will also be progress made on new prison facilities, continuance of the deferred maintenance programme and a focus on generally improving our capability.

This year represents the final year in achieving the goals and milestones in the existing *Strategic Business Plan* and associated documents. We will be turning our minds to the development of the next strategic business plan, a document that will, when approved by the incoming government, provide our substantive direction for three to five years from July 2003.

While we will be no less busy than in previous years, we will be very much focusing on how we can work together to get the best out of the changes we have already made – and we will be thinking about the future and where our efforts can best be used to protect the public by contributing to safer communities and reducing re-offending.



Mark Byers  
Chief Executive



# PART 1

## STRATEGIC CONTEXT

## PART 1 STRATEGIC CONTEXT

### KEY GOVERNMENT GOALS

The Government's key goals as defined in May 2001 are:

- **Strengthen National Identity and Uphold the Principles of the Treaty of Waitangi**

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

- **Grow an Inclusive, Innovative Economy for the Benefit of All**

Develop an economy that adapts to change, provides opportunities and increases employment and, while closing the gaps, increases incomes for all New Zealanders.

- **Restore Trust in Government and Provide Strong Social Services**

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

- **Improve New Zealanders' Skills**

Foster education and training to enhance and improve the nation's skills so that all New Zealanders have the best possible future in a changing world.

- **Reduce Inequalities in Health, Education, Employment and Housing**

Reduce the inequalities that currently divide our society and offer a good future for all by better coordination of strategies across sectors and by supporting and strengthening the capacity of Māori and Pacific peoples' communities.

- **Protect and Enhance the Environment**

Treasure and nurture our environment with protection for eco-systems so that New Zealand maintains a clean, green environment and rebuilds our reputation as a world leader in environmental issues.

The purpose and principles of the Corrections System as signed off by Government and which are to be included in the new Corrections Legislation follow.

**Purpose:**

- administering community-based and custodial sentences and orders imposed by the Courts and Boards, in a safe, secure, humane and effective manner;
- assisting in the rehabilitation of offenders and their reintegration into the community, where appropriate, through the provision of programmes and other interventions;
- providing information on offenders to Courts and the New Zealand Parole Board to assist them in their decision-making.

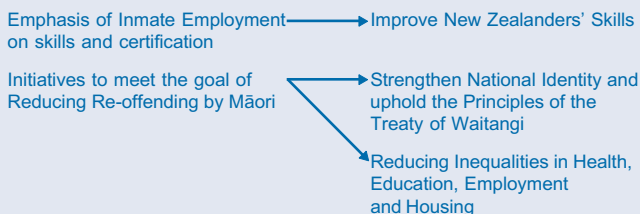
**Principles:**

- public safety will be paramount in the management of offenders and those detained or remanded in custody;
- victims' interests will be considered in decisions related to offender management;
- in order to reduce the risk of re-offending, decisions related to sentence planning and management, rehabilitation and reintegration will, where appropriate, take into account the cultural background of offenders;
- family and family group structures must be recognised, provided for and engaged to the greatest extent possible in
  - decisions related to sentence planning and management, rehabilitation and reintegration
  - participation in programmes, services and activities related to an offender's sentence management;
- the corrections system will ensure the fair treatment of offenders and those remanded or detained in custody by

- making offenders aware of rules and entitlements that affect them while they are subject to a sentence or order
- using transparent decision-making criteria
- applying these criteria constantly
- ensuring adequate access to an effective grievance procedure;
- offenders will retain relevant citizenship rights except to the extent that their sentence or order necessarily removes or restricts these rights;
- sentences and orders will be administered using the least restrictive measures consistent with the safety of the public, corrections staff and offenders;
- offenders will be encouraged to participate in activities that will contribute to their rehabilitation and reintegration;
- contact between offenders and their families will be encouraged and supported to the extent that this contact promotes rehabilitation and reintegration and is consistent with safety and security requirements.

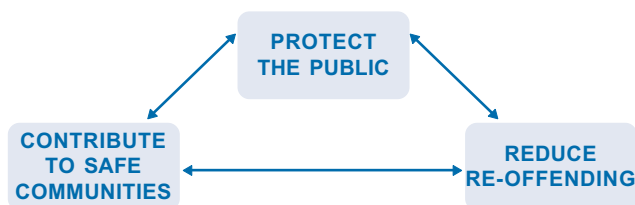
## THE DEPARTMENT'S STRATEGIC DIRECTION

The Department of Corrections' strategic direction is consistent with the Government's goals. Many of the individual outputs and strategic goals contribute directly to Government Outcomes. Examples include:



More broadly the key outcomes seek to meet the Government's mandate to Restore Trust in Government and Provide Strong Social Services. The Department's primary outcome is to protect the public by directly contributing to

the achievement of the two contributory outcomes of Safe Communities and Reducing Re-offending as illustrated in the following diagram:



The Department's core business focuses on the achievement of these two outcomes.

#### **Contribute to Safe Communities through:**

- the provision of information to the judiciary to inform the sentencing process and release decisions
- ensure appropriate compliance with, and administration of, sentences and orders
- the safe, secure and humane management of offenders
- the provision of a safe environment for staff and the public.

#### **Reduce Re-offending through:**

the delivery of initiatives that are designed to achieve an overall reduction in the level of re-offending by changing behaviour through rehabilitative and reintegrative initiatives. These include the provision of education, work experience and skills so offenders are better equipped to secure employment on release.

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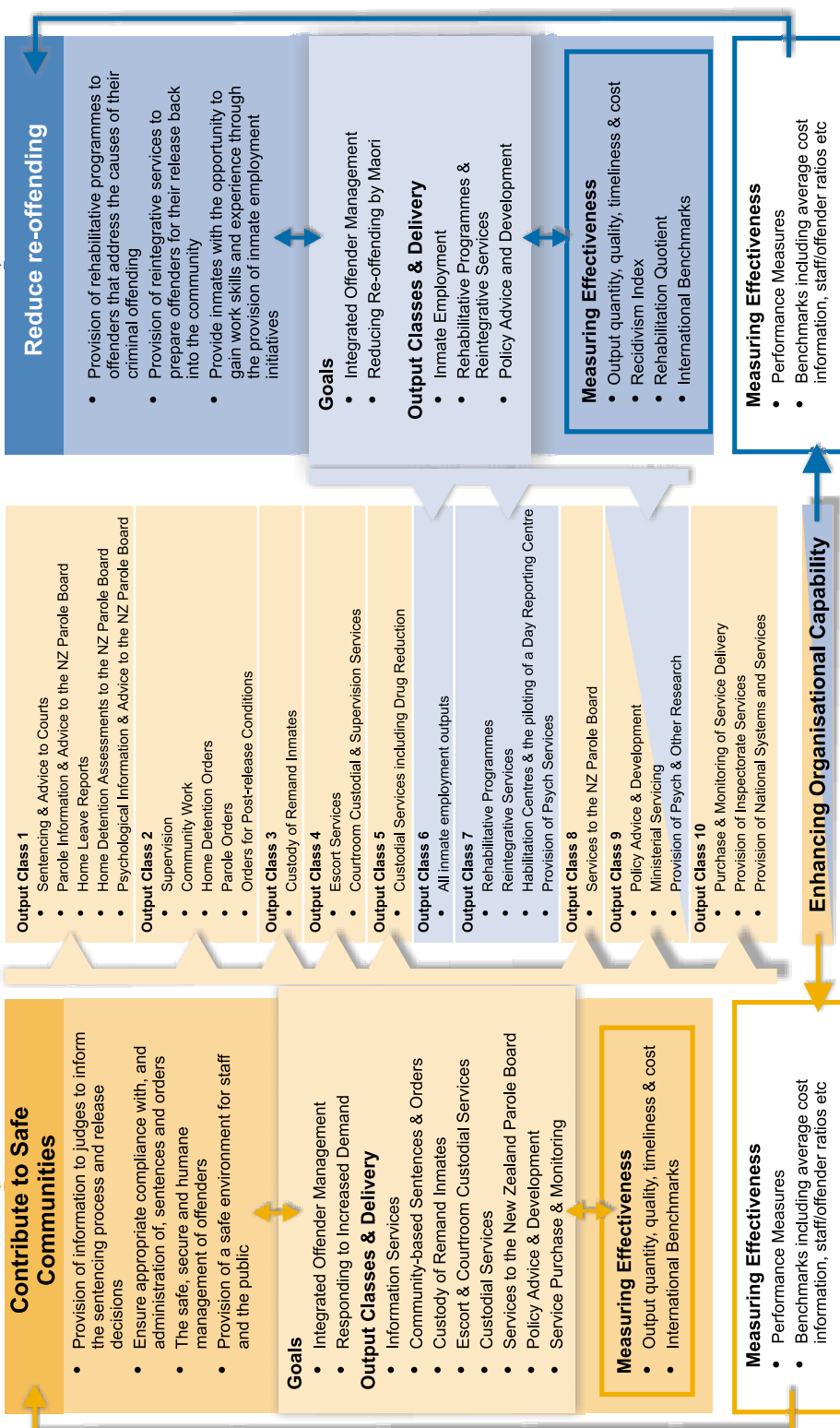
Strategic  
Context

#### **Strategic Framework**

The Department of Corrections can demonstrate a clear link between its Outcomes, Strategic Goals and Outputs. Emphasis has also been put into developing measurement techniques. Over time these will be used to determine the reduction in re-offending and allow comparisons to be made with other overseas jurisdictions.

The following diagram illustrates these linkages.

## Outcome: Protect the Public



The remainder of Part 1 and Part 2 of the Statement of Intent are colour-coded to match this diagram, and to reflect the contribution the Strategic Goals and Output Classes make towards the achievement of outcomes.



To some extent the division of the Department's work between the two contributory outcomes is an artificial one, in that there is some integration and overlap within the Strategic Goals and the delivery of Output Classes. These are natural dependencies in meeting both outcomes and at times the separation of activities is one of form not substance.

In carrying out these activities, the Department has built and continues to expand relationships, with other justice sector agencies. The justice sector includes the government agencies of Corrections, the Ministry of Justice, the Department for Courts, the New Zealand Police, government departments and local communities.

### Strategic Goals

The Department has in place a suite of strategic business plans that guide the work of the Department through to the end of the 2002/2003 financial year. These plans focus on four major strategic goals which direct efforts toward the achievement of the contributory outcomes. The Strategic Goals are:

- “bedding in” Integrated Offender Management (IOM) so that the Department can more effectively manage offenders and better focus its efforts on addressing offender behaviour, and as such, directly contribute towards the achievement of both of the contributory outcomes;
- continuing a major focus on reducing re-offending by Māori through the development of assessment systems and rehabilitative interventions that are effective with Māori offenders;
- responding to the forecast increase in demand for corrections services through the provision of new and additional facilities and thereby contributing to safe communities;

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Strategic  
Context

- enhancing organisational capability, which is needed to ensure that the Department is able to successfully achieve the other three goals and therefore the contributory outcomes.

Each year key milestones are set for each of these strategic goals. Details of the milestones for the 2002/2003 financial year are outlined on pages 25 to 36.

### Output Classes and Delivery

The delivery of outputs within each Output Class directly contribute towards the achievement of the contributory outcomes. This ensures that the core business is appropriately specified within the priorities set by Parliament in its determination of what Corrections is expected to deliver with the appropriation it receives.

Details of the outputs within each Output Class for the 2002/2003 financial year are outlined on pages 57 to 75.

Transcending both contributory outcomes is the commitment the Department has to improving the quality and delivery of its services to all those with whom we deal. The Department acknowledges the importance of the Treaty of Waitangi as New Zealand's founding document and as the framework for the relationship between Māori and the Crown.

Accordingly, the Department has in place a Treaty of Waitangi Strategic Plan, *Kotahi Ano Te Kaupapa; Ko Te Oranga O Te Iwi*. The initiatives within the plan are reflected in all parts of the Statement of Intent.

The Treaty of Waitangi Strategic Plan provides an opportunity to build relationships, strengthen communications and facilitate participation between Māori and Corrections. This participation improves the effectiveness of the services that Corrections provides and helps to achieve the contributory outcomes of contributing to safe communities and reducing re-offending.

## Measuring Effectiveness

Progress made towards achieving objectives and outcomes will be reported in the Department's 2002/2003 Annual Report and will include an assessment of the extent to which the Department has achieved its objectives and outcomes in respect of the development and implementation of new initiatives and the delivery of services.

The Department has developed a tool that, over time, will allow progress made towards reducing re-offending to be measured. The two primary measures are the Recidivism Index and the Rehabilitation Quotient<sup>1</sup>.

### *Recidivism Index*

The Recidivism Index measures the rate of re-offending of a specified group of offenders over a 12-month period following their release from a custodial sentence or from the beginning of a community-based sentence. This method is based on internationally used definitions of re-offending applied to sentences administered by the Department.

The Recidivism Index comes in two forms – imprisonment, or reconviction to a sentence administered by the Department. Imprisonment gives a good indication of the seriousness of recidivism and costs to the Department, the criminal justice system and general society. However, since the majority of reconvictions do not lead to imprisonment, imprisonment statistics provide an incomplete measure of recidivism. Therefore reconviction to any sentence delivered by the Department is also measured.

### *Rehabilitation Quotient*

The Rehabilitation Quotient quantifies the percentage change in re-offending resulting from a particular rehabilitative intervention, by comparing the Recidivism

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Context

<sup>1</sup> Recidivism Index and Rehabilitation fact sheet available from the Department of Corrections.

Index of the group receiving the intervention with the Recidivism Index of an untreated group of a similar demographic composition.

With the introduction of Integrated Offender Management, these interventions are more accurately targeted at offender needs and will be of a greater duration. It is expected that these interventions will have a positive effect in reducing re-offending and that the Rehabilitation Quotient will demonstrate the benefits.

During the 2002/2003 financial year, the Department will be working on the development of outcome measures for the safe, secure and humane management of offenders, which it expects to have in place for the 2003/2004 financial year.

The Department is participating in the Government's Pathfinder Project, which seeks to better integrate outcome-based performance information into the Public Sector Management system. Through this project the Department is piloting a means for optimising the mix of interventions used. The use of Rehabilitation Quotient data and costs of crime data make it possible to rank interventions on cost-benefit grounds. The Department will examine its interventions annually to determine which interventions it should retain to maximise outcomes.

The Department will also evaluate its new Integrated Offender Management processes to demonstrate which elements are most effective at producing desired outcomes. This is a multi-year project, which will enable continuous improvement of the way the Department manages offenders.

### Benchmarks

The Department also uses international benchmarking to compare performance across a range of service delivery indicators. This is particularly important as the Department

is positioned as both the purchaser and provider of services and is unable to compare performance against internal (within New Zealand) organisations.

Benchmarking is also designed to support overall strategic advancement, as it provides the means by which quality improvement can be identified and effected.

Developing closer working relationships with overseas jurisdictions is an essential and integral part of the exercise. Information is now being exchanged on a regular basis between New Zealand, Australia, Canada, England & Wales, and Scotland.

### **Trends impacting on Corrections Services in 2002/2003 and beyond**

During the last five years the number of inmates has increased by 5.2 percent per year, while the number of offenders under the control of the Community Probation Service has decreased by 2.9 percent per year.

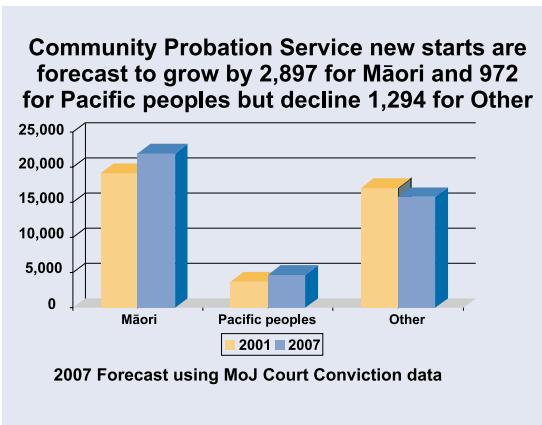
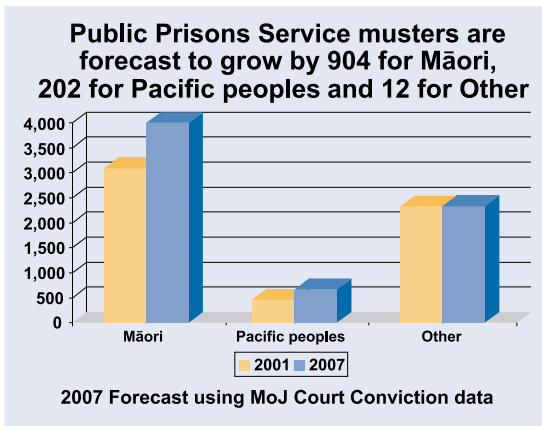
However, for the period 2002 to 2007 the number of prison inmates is forecast to grow by 3.2 percent per year (from 5,887 to 7,006), while the number of offenders starting a new sentence under the control of the Community Probation Service is forecast to increase by 1 percent per year (from 39,874 to 42,449).

The predicted growth in inmates and offenders is largely attributable to the overall growth of the Māori and Pacific peoples' population who continue to be over-represented in offending statistics. In the period 2002 to 2007 there will be greater proportions of Māori and Pacific peoples who will be in the 15-to-24-year-old age group, which is the age group that statistically, is more likely to offend.

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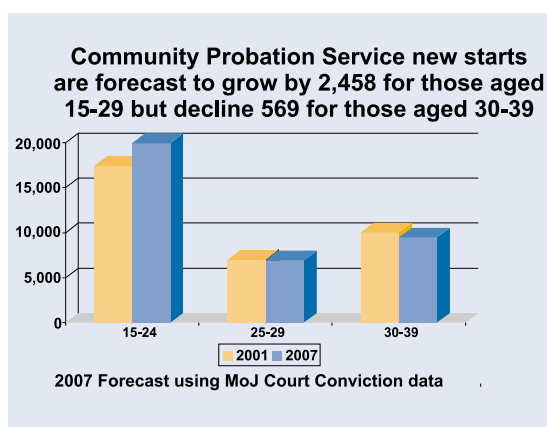
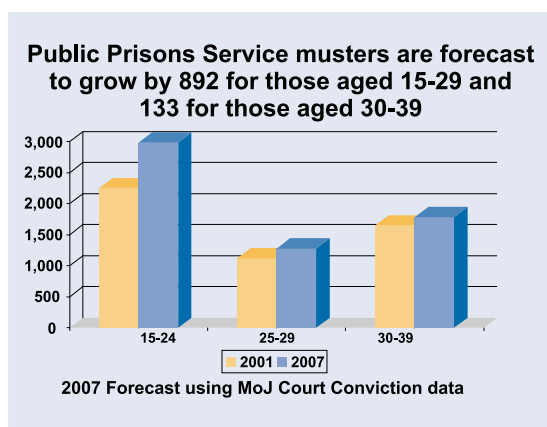
The following graphs illustrate the predicted growth in inmates and offender numbers by ethnicity.



It is also expected that by the year 2007:

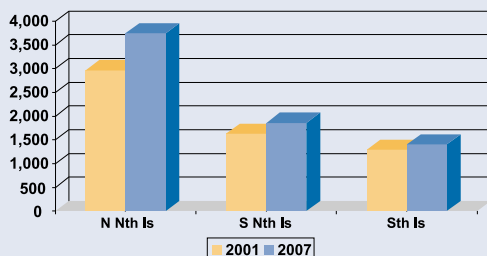
- the number of prison inmates aged 15-24 years will have increased by 33 percent (from 2,250 in 2001 to 2,985 in 2007)
- the number of offenders aged 15-24 years starting a sentence within the jurisdiction of the Community Probation Service will have increased 15 percent (from 17,408 in 2001 to 19,940 in 2007).

This is shown in the following graphs.



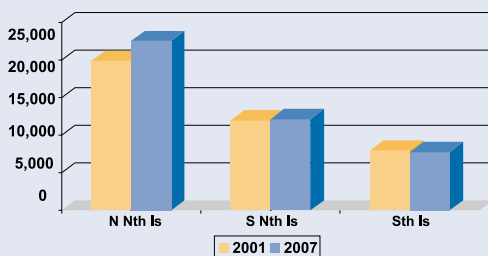
Distribution of inmates and offenders across the country will grow in line with the overall projected increases in numbers.

**Public Prisons Service musters are forecast to grow by 1,004 in the North Island and 115 in the South Island.**



2007 Forecast using MoJ Court Conviction data

**Community Probation Service new starts are forecast to grow by 2,763 in the North Island but decline 188 in the South Island.**



2007 Forecast using MoJ Court Conviction data

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

- costs and demands placed on the corrections system and the wider justice system
- public safety and broader social implications associated with offending behaviour
- effective rehabilitation and reintegration of Māori by the corrections system.



## FOCUS FOR 2002/2003

The remainder of the Statement of Intent focuses on the milestones, outputs and performance measures to be delivered in the 2002/2003 financial year. This includes details of the appropriation the Department will operate within.

### Strategic Goals and Key Milestones

The strategic goals and key milestones for the 2002/03 financial year follow.

#### **Strategic Goal 1: Integrated Offender Management**

The 2001/2002 financial year represented the second year implementing a new approach in the way that offenders are managed across all sentence types, lengths and locations.

This approach has been called Integrated Offender Management and from this year will start to be embedded in business-as-usual processes, policies and procedures.

Integrated Offender Management represents a new approach to the assessment of risk of re-offending and criminogenic needs. For higher risk offenders it seeks to match needs with interventions that focus on rehabilitation or, for lower risk offenders, reintegration into the community. As a first step many offenders may also need some assistance to motivate them to address their offending behaviour. In such cases the initial focus will be on either a cognitive-based programme and/or a tikanga-based programme. Should there be a consequent change in motivation the offender may go on to have interventions targeted at their needs as they relate to the cause of their offending.

The process an offender is likely to move through when in the care of the Department is best represented by the following diagram.

1

Strategic  
Context



The design of the interventions and associated business rules has been based on studies of “what works with offenders” both internationally and over time in New Zealand<sup>2</sup>. In all cases the design has sought to take into account the New Zealand environment, nature and characteristics of the offending population in this country.

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

1

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Context

<sup>2</sup> The principles of the psychology of criminal conduct are found in Andrews and Bonta “The Psychology of Criminal Conduct” (2nd Edition), 1996. Department Publications “Let there be Light”, “When the Bough Breaks”, “Montgomery House evaluation” and “Driving Offender Treatment Programme evaluation”.

## INTERVENTIONS IN THE MANAGEMENT OF OFFENDERS

### Safe, Secure & Humane Containment

- Security classification
- Behavioural management regime
- Constructive activities
- Drug and Alcohol Strategy/drug testing
- Provision of a safe environment for staff and the public



### Serving a safe sentence

### Education & Employment

- Basic numeracy & literacy skills
- National Certificate of Employment Skills
- Vocational training & experience
- Education for youth offenders
- Employment
- More advanced education for some offenders



### Equipping for self-sufficiency

### Rehabilitation

- Straight Thinking
- Tikanga
- Māori programmes
- Alcohol & substance abuse – Alcohol & Drug Programme
- Violence Prevention Programme
- Generic Rehabilitative Programme
- Making our Drivers Safe (MoDS)
- Cultural Supervision
- Chaplaincy
- Bi-cultural Therapy
- Māori Therapeutic Programmes (Māori Focus Units)
- Youth Units – EQUIP programme
- Treatment by psychologists
- Special Treatment Units – Drug and Alcohol, Sex Offender, Violence Prevention

*Designed to address motivation & willingness*  
- **Responsivity**



### Aiming to change offending behaviour

### Reintegration

- Basic living skills (relationships)
- Parenting
- Budgeting
- Self-care units
- Links to community support services
- Day Release/Work Release
- Home leave
- Relapse prevention services
- Involve family/whānau, hapu and iwi and reintegration plans
- Tailored to meet the needs of all groups (Māori, women, youth)



### Removing blockages to remaining offence-free

# 1

Strategic Context

Having implemented the basic model, tools and processes the emphasis will now go on:

- reinforcing the changes in processes and focusing on compliance with the requirements of the tools and procedures
- increasingly focusing on improving the quality of the work done
- looking for areas where improvements can be made with a view to putting in place a continuous improvement process
- identifying what still needs to be done to ensure the work environment is supportive of, and reinforces, the changes that have been put in place
- seeking to begin work on the evaluation of outcomes as a result of full implementation of IOM.

The other significant challenge in effectively managing offenders is bedding in the changes made by the new Sentencing Act 2002 and Parole Act 2002. To the extent that these Acts change the operating structure, processes and procedures, the design was integrated with IOM, and business-as-usual in the latter part of 2001/02.

Implementation is from 1 July and the focus is on ensuring that the new Acts are successfully implemented and integrated into business-as-usual.

The new legislation makes changes in the following key areas as it:

- provides new sentencing principles for judges to take into account when sentencing offenders
- changes the nature of community-based sentences by abolishing community service and periodic detention and replacing them with Community Work
- abolishes the sentence of community programme, and adds in further options for special conditions on supervision
- clarifies and enhances victims rights

- creates a new category of offenders released on conditions
- fundamentally restructures the National Parole Board and District Prisons Boards.

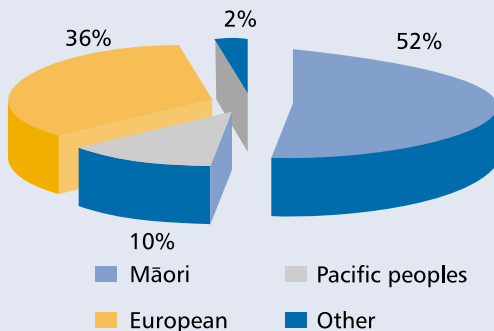
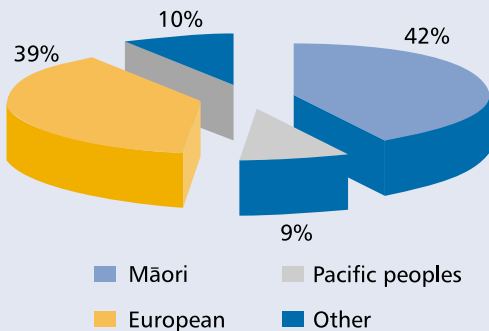
The key milestones for 2002/03 follow:

- Complete the roll-out of sentence planning and management processes for all categories of new inmates across all prisons.
- In line with the agreed strategy, apply assessment, sentence planning and management processes to existing inmates.
- Complete the implementation of reintegrative services across custodial and non-custodial offenders.
- Pilot the concept of a Day Reporting Centre for young offenders.
- Implement the provisions of the Sentencing Act 2002 and Parole Act 2002 across the organisation.
- Support the legislative process for the introduction, hearings, debates and enactment of new Corrections Legislation.
- Implement the initiatives outlined in the first year of the Strategy to reduce re-offending by Pacific peoples.

**Strategic Goal 2: Reduce Re-offending by Māori**

Māori continue to be disproportionately represented in the criminal justice system.

As an example, in 2002 the ethnic breakdown of prison inmates and offenders serving community-based sentences was:

**ETHNIC BREAKDOWN OF PRISON INMATES****ETHNIC BREAKDOWN OF COMMUNITY PROBATION OFFENDERS**

It is predicted that due to demographic patterns and assuming no other changes, the number of Māori in the system will rise over time.

In conjunction with the design and implementation of IOM, the Department has been working on a range of initiatives specifically focused on reducing re-offending by Māori.

These include:

- design of a Māori Targeting Framework that provides the rationale for and sits over the top of all initiatives for working with Māori offenders
- development of a Treaty of Waitangi Strategic Plan
- design and implementation of a bi-cultural therapy approach in the Psychological Service
- creation of five Māori Focus Units in prisons
- development and trial of Māori Therapeutic Programmes within Māori Focus Units
- design and implementation of a tool for identifying how Māori culture can contribute to solving offending-related issues (Māori Culture-related Needs)
- design and implementation of a Framework for the Reduction of Māori Offending (FReMO)
- implementation of tikanga Māori programmes for offenders.

The Department's Treaty of Waitangi Strategic Plan outlines the milestones to be achieved in 2002/03 which include:

- completion of the pilot of Cultural Supervision and implementation in line with available resourcing
- pilot Cultural Assessment and, subject to resource availability, begin implementation
- pilot tikanga Māori programmes for women that can be provided in prison and community-based settings
- implement Māori therapeutic programmes within new Māori Focus Units

- complete implementation of the Māori Targeting Framework, subject to funding
- implement the Whānau Involvement Plan and complete development of options for offender management by iwi and other Māori groups
- implement the Māori Provider Development Plan
- implement the Cultural Responsiveness Strategy for Māori including
  - training and development initiatives to increase staff awareness and skills in working with Māori offenders
  - recruitment initiatives to improve levels of Māori staff in the Department
  - career development framework to encourage more Māori into management positions.

### Strategic Goal 3: Responding to Increased Demand

The Department is part way through the implementation of an eight-year National Prison Facilities and Services Strategic Plan.

The milestones for this strategic goal are focused on ensuring that appropriate facilities exist in time to meet forecast increases in the inmate muster levels. As part of this goal, the Department is implementing the Government's Regional Prisons Policy. This policy is based on evidence that locating inmates as close as possible to their home is conducive to effective rehabilitation and reintegration.

Key milestones for 2002/03 include:

- begin construction of the new Northland Region Corrections Facility;
- progress the new South Auckland Men's Corrections Facility by
  - facilitating the council decision-making process on designation and resource consent
  - completing the facility design and documentation ready for tendering



- establishing Memorandum of Partnership with the appropriate iwi authority for the proposed facility;
- progress the new Auckland Region Women's Corrections Facility by
  - facilitating the council decision-making process on the site designation
  - completing the facility design and documentation ready for tendering
  - establishing a community-based and appropriately mandated Māori women's Advisory Group
  - establishing Memorandum of Partnership with the appropriate iwi authorities for the proposed facility;
- progress the new Otago Region Men's Corrections Facility by completion of consultation and technical reporting on the preferred site and lodgement of all necessary documentation under the Resource Management Act;
- complete the construction and commissioning of 180 new cells at Rimutaka Prison.

#### **Strategic Goal 4: Enhancing Organisational Capability**

It is critical that the Department ensures it has the capability to effectively conduct its business now and in the future. None of the previous strategic goals can be delivered without an improvement in, and focus on, capability.

The most significant capability challenges facing the Department in 2002/03 are:

- bedding in substantive change management processes, primarily the two-year implementation of new processes and procedures associated with Integrated Offender Management;
- in addition to IOM, successfully implementing and bedding in the changes in processes and procedures brought about by new legislation, in particular the Sentencing Act 2002 and Parole Act 2002;

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Strategic  
Context

- ensuring appropriately trained and skilled managers and staff, and managing the consequences of turnover, in order to ensure output delivery for the current year;
- putting in place mechanisms that seek to focus on enhancing the capability of staff and managers in the future;
- delivering against the strategic goals and output volumes, quality and timeliness within the resources allocated;
- ensuring appropriate technology support and appropriate standard of facilities, tools and equipment.

The key milestones, for 2002/2003 will include:

- implementing a centralised service delivery function to deliver programmes to offenders and associated training and support processes;
- completing training and development targeted at the implementation of IOM, Sentencing Act 2002 and the Parole Act 2002, and merging training for these activities into business-as-usual training plans. Provide the necessary refresher training in key areas and training for new staff;
- redeveloping the management training provided to first level managers to include new modules on Health and Safety and Responsiveness, and to increasingly focus on the skills and knowledge needed to be a manager in the Corrections environment;
- continuing with Career Development Workshops for managers and progress the design of succession processes for middle and senior management levels;
- continuing to run two Future Leaders programmes (two year development) and one selection process a year to identify staff with potential to become first level supervisors and managers;
- reviewing the appropriateness of training and development programmes in place for all levels of

managers across the organisation, identifying gaps and the recommended approaches for the future;

- implementing revised Department of Corrections' Code of Conduct, and commence implementation of the recommendations of the Public Prisons Service's Professional Ethics project;
- completing a comprehensive review of Output Pricing levels across the Department;
- continuing to enhance the major operating computer system (IOMS) to ensure it supports IOM, in particular implementing new scheduling functionality;
- implementing key initiatives from the deferred maintenance plan, in particular
  - commencing cell strengthening for seismic risk in Christchurch Prison
  - commencing work on the Waikeria Prison re-development;
- completing 95 percent of the implementation of the Community Probation Service co-location of probation and community work sites.

## 2002 Budget Decisions

The Department will implement 2002 Budget decisions in respect to:

- continuation of the Reintegrative Services for Families programme running in Auckland and Christchurch
- piloting the concept of a Day Reporting Centre for youth offenders
- continuing to address priorities for deferred maintenance, in particular focusing on fencing prison sites not currently fenced.

1

Strategic  
Context

## Enhancing Operational Performance

The Department will also seek to enhance its operational performance by:

- extending the range of performance measures for which international benchmarking takes place. This will include measures in Community Probation, and will also seek to identify overall capability measures;
- extending the range of rehabilitative interventions for which Rehabilitation Quotient information is available. This will assist in expanding the measurement techniques for effectiveness of interventions;
- commencing work on secure perimeters at two facilities;
- working with the Ministry of Health to develop an appropriate delivery model for the provision of health services to inmates/offenders;
- continuing to 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;
- completing the implementation of Government decisions to enhance the management of women inmates;
- continuing work on the implementation of a strategy to reduce the use of drugs in prisons.

# PART 2

## FORECAST FINANCIAL STATEMENTS

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- Output Class 6: Inmate Employment
- Output Class 7: Rehabilitative Programmes and Reintegrative Services
- Output Class 8: Services to the New Zealand Parole Board
- Output Class 9: Policy Advice and Development
- Output Class 10: 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 2003 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 2002/03, which are being laid before the House of Representatives under section 9 of the Public Finance Act 1989.

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STATEMENT  
OF  
RESPONSIBILITY



Signed  
Mark Byers  
Chief Executive

22 April 2002



Countersigned  
Richard Morris  
Chief Financial Officer

22 April 2002

## FINANCIAL SUMMARY

### Financial Highlights

The following financial highlights for the Department of Corrections present a forecast of performance for the year ending 30 June 2003.

In 2002/03 the Department of Corrections expects to earn income of:

- \$435.207 million in revenue from the Crown
- \$23.498 million in revenue from other sources.

Expenses of \$458.705 million are expected in purchasing services that will be supplied and administered under the 10 departmental output classes. The distribution of this expenditure is intended as follows:

- \$24.095 million (5.25 percent of the Vote) on psychological reports, remand pre-sentence reports, reparation reports, same-day reports, home detention reports and assessments, oral information reports and the preparation of home leave reports to prisons, and reports to the New Zealand Parole Board
- \$52.33 million (11.41 percent of the Vote) on management and delivery of community-based sentences and orders through sentence management and sentence compliance services
- \$45.612 million (9.94 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
- \$5.924 million (1.29 percent of the Vote) on the transportation of inmates to and from court and their custody while at court
- \$246.278 million (53.7 percent of the Vote) on custodial services, the provision of facilities, and administering sentences of imprisonment
- \$34.453 million (7.51 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

- \$40.078 million (8.74 percent of the Vote) on prison and community-based rehabilitative and reintegrative programmes, 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 million (0.65 percent of the Vote) on services to the New Zealand Parole Board relating to the provision of administrative, financial and secretariat services
- \$3.721 million (0.81 percent of the Vote) on development of policies, and Ministerial servicing relating to the reduction of re-offending, the effective management of corrective services, and the review, evaluation and development of service standards
- \$3.214 million (0.7 percent of the Vote) on contract management, national systems, inspectorate services and custodial assurance.

The Department will also receive a capital contribution of \$84.339 million to construct corrections facilities at Rimutaka, Otago, Auckland and Northland, a pilot Day Reporting Centre, deferred maintenance and prison security.

More details of how each of the output classes will be spent are given in tables contained in pages 58 to 113.

The Department of Corrections manages a Government investment (through taxpayers' funds) of \$637.768 million and expects a negative net cash flow from operations and investment of \$104.472 million.

The financial information in pages 39 to 57 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 2002 and 30 June 2003

|   | 2001/02<br>Budgeted<br>\$000 | 2001/02<br>Estimated<br>Actual \$000 | 2002/03<br>Budget<br>\$000 |
|---|------------------------------|--------------------------------------|----------------------------|
| Revenue: Crown  | 424,178                      | 424,178                              | 435,207                    |
| Revenue: other  | 30,433                       | 30,433                               | 23,498                     |
| Interest  | -                            | -                                    | -                          |
| Output expenses   | 454,611                      | 454,611                              | 458,705                    |
| Net surplus/(deficit)                                     | (18,000)                     | (18,000)                             | -                          |
| Taxpayers' funds  | 553,429                      | 553,429                              | 637,768                    |
| Net cash flows from operating<br>and investing activities | (56,098)                     | (56,098)                             | (104,472)                  |

## Statement of Financial Performance

Statement of financial performance for the financial years ending 30 June 2002 and 30 June 2003

|  | 2001/02<br>Budgeted<br>\$000 | 2001/02<br>Estimated<br>Actual \$000 | 2002/03<br>Budget<br>\$000 |
|--|------------------------------|--------------------------------------|----------------------------|
| Revenue:   |                              |                                      |                            |
| Crown  | 424,178                      | 424,178                              | 435,207                    |
| Departments  | -                            | -                                    | -                          |
| Other  | 30,433                       | 30,433                               | 23,498                     |
| Interest   | -                            | -                                    | -                          |
| <b>Total Revenue</b>                                   | <b>454,611</b>               | <b>454,611</b>                       | <b>458,705</b>             |
| Output expenses  |                              |                                      |                            |
| Personnel  | 215,676                      | 215,676                              | 216,143                    |
| Operating  | 146,337                      | 146,337                              | 146,936                    |
| Depreciation   | 42,500                       | 42,500                               | 45,000                     |
| Provisions   | -                            | -                                    | -                          |
| Loss arising from revaluation<br>of land and buildings | -                            | -                                    | -                          |
| Other output expenses                                  | -                            | -                                    | -                          |
| Capital charge   | 50,098                       | 50,098                               | 50,626                     |
| <b>Total output expenses</b>                           | <b>454,611</b>               | <b>454,611</b>                       | <b>458,705</b>             |
| Surplus/(deficit) from operations                      | -                            | -                                    | -                          |
| Profit/(loss) on sale of physical assets               | -                            | -                                    | -                          |
| Other (non-output) expenses                            | 18,000                       | 18,000                               | -                          |
| <b>Net surplus/(deficit)</b>                           | <b>(18,000)</b>              | <b>(18,000)</b>                      | <b>-</b>                   |

## Statement of Financial Position

Statement of financial position as at 30 June 2001, 30 June 2002 and 30 June 2003

|  | Actual<br>Position<br>as at<br>30 June<br>2001<br>\$000 | Estimated<br>Actual<br>Position<br>as at<br>30 June<br>2002<br>\$000 | Projected<br>Position<br>as at<br>30 June<br>2003<br>\$000 |
|--|---|--|--|
| <b>Assets</b>                          |   |  |  |
| <b>Current assets</b>                  |   |  |  |
| Cash and bank balances                 | 55,040  | 25,837   | 5,704  |
| Short-term deposits<br>with the Crown  | -   | -  | -  |
| Pre-payments                           | 655   | 650  | 650  |
| Debtors and receivable                 | 3,978   | 3,900  | 3,900  |
| Inventory                              | 3,028   | 3,500  | 3,500  |
| Debtor Crown                           | -   | -  | -  |
| <b>Total current assets</b>            | <b>62,701</b>   | <b>33,887</b>  | <b>13,754</b>  |
| <b>Non-current assets</b>              |   |  |  |
| Livestock                              | 7,717   | 8,517  | 9,317  |
| Investments                            | 1,844   | 1,470  | 1,470  |
| Long-term deposits with<br>the Crown   | -   | -  | -  |
| Receivables and advances               | -   | -  | -  |
| Physical assets                        | 538,005   | 572,055  | 675,727  |
| Intangible assets                      | -   | -  | -  |
| <b>Total non-current assets</b>        | <b>547,566</b>  | <b>582,042</b>   | <b>686,514</b>   |
| <b>Total assets</b>                    | <b>610,267</b>  | <b>615,929</b>   | <b>700,268</b>   |
| <b>Liabilities</b>                     |   |  |  |
| <b>Current liabilities</b>             |   |  |  |
| Creditors and payables                 | 34,050  | 31,500   | 31,500   |
| Capital charge payable                 | -   | -  | -  |
| Provision for repayment<br>of surplus  | 3,105   | -  | -  |
| Provision for employee<br>entitlements | 22,289  | 22,000   | 22,000   |
| Other current liabilities              | -   | -  | -  |
| Other output expenses                  | -   | -  | -  |
| <b>Total current liabilities</b>       | <b>59,444</b>   | <b>53,500</b>  | <b>53,500</b>  |

## Statement of Financial Position (continued)

|   | Actual<br>Position<br>as at<br>30 June<br>2001<br>\$000 | Estimated<br>Actual<br>Position<br>as at<br>30 June<br>2002<br>\$000 | Projected<br>Position<br>as at<br>30 June<br>2003<br>\$000 |
|---|---|--|--|
| <b>Term liabilities</b>                           |   |  |  |
| Payables and provision                            | -   | -  | -  |
| Provision for employee<br>entitlements            | 8,964   | 9,000  | 9,000  |
| Other term liabilities                            | -   | -  | -  |
| <b>Total term liabilities</b>                     | <b>8,964</b>  | <b>9,000</b>   | <b>9,000</b>   |
| <b>Total liabilities</b>                          | <b>68,408</b>   | <b>62,500</b>  | <b>62,500</b>  |
| <b>Taxpayers' funds</b>                           |   |  |  |
| General funds                                     | 537,393   | 549,393  | 633,732  |
| Revaluation reserves                              | 4,466   | 4,036  | 4,036  |
| <b>Total taxpayers' funds</b>                     | <b>541,859</b>  | <b>553,429</b>   | <b>637,768</b>   |
| <b>Total liabilities and<br/>taxpayers' funds</b> | <b>610,267</b>  | <b>615,929</b>   | <b>700,268</b>   |

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Statement  
of Financial  
Position

## Statement of Cash Flows

Statement of cash flows for the financial years ending 30 June 2002 and 30 June 2003

|   | 2001/02<br>Budgeted<br>\$000 | 2001/02<br>Estimated<br>Actual \$000 | 2002/03<br>Budget<br>\$000 |
|---|------------------------------|--------------------------------------|----------------------------|
| <b>Cash flows from operating activities</b>     |                              |                                      |                            |
| Cash provided from:                             |                              |                                      |                            |
| Supply of outputs to:                           |                              |                                      |                            |
| Crown   | 424,178                      | 424,178                              | 435,207                    |
| Departments                                     | -                            | -                                    | -                          |
| Other   | 30,551                       | 30,551                               | 23,498                     |
| Interest  | -                            | -                                    | -                          |
| Cash disbursed to:                              |                              |                                      |                            |
| Output expenses                                 | (365,339)                    | (365,339)                            | (363,079)                  |
| Capital charge                                  | (50,098)                     | (50,098)                             | (50,626)                   |
| Other expenses                                  | -                            | -                                    | -                          |
| Extraordinary items                             | -                            | -                                    | -                          |
| <b>Net cash flows from operating activities</b> | <b>39,252</b>                | <b>39,252</b>                        | <b>45,000</b>              |
| <b>Cash flows from investing activities</b>     |                              |                                      |                            |
| Cash provided from:                             |                              |                                      |                            |
| Sale of investments                             | -                            | -                                    | -                          |
| Sale of physical assets                         | 3,000                        | 3,000                                | 2,000                      |
| Cash disbursed to:                              |                              |                                      |                            |
| Purchase of investments                         | -                            | -                                    | -                          |
| Purchase of physical assets                     | (98,350)                     | (98,350)                             | (151,472)                  |
| <b>Net cash flows from investing activities</b> | <b>(95,350)</b>              | <b>(95,350)</b>                      | <b>(149,472)</b>           |
| <b>Cash flows from financing activities</b>     |                              |                                      |                            |
| Cash provided from:                             |                              |                                      |                            |
| Capital contribution from the Crown             | 30,000                       | 30,000                               | 84,339                     |
| Cash disbursed to:                              |                              |                                      |                            |
| Payment of surplus to the Crown                 | (3,105)                      | (3,105)                              | -                          |
| Repayment of capital to the Crown               | -                            | -                                    | -                          |
| <b>Net cash flows from financing activities</b> | <b>26,895</b>                | <b>26,895</b>                        | <b>84,339</b>              |
| <b>Net increase/(decrease) in cash held</b>     | <b>(29,203)</b>              | <b>(29,203)</b>                      | <b>(20,133)</b>            |
| Opening total cash balances at 1 July           | 55,040                       | 55,040                               | 25,837                     |
| <b>Closing cash balances as of 30 June</b>      | <b>25,837</b>                | <b>25,837</b>                        | <b>5,704</b>               |

## Reconciliation of Net Operating Cash Flows

Reconciliation of net surplus to net operating cash flows for the years ending 30 June 2002 and 30 June 2003

|  | 2001/02<br>Budgeted<br>\$000 | 2001/02<br>Estimated<br>Actual \$000 | 2002/03<br>Budget<br>\$000 |
|--|------------------------------|--------------------------------------|----------------------------|
| <b>Operating surplus/(deficit)</b>   | (18,000)                     | (18,000)                             | -                          |
| Add/(deduct) non-cash expenses/(revenues)  |                              |                                      |                            |
| Loss arising from the devaluation<br>of land and buildings                             | 18,000                       | 18,000                               | -                          |
| Loss on sale of a fixed asset  | -                            | -                                    | -                          |
| Pension expenses   | -                            | -                                    | -                          |
| Unrealised foreign currency<br>exchange (gain)/loss                                    | -                            | -                                    | -                          |
| Depreciation and amortisation  | 42,500                       | 42,500                               | 45,000                     |
| Other non-cash items   | -                            | -                                    | -                          |
| Add/(deduct) Working Capital<br>movements reductions/(increases)<br>from balance sheet |                              |                                      |                            |
| (Increase)/decrease in<br>inventories  | (472)                        | (472)                                | -                          |
| (Increase)/decrease in debtors<br>and receivables                                      | 78                           | 78                                   | -                          |
| (Increase)/decrease in debtor<br>Crown   | -                            | -                                    | -                          |
| (Increase)/decrease in<br>pre-payments   | 5                            | 5                                    | -                          |
| (Increase)/decrease in<br>creditors and payables                                       | (2,550)                      | (2,550)                              | -                          |
| (Increase)/decrease in<br>capital charge payable                                       | -                            | -                                    | -                          |
| (Increase)/decrease in<br>other accrued liabilities                                    | -                            | -                                    | -                          |
| (Increase)/decrease in<br>employee entitlements  | (253)                        | (253)                                | -                          |
| Other items  | (56)                         | (56)                                 | -                          |
| Net Working Capital movements  | (3,248)                      | (3,248)                              | -                          |
| <b>Net cash flows from<br/>operating activities</b>                                    | <b>39,252</b>                | <b>39,252</b>                        | <b>45,000</b>              |

**2**  
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 2002 and 30 June 2003

|  | Estimated<br>Position as<br>at 30 June<br>2002<br>\$000 | Estimated<br>Position as<br>at 30 June<br>2003<br>\$000 |
|--|---|---|
| <b>Taxpayers' funds at start of period</b>                         | <b>541,859</b>  | <b>553,429</b>  |
| Add/(deduct) fundamental errors                                    | -   | -   |
| <b>Amended taxpayers' funds at start of period</b>                 | <b>541,859</b>  | <b>553,429</b>  |
| Movements during the year (other than flows to and from the Crown) |   |   |
| Add/(deduct) net surplus/(deficit)                                 | (18,000)  | -   |
| Increase/(decrease) valuation reserves                             | (430)   | -   |
| 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         | 30,000  | 84,339  |
| (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>553,429</b>  | <b>637,768</b>  |

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Statement of  
Movement in  
Taxpayers'  
Funds (Equity)

## Details of Fixed Assets

Details of fixed assets, by category as at 30 June 2002 and 30 June 2003

**30 June 2002 Projected Position    30 June 2003 Projected Position**

|                        | Cost           | Accumulated   | Net Book       | Cost           | Accumulated    | Net Book       |
|------------------------|----------------|---------------|----------------|----------------|----------------|----------------|
|                        |                | Depreciation  | Value          |                | Depreciation   | Value          |
|                        | \$000          | \$000         | \$000          | \$000          | \$000          | \$000          |
| Land                   | 65,269         | -             | 65,269         | 66,969         | -              | 66,969         |
| Forests                | 37,479         | -             | 37,479         | 37,979         | -              | 37,979         |
| Buildings              | 405,811        | -             | 405,811        | 534,583        | 26,600         | 507,983        |
| Plant and equipment    | 26,646         | 16,848        | 9,798          | 27,146         | 19,448         | 7,698          |
| Leasehold improvements | 8,221          | 5,283         | 2,938          | 8,621          | 5,483          | 3,138          |
| Furniture and fittings | 5,514          | 4,689         | 825            | 7,714          | 5,589          | 2,125          |
| Motor vehicles         | 27,565         | 14,030        | 13,535         | 28,565         | 15,830         | 12,735         |
| Computer equipment     | 71,982         | 35,582        | 36,400         | 81,482         | 44,382         | 37,100         |
| <b>Total</b>           | <b>648,487</b> | <b>76,432</b> | <b>572,055</b> | <b>793,059</b> | <b>117,332</b> | <b>675,727</b> |

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Details of Fixed Assets

## STATEMENT OF OBJECTIVES

Financial performance indicators for the year ending 30  
June 2002 and 30 June 2003

### Financial Performance

|   | Unit  | 2001/02<br>Budgeted | 2001/02<br>Estimated | 2002/03<br>Budget |
|---|-------|---------------------|----------------------|-------------------|
| <b>Operating results</b>                          |       |                     |                      |                   |
| Revenue other                                     | \$000 | 30,443              | 30,433               | 23,498            |
| Revenue interest                                  | \$000 | -                   | -                    | -                 |
| Output expenses                                   | \$000 | 454,611             | 454,611              | 458,705           |
| Other expenses                                    | \$000 | 18,000              | 18,000               | -                 |
| Operating surplus<br>before capital charge        | \$000 | 50,098              | 50,098               | 50,626            |
| Net surplus/(deficit)                             | \$000 | (18,000)            | (18,000)             | -                 |
| <b>Working capital</b>                            |       |                     |                      |                   |
| Liquid ratio                                      |       | 1 : 1.04            | 1 : 1.04             | 1 : 3.07          |
| Net current assets                                | \$000 | (19,613)            | (19,613)             | (39,746)          |
| Current ratio                                     |       | 1 : 1.58            | 1 : 1.58             | 1 : 3.89          |
| Average debtors<br>outstanding                    | days  | 47                  | 47                   | 61                |
| Average creditors<br>outstanding                  | days  | 32                  | 32                   | 32                |
| Working capital as % of<br>total taxpayers' funds | %     | (3.5)               | (3.5)                | (6.2)             |
| <b>Resource utilisation</b>                       |       |                     |                      |                   |
| Total physical assets at<br>year-end              | \$000 | 572,055             | 572,055              | 675,727           |
| Additions as % of<br>physical assets              | %     | 17.2                | 17.2                 | 22.4              |
| Current assets as a % of<br>total assets          | %     | 5.9                 | 5.9                  | 2.0               |
| Taxpayers' funds:                                 |       |                     |                      |                   |
| Level at year-end                                 | \$000 | 553,429             | 553,429              | 637,768           |
| <b>Forecast net cash flows</b>                    |       |                     |                      |                   |
| Surplus/(deficit)<br>operating activities         | \$000 | 39,252              | 39,252               | 45,000            |
| Surplus/(deficit)<br>investing activities         | \$000 | (95,350)            | (95,350)             | (149,472)         |
| Surplus/(deficit)<br>financing activities         | \$000 | 26,895              | 26,895               | 84,339            |
| Net increase/(decrease)<br>in cash held           | \$000 | (29,203)            | (29,203)             | (20,133)          |



### Output Operating Statements

The Department of Corrections is committed to providing output classes in 2002/03 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 2003, 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 2003

| Departmental<br>Output Class                                     | Description   | Revenue<br>Crown<br>\$000 | Revenue<br>Depts<br>\$000 | Revenue<br>Other<br>\$000 | Total<br>Expenses<br>\$000 | Surplus/<br>(deficit)<br>\$000 |
|--|---|---------------------------|---------------------------|---------------------------|----------------------------|--------------------------------|
| Vote<br>Corrections<br>Output Class 1<br>Information<br>Services | Provision of<br>psychological,<br>pre-sentence,<br>reparation,<br>home leave and<br>pre-release reports to<br>courts and<br>parole boards     | 24,095                    | -                         | -                         | 24,095                     | -                              |
| Output Class 2<br>Community-<br>based<br>Sentences and<br>Orders | Management and<br>delivery of<br>community-based<br>sentences and<br>orders through<br>case management<br>and sentence<br>compliance services | 52,330                    | -                         | -                         | 52,330                     | -                              |
| Output Class 3<br>Custody of<br>Remand<br>Inmates                | Provision of<br>facilities to hold<br>people charged<br>with offences, and<br>people convicted<br>for offences, but<br>not yet sentenced      | 45,612                    | -                         | -                         | 45,612                     | -                              |
| Output Class 4<br>Escorts and<br>Custodial<br>Supervision        | Transportation of<br>inmates and their<br>custody while at<br>court   | 5,924                     | -                         | -                         | 5,924                      | -                              |

## 2

Output  
Operating  
Statements

## Output Operating Statements

Continued

| Departmental<br>Output Class   | Description  | Revenue<br>Crown<br>\$000 | Revenue<br>Depts<br>\$000 | Revenue<br>Other<br>\$000 | Total<br>Expenses<br>\$000 | Surplus/<br>(deficit)<br>\$000 |
|--|--|---------------------------|---------------------------|---------------------------|----------------------------|--------------------------------|
| Output Class 5<br>Custodial<br>Services  | Provision of<br>facilities and<br>administering<br>sentences of<br>imprisonment                        | 246,278                   | -                         | -                         | 246,278                    | -                              |
| Output Class 6<br>Inmate<br>Employment   | Provision and<br>administration of<br>employment and<br>related training<br>activities                 | 10,955                    | -                         | 23,498                    | 34,453                     | -                              |
| Output Class 7<br>Rehabilitative<br>Programmes<br>and<br>Reintegrative<br>Services | Provision of<br>prison and<br>community-based<br>rehabilitative<br>and reintegrative<br>programmes     | 40,078                    | -                         | -                         | 40,078                     | -                              |
| Output Class 8<br>Services to the<br>New Zealand<br>Parole Board                   | Provision of<br>administrative,<br>financial and<br>secretariat<br>services                            | 3,000                     | -                         | -                         | 3,000                      | -                              |
| Output Class 9<br>Policy<br>Advice and<br>Development                              | Development<br>of policies,<br>and Ministerial<br>servicing  | 3,721                     | -                         | -                         | 3,721                      | -                              |
| Output Class 10<br>Service<br>Purchase and<br>Monitoring                           | Contract<br>management,<br>national systems,<br>inspectorate<br>services and<br>custodial<br>assurance | 3,214                     | -                         | -                         | 3,214                      | -                              |

## **SUPPORTING STATEMENTS**

### **Statement of Accounting Policies for the Year Ending 30 June 2003**

#### **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 2002 to 30 June 2003. Comparative projected figures for the year ended 30 June 2002 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. 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 an optimised depreciated replacement cost
- community work centres on the basis of market value.

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 2002.

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 – structure                | 50 years  |
| Buildings – fit-outs                 | various   |
| Buildings – services                 | 5-8 years |
| 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    | various   |
| 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 at current rates of payment while the other provisions have been calculated on an actuarial basis based on the present value of expected future entitlements.

### Statement of Cash Flows

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

*Operating activities* include cash received from all income sources of the Department and 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.

# 2

## SUPPORTING STATEMENTS

### **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 other 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 2002/03 appearing in the Output Operating Statements in this report (Statement of Intent). The aggregate amount for all 10 output classes corresponds to “total output expenses” for 2002/03 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 2002/03 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 2003

| GST Status of Departmental Output Classes            |                              |                     |                               |
|--|------------------------------|---------------------|-------------------------------|
| Departmental Output Classes                          | GST-exclusive (SOI)<br>\$000 | GST (Vote)<br>\$000 | GST-inclusive (Vote)<br>\$000 |
| Information Services                                 | 24,095                       | 3,012               | 27,107                        |
| Community-based Sentences and Orders                 | 52,330                       | 6,542               | 58,872                        |
| Custody of Remand Inmates                            | 45,612                       | 5,702               | 51,314                        |
| Escorts and Custodial Supervision                    | 5,924                        | 741                 | 6,665                         |
| Custodial Services                                   | 246,278                      | 30,785              | 277,063                       |
| Inmate Employment                                    | 34,453                       | 4,307               | 38,760                        |
| Rehabilitative Programmes and Reintegrative Services | 40,078                       | 5,010               | 45,088                        |
| New Zealand Parole Board Services                    | 3,000                        | 375                 | 3,375                         |
| Policy Advice and Development                        | 3,721                        | 465                 | 4,186                         |
| Service Purchase and Monitoring                      | 3,214                        | 402                 | 3,616                         |
| <b>Total Departmental Output Classes</b>             | <b>458,705</b>               | <b>57,341</b>       | <b>516,046</b>                |

**2**  
GST Status of  
Departmental  
Output Classes

## SERVICE PERFORMANCE OBJECTIVES – OUTPUT PERFORMANCE

### OUTPUT CLASS 1: INFORMATION SERVICES

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

#### Sentencing Information and Advice to Courts

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

# 2

INFORMATION  
SERVICES

| OUTPUT Sentencing Information and Advice to Courts  |                            |               |
|---|----------------------------|---------------|
|   | Performance Standard       |               |
|   | 2002/03                    | 2001/02       |
| <b>Quantity</b>   |                            |               |
| The number of reports to courts <sup>3</sup> :  | 30,000-34,000 <sup>4</sup> | 33,964-37,538 |
| The number of hours for attendance at courts:   | 50,000-55,000              | 49,545-54,761 |
| <b>Quality</b>  |                            |               |
| The percentage of reports provided to the 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>3</sup> Reports include pre-sentence (level 1 and level 2), reparation, oral information reports.

<sup>4</sup> The Department anticipates that the overall mix of services required of the Community Probation Service will change.

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

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

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

|  | Performance Standard |             |
|--|----------------------|-------------|
|  | 2002/03              | 2001/02     |
| <b>Quantity</b>  |                      |             |
| The number of New Zealand Parole Board reports:  | 4,181-4,619          | 4,181-4,619 |
| <b>Quality</b>   |                      |             |
| The percentage of New Zealand Parole Board reports provided to the 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> <li>each inmate is involved in the development of his or her report</li> <li>reports for the New Zealand Parole Board are provided at least one month before the Board sits.</li> </ul> |                      |             |
| <b>Timeliness</b>  |                      |             |
| The percentage of New Zealand Parole Board and reports provided within deadlines set by the boards:  |                      |             |
|  | 100%                 | 100%        |

# 2

Parole  
Information and  
Advice to the  
New Zealand  
Parole Board

### Home Leave Reports

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

| OUTPUT    Home Leave Reports   |                          |             |
|--|--------------------------|-------------|
|  | Performance Standard     |             |
|  | 2002/03                  | 2001/02     |
| Quantity   |                          |             |
| The number of home leave reports:  | 1,300-1,500 <sup>5</sup> | 1,267-1,339 |
| Quality  |                          |             |
| The percentage of home leave reports provided to the 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 completed and all questions addressed</li> <li>concise, logical and grammatically correct.</li> </ul>                     |                          |             |
| Timeliness   |                          |             |
| The percentage of home leave reports provided within two weeks of request to be no less than:  | 98%                      | 98%         |

2

Home Leave Reports

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

### Home Detention Assessments to the New Zealand Parole Board

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

| OUTPUT   | Home Detention Assessments to the New Zealand Parole Board |             |
|--|--|-------------|
|  | Performance Standard                                       |             |
|  | 2002/03  | 2001/02     |
| Quantity   |  |             |
| The number of home detention specialist reports:   | 2,200-2,400  | 2,200-2,400 |
| Quality  |  |             |
| The percentage of home detention specialist reports provided to the 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> |  |             |
| Timeliness   |  |             |
| The percentage of home detention specialist reports provided within two weeks of request to be no less than:   | 98%  | 98%         |

## Psychological Service Information and Advice to Courts and the New Zealand Parole Board

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

| OUTPUT   | Psychological Service Information and Advice to Courts and the New Zealand Parole Board |         |
|--|---|---------|
|  | Performance Standard  |         |
|  | 2002/03   | 2001/02 |
| <b>Quantity</b>  |   |         |
| The number of New Zealand Parole Board reports:  | 500   | 440-486 |
| The number of reports to courts:   | 100   | 114-126 |
| <b>Quality</b>   |   |         |
| The percentage of New Zealand Parole Board reports provided to the 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 standards contained in the service descriptions and Psychological Service Manual to be no less than:   |   |         |
|  | 98%   | 98%     |
| <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 New Zealand Parole Board reports provided within deadlines set by the Board to be:   |   |         |
|  | 100%  | 100%    |

2

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

### Cost for Output Class 1

Outputs in this class will be provided within the appropriated sum of \$27.107 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)    |
| 2002/03 | 27,107     | 24,095     | 24,095     | 24,095     | -          |
| 2001/02 | 29,072     | 25,842     | 25,842     | 25,842     | -          |

# 2

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 are the sentences of supervision and community work as identified in the new Sentencing Act 2002. This supercedes previous sentences of community programmes, community service and periodic detention although there will be a transitional period during 2002/03. Orders include home detention, parole and orders for post-release conditions, under the new Parole Act 2002.

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 38,920 new sentences and orders<sup>6</sup>.

### 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 re-imprisoned within 12 months of their release from prison
- not re-imprisoned within 24 months of their release from prison
- conviction-free 12 months after the completion of their sentence/order
- conviction-free 24 months after the completion of their sentence/order.

**2**  
COMMUNITY-  
BASED  
SENTENCES  
AND ORDERS

<sup>6</sup> With the new provisions of the Sentencing Act 2002 and Parole Act 2002, the muster is not able to be calculated with any accuracy as there are a number of unquantifiable variables in the legislation, eg, provision to discharge community work hours at up to 40 a week.

The outcomes will be reported on in the Department’s 2002/03 Annual Report<sup>7</sup>. This also relates to Output Class 5 and Output Class 7.

Supervision

This output ensures that offenders sentenced to supervision<sup>8</sup> 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              |                  |
|--|--------------------------|------------------|
|  | Performance 2002/03      | Standard 2001/02 |
| Quantity   |                          |                  |
| The number of supervision sentences:   | 7,300-8,300 <sup>9</sup> | 8,783-9,707      |
| 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>7</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>8</sup> The sentence of supervision incorporates elements of the community programme sentence, which is being phased out in line with the Sentencing Act 2002.

<sup>9</sup> This figure includes any residual new starts on the old sentence of supervision eg, cumulative on imprisonment. Decrease reflects an expected transfer of cumulative supervision sentences to release on conditions.

## Community Work

This output ensures that an offender sentenced to community work<sup>10</sup> completes the sentenced number of hours work within the community. It provides for reparation to the community. The type of community work that can be performed is specified in the Sentencing Act 2002.

| Output  | Community Work | Performance Standard            |                                 |
|---|----------------|---------------------------------|---------------------------------|
|   |                | 2002/03                         | 2001/02                         |
| Quantity  |                |                                 |                                 |
| The number of community work sentences:   |                | 24,000-<br>26,000 <sup>11</sup> | 27,547-<br>31,041 <sup>12</sup> |
| Quality   |                |                                 |                                 |
| The percentage of offenders who successfully complete a community work sentence to be no less than: |                | 70%                             | new standard                    |

2

Community  
Work

<sup>10</sup> The sentence of community work is a new sentence combining elements of the community service and periodic detention sentences, which are being phased out in line with the new Sentencing Act 2002.

<sup>11</sup> Volumes (based on Ministry of Justice forecast) indicate that community work will be 15 percent less than the combined volumes of periodic detention and community service. This forecast is based on an increased use of fines.

This figure includes any residual new starts on periodic detention eg, as a result of periodic detention cumulative on imprisonment.

<sup>12</sup> This figure represents the total number of community service and periodic detention sentences imposed last year.

## Home Detention Orders

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

### OUTPUT Home Detention Orders

|  | Performance Standard |         |
|--|----------------------|---------|
|  | 2002/03              | 2001/02 |
| Quantity   |                      |         |
| The number of offenders directed to complete a home detention order:   | 800-820              | 803-887 |
| Quality  |                      |         |
| The percentage of offenders on programmes which address their rehabilitative needs, or are in employment, is no less than: | 95%                  | 95%     |

# 2

Home Detention  
Orders

## Parole Orders

This output entails the administering of an order imposed by the New Zealand 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.

| OUTPUT  | Parole Orders             |                           |
|---|---------------------------|---------------------------|
|   | Performance Standard      |                           |
|   | 2002/03                   | 2001/02                   |
| <b>Quantity</b>   |                           |                           |
| The number of inmates directed to complete a parole order <sup>13</sup> :   | 1,200-1,400 <sup>14</sup> | 2,374-2,622 <sup>15</sup> |
| <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%                       | 65%                       |

2

Parole Orders

<sup>13</sup> This includes inmates released by the New Zealand Parole Board at their discretion or on compassionate grounds, and those released at their statutory release date.

<sup>14</sup> Decrease reflects an expected transfer of parole orders to release on conditions.

<sup>15</sup> This represents the total number of orders imposed by the Parole Board and District Prisons Boards.

Orders for Post-release Conditions

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

| OUTPUT  | Orders for Post-release Conditions |              |
|---|------------------------------------|--------------|
|   | Performance Standard<br>2002/03    | 2001/02      |
| Quantity  |                                    |              |
| The number of inmates directed to complete post-release conditions imposed by the court:                      | 2,200-2,400 <sup>16</sup>          | new standard |
| Quality   |                                    |              |
| The percentage of offenders who comply with the conditions imposed as part of their order to be no less than: | 65%                                | new standard |

2

Orders for  
Post-release  
Conditions

Cost for Output Class 2

Outputs in this class will be provided within the appropriated sum of \$58.872 million (inclusive of GST).

| Year    |            |            | Total      | Revenue    | Revenue    |
|---------|------------|------------|------------|------------|------------|
|         | Cost       | Cost       | Revenue    | Crown      | Other      |
|         | GST        | GST        | GST        | GST        | GST        |
|         | -inclusive | -exclusive | -exclusive | -exclusive | -exclusive |
|         | (\$000)    | (\$000)    | (\$000)    | (\$000)    | (\$000)    |
| 2002/03 | 58,872     | 52,330     | 52,330     | 52,330     | -          |
| 2001/02 | 60,731     | 53,983     | 53,983     | 53,983     | -          |

<sup>16</sup> This is a new category arising from the Sentencing Act 2002. As these conditions are after a term of imprisonment, this forecast volume is unlikely in year one.

### 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 8,519 new remand inmates, representing an average muster of 929 remand inmates<sup>17</sup>. This demand is met by approximately 1002 beds across 15 remand facilities with any overflow accommodated in segregated custodial facilities.

#### 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 employment or specific reintegrative interventions.

| OUTPUT  | Custody of Remand Inmates       |         |
|---|---------------------------------|---------|
|   | Performance Standard<br>2002/03 | 2001/02 |
| Quantity  |                                 |         |
| The average number of remand inmates held by the              |                                 |         |
| • Auckland Central Remand Prison:                             | 257                             | 267     |
| • Public Prisons Service:                                     | 672                             | 690     |
| Quality   |                                 |         |
| 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       |

**2**  
CUSTODY  
OF REMAND  
INMATES

<sup>17</sup> Figures based on results of Ministry of Justice forecast (Nov 2001), and Department projections.

### Cost for Output Class 3

Outputs in this class will be provided within the appropriated sum of \$51.314 million (inclusive of GST).

| Year    | Cost<br>GST<br>-inclusive<br>(\$000) | Cost<br>GST<br>-exclusive<br>(\$000) | Total<br>Revenue<br>GST<br>-exclusive<br>(\$000) | Revenue<br>Crown<br>GST<br>-exclusive<br>(\$000) | Revenue<br>Other<br>GST<br>-exclusive<br>(\$000) |
|---------|--------------------------------------|--------------------------------------|--|--|--|
| 2002/03 | 51,314                               | 45,612                               | 45,612   | 45,612   | -  |
| 2001/02 | 51,235                               | 45,542                               | 45,542   | 45,542   | -  |

# 2

Cost for  
Output Class 3



## OUTPUT CLASS 4: ESCORTS AND CUSTODIAL SUPERVISION

This output class provides for safe, secure and humane services and facilities for transportation of inmates to and from court and their safe and humane custody while at court.

### 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 |               |
|---|-----------------|----------------------|---------------|
|   |                 | 2002/03              | 2001/02       |
| Quantity  |                 |                      |               |
| The number of inmates escorted to and from a court in   |                 |                      |               |
| • Northland/Auckland  |                 |                      |               |
| (including Police escorts):   |                 | 23,305-25,525        | 21,085-23,305 |
| • remainder of New Zealand  |                 |                      |               |
| (excluding Police escorts):   |                 | 7,835-8,648          | 7,122-7,862   |
| Quality   |                 |                      |               |
| The number of escapes by remand inmates and sentenced inmates during escort to and from court to be no more than: |                 |                      |               |
|   |                 | 1                    | 1             |

### 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 |         |
|--|--|----------------------|---------|
|  |  | 2002/03              | 2001/02 |
| Quantity   |  |                      |         |
| The number of inmates supervised in courts in  |  |                      |         |
| • Northland/Auckland:  | 5,230-5,770                              | 4,755-5,255          |         |
| • remainder of New Zealand:  | 8,512-9,388                              | 8,451-9,327          |         |
| Quality  |  |                      |         |
| The number of escapes by remand inmates and sentenced inmates while they are held in custody at court to be: |  |                      |         |
|  | 0  | 0                    |         |

2

ESCORTS AND  
CUSTODIAL  
SUPERVISION

Cost for Output Class 4

Outputs in this class will be provided within the appropriated sum of \$6.665 million (inclusive of GST).

| Year    |            |            | Total      | Revenue    | Revenue    |
|---------|------------|------------|------------|------------|------------|
|         | Cost       | Cost       | Revenue    | Crown      | Other      |
|         | GST        | GST        | GST        | GST        | GST        |
|         | -inclusive | -exclusive | -exclusive | -exclusive | -exclusive |
|         | (\$000)    | (\$000)    | (\$000)    | (\$000)    | (\$000)    |
| 2002/03 | 6,665      | 5,924      | 5,924      | 5,924      | -          |
| 2001/02 | 6,594      | 5,861      | 5,861      | 5,861      | -          |

2

Cost for  
Output Class 4

## OUTPUT CLASS 5: CUSTODIAL SERVICES

This output class covers the provision of custodial services and the administration of custodial sentences in safe, secure and humane conditions for both male and female inmates classified as maximum, medium and minimum security. Youth under 17 years of age and vulnerable 17-to-19-year-olds will be housed in specialist youth units. Also included are the management of specialist facilities and drug reduction initiatives.

It provides for an estimated throughput of 7,527 new inmates, representing an average muster of 5,034 inmates.<sup>18</sup> This requires the provision of approximately 5,332 beds and associated facilities at 19 sites to meet security, gender, age and other inmate needs 24 hours a day.

### 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 re-imprisoned within 12 months of their release from prison
- not re-imprisoned within 24 months of their release from prison
- conviction-free 12 months after the completion of their sentence/order
- conviction-free 24 months after the completion of their sentence/order.

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



<sup>18</sup> Figures based on results of Ministry of Justice forecast (Nov 2001), and Department projections.

### Custodial Services – Maximum Security Men

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

| OUTPUT   | Custodial Services – Maximum Security Men |         |
|--|---|---------|
|  | Performance Standard<br>2002/03           | 2001/02 |
| Quantity   |   |         |
| The average number of maximum security sentenced inmates:  | 172 <sup>19</sup>                         | 155     |
| Quality  |   |         |
| The percentage of sentenced inmates with inmate management plans prepared and managed to the standards in the relevant service description, Public Prisons Service Manual and Public Prisons Service Sentence Management Manual:   | 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>19</sup> Figures based on results of Ministry of Justice forecast (Nov 2001), and Department projections

## Custodial Services – Medium Security Men

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

| OUTPUT   | Custodial Services – Medium Security Men |         |
|--|--|---------|
|  | Performance Standard<br>2002/03          | 2001/02 |
| Quantity   |  |         |
| The average number of medium security sentenced inmates:   | 2,425 <sup>20</sup>                      | 2,380   |
| Quality  |  |         |
| The percentage of sentenced inmates with inmate management plans prepared and managed to the standards in the relevant service description, Public Prisons Service Manual and Public Prisons Service Sentence Management Manual:   | 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:  | 4  | 5       |
| 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:  | 14                                       | 16      |

<sup>20</sup> Figures based on results of Ministry of Justice forecast (Nov 2001), and Department projections.

## Custodial Services – Minimum Security Men

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

| OUTPUT Custodial Services – Minimum Security Men   |                      |         |
|--|----------------------|---------|
|  | Performance Standard |         |
|  | 2002/03              | 2001/02 |
| Quantity   |                      |         |
| The average number of minimum security sentenced inmates:  | 2,033 <sup>21</sup>  | 2,160   |
| Quality  |                      |         |
| The percentage of sentenced inmates with inmate management plans prepared and managed to the standards in the relevant service description, Public Prisons Service Manual and Public Prisons Service Sentence Management Manual:   | 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:  | 1                    | 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>21</sup> Figures based on results of Ministry of Justice forecast (Nov 2001), and Department projections.

## Custodial Services – Women

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      |         |
|--|---------------------------------|---------|
|  | Performance Standard<br>2002/03 | 2001/02 |
| Quantity   |                                 |         |
| The average number of maximum security sentenced inmates:  | 4 <sup>22</sup>                 | 6       |
| The average number of medium security sentenced inmates:   | 102 <sup>22</sup>               | 140     |
| The average number of minimum security sentenced inmates:  | 139 <sup>22</sup>               | 155     |
| Quality  |                                 |         |
| The percentage of sentenced inmates with inmate management plans prepared and managed to the standards in the relevant service description, Public Prisons Service Manual and Public Prisons Service Sentence Management Manual:   | 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:   | 1                               | 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>22</sup> Figures based on results of Ministry of Justice forecast (Nov 2001), and Department projections.

Custodial Services – Male Youth

This output provides for the safe and secure confinement of males under 17 years of age and vulnerable 17-to-19-year-olds, either sentenced (except those classified maximum security) or remanded. It incorporates the costs of accommodation, security, sentence management (including assessment), food and medical care<sup>23</sup>.

| OUTPUT  | Custodial Services – Male Youth |         |
|---|---------------------------------|---------|
|   | Performance Standard<br>2002/03 | 2001/02 |
| Quantity  |                                 |         |
| The average number of male sentenced and remand inmates held in Youth Units <sup>24</sup> :   | 129                             | 129     |
| Quality   |                                 |         |
| The percentage of Youth with inmate management plans prepared and implemented to the criteria contained in the Policy and Procedures Manual:  | 100%                            | 100%    |
| • 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 |                                 |         |
| • assessment interviews include prison staff and the inmate and take into account any pre-sentence reports that are available   |                                 |         |
| • the inmate is placed into the appropriate work/programme  |                                 |         |
| • the inmate attends the allocated work/programme   |                                 |         |
| • all information is recorded and filed on the inmate's file  |                                 |         |
| • case management plans are reviewed as per the plan.   |                                 |         |
| Quality   |                                 |         |
| The number of breakouts per annum to be:  | 0                               | 0       |
| The number of all other escapes to be:  | 0                               | 0       |

<sup>23</sup> Consistent with the United Nations Convention on the Rights of the Child, the Department will progressively locate all male offenders under the age of 18 (unless such placement is not in an offender's best interests) as well as vulnerable 18 and 19 year old male inmates in specialist youth units as planned dedicated facilities become available.

<sup>24</sup> The sentence of Corrective Training is being phased out in line with the Sentencing Act 2002.



## 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.

| OUTPUT  | Custodial Services – Drug Reduction |                |
|---|-------------------------------------|----------------|
|   | Performance Standard                |                |
|   | 2002/03                             | 2001/02        |
| Quantity  |                                     |                |
| 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                             | 365-408        |
| The number of random drug screening tests carried out on identified drug users:   | 1,584-1,750                         | 1,584-1,750    |
| The number of other drug screening tests carried out <sup>25</sup> :  | 3,991-4,442                         | 3,991-4,442    |
| Quality   |                                     |                |
| The annual average percentage of general random programme drug screening tests producing a positive result to be no more than:        | 17%                                 | 19%            |
| The annual average percentage of random drug screening tests of inmates returning from temporary release producing a positive result: | to be reported <sup>26</sup>        | to be reported |
| The annual average percentage of random drug screening tests of identified drug users producing a positive result:                    | to be reported <sup>26</sup>        | to be reported |

**2**  
Custodial  
Services –  
Drug Reduction

<sup>25</sup> Other drug screening tests are defined as those undertaken on either "reasonable grounds" or on a voluntary basis.

<sup>26</sup> The effectiveness of these two measures showing the average annual percentage of positive tests returned will be reported in both the Department's 2001/2002 and 2002/2003 Annual Reports. 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 \$277.063 million (inclusive of GST).

| Year    | Cost<br>GST<br>-inclusive<br>(\$000) | Cost<br>GST<br>-exclusive<br>(\$000) | Total<br>Revenue<br>GST<br>-exclusive<br>(\$000) | Revenue<br>Crown<br>GST<br>-exclusive<br>(\$000) | Revenue<br>Other<br>GST<br>-exclusive<br>(\$000) |
|---------|--------------------------------------|--------------------------------------|--|--|--|
| 2002/03 | 277,063                              | 246,278                              | 246,278  | 246,278  | -  |
| 2001/02 | 262,995                              | 233,773                              | 233,773  | 233,773  | -  |

## OUTPUT CLASS 6: INMATE EMPLOYMENT

Inmate Employment 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.

Over time, Inmate Employment aims to provide all inmates, other than those on remand or serving a short sentence, with 1,410 hours of employment (six hours a day, five days a week and 47 weeks per year). This years target of 5.7 million hours represent a 90 percent achievement of that goal.

### Inmate Employment – Land-based Activities

The output provides inmate employment and training opportunities in farming, forestry, horticulture and other activities.

| OUTPUT Inmate Employment – Land-based activities  |                         |             |
|---|-------------------------|-------------|
|   | Performance Standard    |             |
|   | 2002/03                 | 2001/02     |
| <b>Quantity</b>   |                         |             |
| The number of hours worked by inmates:  | 1,449,250 <sup>27</sup> | 1,463,250   |
| 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       |
| <b>Quality</b>  |                         |             |
| The percentages of inmates undertaking inmate employment who receive an externally recognised qualification <sup>28</sup> : | 40%                     | 40%         |
| 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>27</sup> The Department anticipates that the overall mix of Inmate Employment activities will change.

<sup>28</sup> An externally recognised qualification is an NZQA or, where no NZQA exists, one that is a recognised equivalent qualification.

**Inmate Employment – Manufacturing Activities**

This output entails inmate employment and training opportunities in manufacturing, construction and labour-only services.

| OUTPUT   | Inmate Employment – Manufacturing Activities |              |
|--|--|--------------|
|  | Performance Standard<br>2002/03              | 2001/02      |
| Quantity   |  |              |
| The number of hours worked by inmates:   | 1,130,820 <sup>29</sup>                      | 1,038,050    |
| Quality  |  |              |
| The percentage of inmates undertaking inmate employment who receive an externally recognised qualification <sup>30</sup> : | 40%  | New standard |

<sup>29</sup> The Department anticipates that the overall mix of Inmate Employment activities will change.

<sup>30</sup> An externally recognised qualification is an NZQA or, where no NZQA exists, one that is a recognised equivalent qualification.

## Inmate Employment – Internal Service Self-sufficiency Activities

This output provides inmate employment and training opportunities in internal self-sufficiency including:

- kitchens
- laundry and cleaning
- asset maintenance.

| OUTPUT Inmate Employment – Internal Service Self-sufficiency Activities   |                      |              |
|---|----------------------|--------------|
|   | Performance Standard |              |
|   | 2002/03              | 2001/02      |
| Quantity  |                      |              |
| The number of hours worked by inmates:  | 3,000,000            | 3,000,000    |
| Quality   |                      |              |
| The percentages of inmates undertaking inmate employment who receive an externally industry qualification <sup>31</sup> : | 40%                  | New standard |

2

Inmate  
Employment –  
Internal Service  
Self-sufficiency  
Activities

<sup>31</sup> An externally recognised qualification is an NZQA or, where no NZQA exists, one that is a recognised equivalent qualification.

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

This output entails work undertaken by minimum security inmates outside the prison boundaries. These are inmates nearing release who are on Release-to-Work or supervised work parties undertaking community work.

### OUTPUT Inmate Employment – Release-to-Work and Community Services

|   | Performance Standard  |         |
|---|-----------------------|---------|
|   | 2002/03               | 2001/02 |
| Quantity  |                       |         |
| The number of hours worked by inmates on Release-to-Work and community services:  | 164,600 <sup>32</sup> | 225,100 |
| Quality   |                       |         |
| The percentage of inmates undertaking release-to-work employment who receive an externally recognised qualification <sup>33</sup> : | 40%                   | 40%     |

# 2

Inmate  
Employment –  
Release-to-Work  
and Community  
Services

<sup>32</sup> Community Service hours have reduced due to staff involved in delivering this service being transferred from the Public Prisons Service to Corrections Inmate Employment.

<sup>33</sup> An externally recognised qualification is an NZQA or, where no NZQA exists, one that is a recognised equivalent qualification.

## 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 |         |
|---|----------------------|---------|
|   | 2002/03              | 2001/02 |
| Quantity  |                      |         |
| The number 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:                       | 40%                  | 40%     |

## 2

Inmate  
Employment –  
Vocational  
Training  
Services

### Cost for Output Class 6

Outputs in this class will be provided within the appropriated sum of \$38.760 million (inclusive of GST).

| Year    | Cost<br>GST<br>-inclusive<br>(\$000) | Cost<br>GST<br>-exclusive<br>(\$000) | Total<br>Revenue<br>GST<br>-exclusive<br>(\$000) | Revenue<br>Crown<br>GST<br>-exclusive<br>(\$000) | Revenue<br>Other<br>GST<br>-exclusive<br>(\$000) |
|---------|--------------------------------------|--------------------------------------|--|--|--|
| 2002/03 | 38,760                               | 34,453                               | 34,453   | 10,955   | 23,498   |
| 2001/02 | 46,545                               | 41,373                               | 41,373   | 10,940   | 30,433   |

## OUTPUT CLASS 7: REHABILITATIVE PROGRAMMES AND REINTEGRATIVE SERVICES

This output class provides:

- rehabilitative programmes to improve an offender's motivation to address the causes of their criminal offending. These programmes are designed to increase an offender's responsivity to undertake a specific programme that seeks to address an identified criminogenic need;
- rehabilitative programmes to address the causes of criminal offending. 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;
- reintegrative services to prepare for an offender's release into the community, including support for families/whānau. 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;
- specialist psychological services, including counselling of offenders, professional staff training, and supervision in the use of assessment tools, to monitor and support programme delivery.

### Outcome

The following outcome measures will determine the effectiveness of the Department's initiatives to reduce re-offending. The measures provide information on the percentage of offenders who return to the Department's care and how much of a reduction in reconviction has occurred due to the Department's interventions.

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

# 2

REHABILITATIVE  
PROGRAMMES  
AND  
REINTEGRATIVE  
SERVICES



- 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
- EQUIP
- other rehabilitative programmes:
  - Making Our Drivers Safe
  - M-PRO (generic programme)
  - Māori Therapeutic Programmes
- provision of Psychological Services.

The utility of the outcome measure is affected by several factors:

- 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 re-imprisonment index. Where a specific intervention occurs, then the focus needs to be on re-imprisonment 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 – Responsivity/Motivational

This output entails the delivery of Straight Thinking and Tikanga Māori programmes. Attendance at these programmes improves an offender's responsivity or motivation to address identified criminogenic needs. For example:

- Straight Thinking aims to improve the critical reasoning required for effective social integration;
- delivery of Tikanga Māori programmes to offenders on community-based sentences and orders with a focus of improving motivation to address other aspects of offending;
- the delivery of Tikanga Māori programmes to remand and sentenced youth in specialist male Youth Units. The programmes are designed to develop cognitive behavioural reasoning for effective social integration;
- the use of 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 and values. Completion of a Tikanga Māori programme is a prerequisite for entry to a Māori focus unit.

### OUTPUT Rehabilitative Programmes – Responsivity/Motivational

|   | Performance Standard |         |
|---|----------------------|---------|
|   | 2002/03              | 2001/02 |
| Quantity  |                      |         |
| The number of hours offenders spend attending a Straight Thinking programme |                      |         |
| • Public Prisons Service:   | 69,300 <sup>34</sup> | 82,000  |
| • Community Probation Service:  | 82,880               | 70,448  |
| The number of offenders who start a Straight Thinking programme             |                      |         |
| • Public Prisons Service:   | 990 <sup>34</sup>    | 1,306   |
| • Community Probation Service:  | 1,184                | 1,184   |

<sup>34</sup> Reduction reflects that programme is available to inmates once per life time.

|   | Performance Standard |         |
|---|----------------------|---------|
|   | 2002/03              | 2001/02 |
| <b>Quantity</b>   |                      |         |
| The number of offenders who start a Tikanga Māori programme   |                      |         |
| • Public Prisons Service:   | 943                  | 943     |
| • Community Probation Service:  | 523                  | 368     |
| <b>Quality</b>  |                      |         |
| The percentage of offenders who start and complete a Straight Thinking programme to be no less than |                      |         |
| • Public Prisons Service:   | 80%                  | 80%     |
| • Community Probation Service:  | 65%                  | 65%     |
| The percentage of offenders who start and complete a Tikanga Māori programme to be no less than     |                      |         |
| • Public Prisons Service:   | 75%                  | 75%     |
| • Community Probation Service:  | 65%                  | 65%     |

## 2

Rehabilitative  
Programmes –  
Responsivity/  
Motivational

## Rehabilitative Programmes – Criminogenic

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

- EQUIP, a youth offender programme, designed to develop cognitive behavioural reasoning for effective social interaction;
- sex offender treatment programmes, for inmates convicted of sex offending against children. The programmes include special treatment units (at Kia Marama and Te Piriti);
- violence prevention programmes, including the delivery of group-based treatment to violent offenders in the male Violence Prevention Special Treatment Unit at Rimutaka Prison;
- He Tete Kura Mana Tangata programme, violence programme based on tikanga Māori values and beliefs;
- 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;
- generic criminogenic programmes, such as the Mixed Programmes to Reduce Re-offending (MPRO), Structured Individual Programmes (SIP);
- Māori Therapeutic Programmes (delivered in Māori Focus Units) involving alcohol and drug, and violence prevention;
- Making our Drivers Safe (MODS). A programme delivered within the community to reduce re-offending by addressing high risk, recidivist traffic offenders.

# 2

Rehabilitative  
Programmes –  
Criminogenic

| OUTPUT  | Rehabilitative Programmes – Criminogenic |              |
|---|--|--------------|
|   | Performance Standard                     |              |
|   | 2002/03                                  | 2001/02      |
| Quantity  |  |              |
| The number of hours offenders spend attending a criminogenic programme <sup>35</sup>            |  |              |
| • Public Prisons Service:   | 119,800 <sup>36</sup>                    | 132,050      |
| • Community Probation Service:  | 77,125                                   | 58,614       |
| The number of offenders who start a criminogenic programme                                      |  |              |
| • Public Prisons Service:   | 700                                      | 230          |
| • Community Probation Service:  | 835                                      | 722          |
| 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 inmates who start and complete the programme at                                   |  |              |
| • Kia Marama to be no less than:  | 38                                       | 38           |
| • Te Piriti to be no less than:   | 38                                       | 38           |
| The number of hours inmates spend attending a violence prevention programme at Rimutaka Prison: | 7,700                                    | 7,700        |
| The number of inmates who start a violence prevention programme at Rimutaka Prison:             | 30                                       | 30           |
| The number of hours inmates spend attending an EQUIP programme:                                 | 32,400                                   | 45,360       |
| The number of inmates who start an EQUIP programme:   | 129                                      | 129          |
| The number of hours inmates spend attending Māori Therapeutic programmes:                       | 14,400 <sup>37</sup>                     | 19,200       |
| The number of inmates who start a Māori Therapeutic programme:                                  | 200                                      | new standard |

<sup>35</sup> The Department will provide information in its 2002/03 Annual Report on each of the Criminogenic Programmes delivered during the year.

<sup>36</sup> The reduction reflects the implementation of fewer, new, higher quality IOM criminogenic programmes.

<sup>37</sup> Excludes Māori Therapeutic Programmes on relationships (now a reintegrative service).

|  | Performance Standard |         |
|--|----------------------|---------|
|  | 2002/03              | 2001/02 |
| Quality  |                      |         |
| The percentage of offenders who start and complete a criminogenic programme  |                      |         |
| • Public Prisons Service:  | 75%                  | 75%     |
| • Community Probation Service:   | 65%                  | 65%     |
| The percentage of programmes completed at Kia Marama and Te Piriti where all the components described in the service description were completed: | 100%                 | 100%    |
| • 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.  |                      |         |
| The number of violence prevention programmes completed at Rimutaka Prison per year:  | 3                    | 3       |
| The percentage of offenders who start and complete a violence prevention programme at Rimutaka Prison:   | 100%                 | 100%    |
| The percentage of inmates who start and completed an EQUIP programme:  | 70%                  | 70%     |
| The number of inmates who start and complete Māori Therapeutic programmes to be no less than:  | 75%                  | 75%     |

## Rehabilitative Programmes – Other Rehabilitative Programmes and Activities

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. This includes:

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

### OUTPUT Other Rehabilitative Programmes and Activities

|  | Performance Standard |              |
|--|----------------------|--------------|
|  | 2002/03              | 2001/02      |
| <b>Quantity</b>  |                      |              |
| The number of hours offenders spend attending other rehabilitative programmes funded by the Community Probation Service:                         |                      |              |
|  | 90,000-115,000       | new standard |
| <b>Quality</b>   |                      |              |
| The percentage of offenders who start and complete other rehabilitative programmes funded by the Community Probation Service to be no less than: |                      |              |
|  | 65%                  | new standard |

**2**  
Rehabilitative  
Programmes –  
Other  
Rehabilitative  
Programmes  
and Activities

Education and Training

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

| OUTPUT   | Education and Training |                     |
|--|------------------------|---------------------|
|  | Performance<br>2002/03 | Standard<br>2001/02 |
| Quantity   |                        |                     |
| The number of hours inmates spend attending a module under the NCES:                     | 236,560                | New standard        |
| Quality  |                        |                     |
| The percentage of inmates who start and complete a module under NCES to be no less than: | 80%                    | 80%                 |



## Reintegrative Services

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

- family functioning/social attitudes and life skills
- the provision of services to support the reintegration of offenders into their families/whānau, the community and the workforce
- social worker services to assist with reintegration
- tattoo removal
- offenders as victims of crime
- Māori Therapeutic programmes on relationships
- the use of chaplaincy and religious activities to assist the regeneration of pro-social values and behaviour.

### OUTPUT Reintegrative Services

|  | Performance Standard |                |
|--|----------------------|----------------|
|  | 2002/03              | 2001/02        |
| Quantity   |                      |                |
| The number of offenders and their families/whānau receiving the Whānau Liaison Service will be no less than: | 206                  | new standard   |
| The number of hours delivered by the Public Prisons Service for reintegrative services:                      | 38,200 <sup>38</sup> | 80,000-120,000 |
| The number of support service hours to be provided will not be more than <sup>39</sup> :                     | 40,098               | 38,850         |

**2**  
Reintegrative  
Services

<sup>38</sup> The reduction in the number of hours delivered by the Public Prisons Service for reintegrative services is due to programmes transferring to other output classes, and the delivery of higher quality programmes targeted at inmates based on need.

<sup>39</sup> The New Zealand Prisoners' Aid and Rehabilitation Society (NZPARS) are currently contracted by the Department to provide these services

| OUTPUT  | Reintegrative Services |                  |
|---|------------------------|------------------|
|   | Performance 2002/03    | Standard 2001/02 |
| The number of offenders and their families/whānau receiving the service will be no more than <sup>40</sup> :                              | 120                    | 120              |
| The number of hours offenders spend attending Māori Therapeutic programmes:   | 7,200                  | new standard     |
| The number of offenders who start a Māori Therapeutic programme:  | 100                    | new standard     |
| Quality   |                        |                  |
| The percentage of referrals (urgent or otherwise) to the Whānau Liaison Worker acknowledges within 5 working days of receipt:             | 95%                    | new standard     |
| 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 referrals (urgent or otherwise) to NZPARS per month acknowledged within 5 working days of receipt:                      | 95%                    | 95%              |
| The percentage of offenders and their families/whānau receiving the service for which an action plan is developed to be:                  | 100%                   | 100%             |
| The percentage of offenders who start and complete a Māori Therapeutic programme to be no less than:                                      | 75%                    | new standard     |

<sup>40</sup> The provision of Reintegrative Support Services to offenders and their families/whānau 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 2003. The aim of this pilot is to increase wellbeing and self-reliance of offenders and their families/whānau by providing intensive, integrated family/whānau support for offenders returning to the community to parent children.

## Habilitation Centres and the Day Reporting Centre

This output entails an offender's attendance at residential habilitation centres<sup>41</sup> to address reintegrative and rehabilitative needs and the piloting of a day reporting centre.

### OUTPUT Habilitation Centres and the Day Reporting Centre

|   | <b>Performance Standard</b>   |                |
|---|-------------------------------|----------------|
|   | <b>2002/03</b>                | <b>2001/02</b> |
| <b>Quantity</b>   |                               |                |
| The number of psychologist hours provided to Montgomery House:  | 740                           | 740            |
| The number of offenders who start a violence prevention programme at Montgomery House:                                    | 32                            | 32             |
| The number of offenders directed to attend a residential habilitation centre:   | 40-60                         | 40-60          |
| The number of hours youth spend attending a day reporting centre:   | to be developed <sup>42</sup> | New standard   |
| The number of youth who are directed to attend a day reporting centre:  | to be developed <sup>42</sup> | New standard   |
| <b>Quality</b>  |                               |                |
| The percentage of assessments for Montgomery house programmes for which all of the information elements were assessed:    | 100%                          | 100%           |
| The percentage of post-programme assessments for Montgomery House programme completed by a psychologist:                  | 100%                          | 100%           |
| The percentage of clinical monitoring reports for Montgomery house programmes that adhere to the standards:               | 100%                          | 100%           |
| The percentage of clinical monitoring reports for Montgomery House programmes provided within agreement timeframes to be: | 100%                          | 100%           |
| The percentage of offenders who successfully undertake their habilitation centre order to be no less than:                | 60%                           | 60%            |

**2**  
Habilitation  
Centres and the  
Day Reporting  
Centre

<sup>41</sup> Te Ihi Tu, Salisbury Street and Montgomery House.

<sup>42</sup> This measure is to be developed as the day reporting centre is being piloted this year.

| Performance Standard  |  |
|---|--|
| 2002/03   | 2001/02                                    |
| The percentage of youth who successfully undertake their day reporting centre order to be no less than: |  |
|   | to be developed <sup>43</sup> New standard |
| The percentage of youth conviction free 12 months after completion of their sentence:                   |  |
|   | to be developed <sup>43</sup> New standard |
| The percentage of youth conviction free 24 months after completion of their sentence:                   |  |
|   | to be developed <sup>43</sup> New standard |

2

Habilitation  
Centres and the  
Day Reporting  
Centre

<sup>43</sup> The day reporting centre is planned to be operational with a full complement of youth by June 2003. As this is a pilot the actual completion rate is unknown and will be developed once experience with the day reporting centre develops.

## 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.

### OUTPUT Provision of Psychological Services

|  | Performance<br>2002/03 | Standard<br>2001/02 |
|--|------------------------|---------------------|
| Quantity   |                        |                     |
| The number of psychological consultation hours provided to the   |                        |                     |
| • Community Probation Service:   | 12,000 <sup>44</sup>   | 15,645-17,295       |
| • Public Prisons Service:  | 9,834 <sup>44</sup>    | 10,005-11,005       |
| The number of psychological reports provided to the  |                        |                     |
| • Community Probation Service:   | 1,020-1,060            | 850-940             |
| • Public Prisons Service:  | 840-900                | 795-880             |
| The number of consultation hours provided by Māori service providers under the bicultural therapy model: | 4,000                  | 3,750 – 4,250       |
| Quality  |                        |                     |
| The percentage of psychological consultations which meet the following standards to be no less than:     | 95%                    | 95%                 |
| • a structured offender assessment interview is conducted  |                        |                     |
| • confidentiality and consent issues are explained   |                        |                     |
| • relevant history is obtained   |                        |                     |
| • assessment measures are used (as appropriate)  |                        |                     |
| • problems are presented clearly formulated  |                        |                     |
| • treatment goals are specified (addressing assessed problems)   |                        |                     |
| • appropriate interventions are used (based on current literature)                                       |                        |                     |
| • adequate case notes are recorded for all sessions  |                        |                     |
| • records are kept of ongoing measures or observations to monitor interventions                          |                        |                     |
| • assessment and treatment reports are completed and delivered.  |                        |                     |

<sup>44</sup> Decrease reflects a return to consultation delivery only. Previous target included IOM project support.

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:

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.

## 2

Provision of  
Psychological  
Services

### Cost for Output Class 7

Outputs in this class will be provided within the appropriated sum of \$45.088 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)    |
| 2002/03 | 45,088     | 40,078     | 40,078     | 40,078     | -          |
| 2001/02 | 43,225     | 38,422     | 38,422     | 38,422     | -          |

## OUTPUT CLASS 8: SERVICES TO THE NEW ZEALAND PAROLE BOARD

This output class involves the provision of funding for, and administrative, financial and secretariat services to, the New Zealand Parole Board. This will assist the New Zealand Parole Board to meet its independent statutory responsibilities under the new Sentencing Act 2002 and Parole Act 2002.

### Services to the New Zealand Parole Board

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

| OUTPUT  | Services to the New Zealand Parole Board |              |
|---|--|--------------|
|   | Performance Standard                     |              |
|   | 2002/03                                  | 2001/02      |
| Quantity  |  |              |
| The number of cases considered by the New Zealand Parole Board to be:   | 3,500                                    | new standard |
| Quality   |  |              |
| The percentage of offenders or victims requiring to be notified and able to be notified of an impending hearing within 10 working days to be: | 90%                                      | new standard |
| The percentage of offenders or victims requiring to be notified following a Board decision within 10 working days to be:                      | 90%                                      | new standard |
| The percentage of papers for each case provided to the Board within 10 working days of a hearing to be:                                       | 90%                                      | new standard |
| The scheduling of cases to be heard by the Board to be within the timeframe specified in the Parole Act to be:                                | 100%                                     | new standard |

**2**  
SERVICES TO  
THE NEW  
ZEALAND  
PAROLE BOARD

### Cost for Output Class 8

Outputs in this class will be provided within the appropriated sum of \$3.375 million (inclusive of GST).

| Year    | Cost<br>GST<br>-inclusive<br>(\$000) | Cost<br>GST<br>-exclusive<br>(\$000) | Total<br>Revenue<br>GST<br>-exclusive<br>(\$000) | Revenue<br>Crown<br>GST<br>-exclusive<br>(\$000) | Revenue<br>Other<br>GST<br>-exclusive<br>(\$000) |
|---------|--------------------------------------|--------------------------------------|--|--|--|
| 2002/03 | 3,375                                | 3,000                                | 3,000  | 3,000  | -  |
| 2001/02 | -                                    | -                                    | -  | -  | -  |

2

Cost for  
Output Class 8



## OUTPUT CLASS 9: POLICY ADVICE AND DEVELOPMENT

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

### Policy Advice and Development Services

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

| OUTPUT   | Policy Advice and Development Services |         |
|--|--|---------|
|  | Performance Standard                   |         |
|  | 2002/03                                | 2001/02 |
| Quantity   |  |         |
| Advice will be delivered according to a work programme agreed with the Minister of Corrections   | 100%                                   | 100%    |
| Quality  |  |         |
| The Minister of Corrections will expect advice to be delivered according to the quality standards as outlined below:   | 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> |  |         |
| Timeliness   |  |         |
| Policy advice purchased will be delivered within the specific reporting reporting deadlines agreed with the Minister of Corrections:   | 100%                                   | 100%    |

## Ministerial Servicing

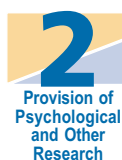
This output involves the purchase of analysis, research and drafting of responses to Ministerial correspondence and to Parliamentary questions received by the Minister of Corrections.

| OUTPUT Ministerial Servicing  |                      |         |
|---|----------------------|---------|
|   | Performance Standard |         |
|   | 2002/03              | 2001/02 |
| Quantity  |                      |         |
| The number of responses to be prepared to Ministerial correspondence is estimated to be:  | 600                  | 600     |
| The number of responses to Parliamentary questions is estimated to be:  | 500                  | 500     |
| Quality   |                      |         |
| The percentage of replies returned for redrafting to not exceed:  | 10%                  | 10%     |
| All responses are signed out by either a General Manager or, in his or her absence, an appropriate manager:                                     | 100%                 | 100%    |
| Timeliness  |                      |         |
| 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:                            | 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 Standard<br>2002/03               | 2001/02 |
| Quantity   |   |         |
| The percentage of research and evaluation delivered to agreed project milestones:  | 100%  | 100%    |
| Quality  |   |         |
| The percentage of psychological and other research that will be provided to the criteria contained in the Psychological Service Manual:  | 100%  | 100%    |
| <ul style="list-style-type: none"> <li>the hypothesis/aim of the research is clearly stated; capable of being tested; uses minimal variables; 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 9

Outputs in this class will be provided within the appropriated sum of \$4.186 million (inclusive of GST).

| Year    | Cost<br>GST<br>inclusive<br>(\$000) | Cost<br>GST<br>exclusive<br>(\$000) | Total<br>Revenue<br>GST<br>exclusive<br>(\$000) | Revenue<br>Crown<br>GST<br>exclusive<br>(\$000) | Revenue<br>Other<br>GST<br>exclusive<br>(\$000) |
|---------|-------------------------------------|-------------------------------------|---|---|---|
| 2002/03 | 4,186                               | 3,721                               | 3,721   | 3,721   | -   |
| 2001/02 | 4,190                               | 3,724                               | 3,724   | 3,724   | -   |

## OUTPUT CLASS 10: SERVICE PURCHASE AND MONITORING

This output class involves the development, management and monitoring of agreements for the purchase of services entered into with both internal and external providers. Also included in this output class 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 Corrections Inmate Employment)
- services purchased from external providers, in particular with Australasian Correctional Management Limited and New Zealand Prisoners' 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, Ministry of Social Development, ACC, Ministry of Health, Inland Revenue Department, Ministry of Housing, New Zealand Housing Corporation, 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.

# 2

SERVICE  
PURCHASE AND  
MONITORING

**OUTPUT Purchase and Monitoring of Service Delivery**

|   | <b>Performance Standard</b> |                |
|---|-----------------------------|----------------|
|   | <b>2002/03</b>              | <b>2001/02</b> |
| <b>Quantity</b>   |                             |                |
| The number of Internal Purchase Agreements with internal providers:   | 4                           | 4              |
| The number of contracts for services with external providers negotiated and managed by Service Purchasing and Monitoring:   | 2                           | 3              |
| The number of interagency agreements managed by Service Purchase and Monitoring:  | 11                          | 11             |
| The number of Community Funding contracts to be negotiated with external providers:   | 138                         | 63-77          |
| The number of contracts between the Community Probation Service and Habilitation Centres and Montgomery House:  | 3 <sup>45</sup>             | 4              |
| <b>Quality</b>  |                             |                |
| The percentage of contracts for services with external providers and of Internal Purchase Agreements that meet the following standards:   | 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:   | 100%                        | 100%           |
| <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:  | 100%                        | 100%           |

2

Purchase and  
Monitoring of  
Service Delivery

<sup>45</sup> The Department did not renew the contract with Te Whānau O Waipareira Trust Habilitation Centre in the 2001/02 Financial Year. The Department's three remaining contracts are with Montgomery House, the Salisbury Street Foundation and the Te Ihi Tu Trust.

|   | Performance Standard |         |
|---|----------------------|---------|
|   | 2002/03              | 2001/02 |
| <hr/>   |                      |         |
| The percentage of Community Funding contracts with a value of \$20,000 (or over) that have performance measures and standards to the criteria outlined below:   |                      |         |
|   | 100%                 | 100%    |
| <ul style="list-style-type: none"> <li>• the correct parties to the contract are specifically identified and the parties have legal power to contract and are a legal entity</li> <li>• the term of the contract has been identified</li> <li>• the price is identified in the schedule of the contract</li> <li>• the payment regime is specified</li> <li>• the format and dates of reporting requirements are stated</li> <li>• the mechanism for resolving disputes is stated</li> <li>• the programme is clearly described (including programme aims, content and delivery process)</li> <li>• the contract is legal.</li> </ul> |                      |         |
| <hr/>   |                      |         |
| Timeliness  |                      |         |
| The percentage of inter-agency agreements that are renegotiated and/or reviewed by the date specified:  |                      |         |
|   | 100%                 | 100%    |
| The percentage of Community Funding contracts with value of \$20,000 (or over) agreed and in place by the agreed date:  |                      |         |
|   | 95%                  | 95%     |
| <hr/>   |                      |         |

## 2

Purchase and  
Monitoring of  
Service Delivery

## 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               |          |
|  | 2002/03                            | 2001/02  |
| Quantity   |                                    |          |
| Number of inspections in the inspectorate work programme as approved by the Assurance Board will be as follows   |                                    |          |
| • routine visits:  | 80 - 120                           | 80 - 120 |
| • special investigations:  | 10 - 30                            | 10 - 30  |
| Quality  |                                    |          |
| The percentage of inspections that are carried out to the following criteria:  | 100%                               | 100%     |
| • to a quality which satisfies the Assurance Board   |                                    |          |
| • according to the guidelines and standards of the New Zealand Institute of Internal Auditors.   |                                    |          |
| Timeliness   |                                    |          |
| 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%     |

2

Provision of  
Inspectorate  
Services

Provision of National Systems Services

This output involves:

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

| OUTPUT  | Provision of National Systems Services |              |
|---|--|--------------|
|   | Performance Standard                   |              |
|   | 2002/03                                | 2001/02      |
| Quantity  |  |              |
| The number of information transactions with external agencies:  | 8,000-10,000                           | new standard |
| Quality   |  |              |
| The percentage accuracy of the statutory appointment and delegations registers affecting the operational management of inmates:   | 100%                                   | 100%         |
| Timeliness  |  |              |
| The percentage of national systems transactions to be completed within seven working days of applications being received:         | 100%                                   | 100%         |
| The percentage of applications for victims' registration processed within 10 working days of being received:                      | 100%                                   | 100%         |
| The percentage of personal records established for inmates imprisoned for six months or more within 10 working days of reception: | 100%                                   | 100%         |



### Cost for Output Class 10

Outputs in this class will be provided within the appropriated sum of \$3.616 million (inclusive of GST).

| Year    | Cost<br>GST<br>inclusive<br>(\$000) | Cost<br>GST<br>exclusive<br>(\$000) | Total<br>Revenue<br>GST<br>exclusive<br>(\$000) | Revenue<br>Crown<br>GST<br>exclusive<br>(\$000) | Revenue<br>Other<br>GST<br>exclusive<br>(\$000) |
|---------|-------------------------------------|-------------------------------------|---|---|---|
| 2002/03 | 3,616                               | 3,214                               | 3,214   | 3,214   | -   |
| 2001/02 | 6,852                               | 6,091                               | 6,091   | 6,091   | -   |

2

Cost for  
Output Class 10



# PART 3

## KEY DIMENSIONS OF THE DEPARTMENT

## KEY DIMENSIONS OF THE DEPARTMENT

The Department of Corrections was set up on 1 October 1995 following Government decisions on the recommendations of the Review of the Department of Justice in 1994.

The core business of the Department of Corrections is the management of custodial and non-custodial sentences and orders imposed by the courts. This includes the administration of sentences of imprisonment and those sentences undertaken by offenders in the community such as, supervision, community work and parole. Corrections also provides information to the judiciary and the administrative, financial and secretariat services to the New Zealand Parole Board.

## ORGANISATIONAL STRUCTURE

The Department operates 17 Public Prison institutions and the Auckland Central Remand prison, which is managed by Australasian Correctional Management. There are 15 Community Probation Service area offices and 134 service centres; eight Psychological Service offices, 15 Special Treatment Units, and the head office, which includes Correctional Inmate Employment (CIE). In total, Corrections manages \$1,502,405,000 worth of properties, including four farms and four forests.

**3**

Key Dimensions  
of the  
Department

**The Department comprises eight services and groups.**

## **SERVICES**

**The Public Prisons Service** is responsible for the safe, secure and humane containment of sentenced and remand inmates. Sentenced inmates are those incarcerated 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.

**The Community Probation Service** provides information and reports to judges (to assist them when sentencing offenders) and provides information to prison management and the New Zealand National Parole Board. The service manages the community-based sentences of supervision and community work and manages offenders released from prison on home detention, parole or court or board imposed release conditions. The Community Probation Service also delivers rehabilitative programmes to offenders as well as contracting with community providers for rehabilitative and reintegrative community-based programmes for offenders.

**The Psychological Service** provides specialist clinical treatment and assessment advice for offenders, and training and education for departmental staff and community groups. The service also undertakes a number of approved research projects. The Psychological Service is responsible for the ongoing “championing” of IOM. This includes assisting services with ongoing implementation issues, monitoring and enhancing IOM as it evolves.

**3**

Key Dimensions  
of the  
Department

CORRECTIONS FACILITIES LOCATIONS

Public Prison Service

Auckland Region

- A Auckland Prison
- A Mt Eden Prison
- A Mt Eden Women's Prison

Waikato/Central Region

- B Ohura Prison
- C Tongariro/Rangipo Prison
- D Waikeria Prison

Midland Region

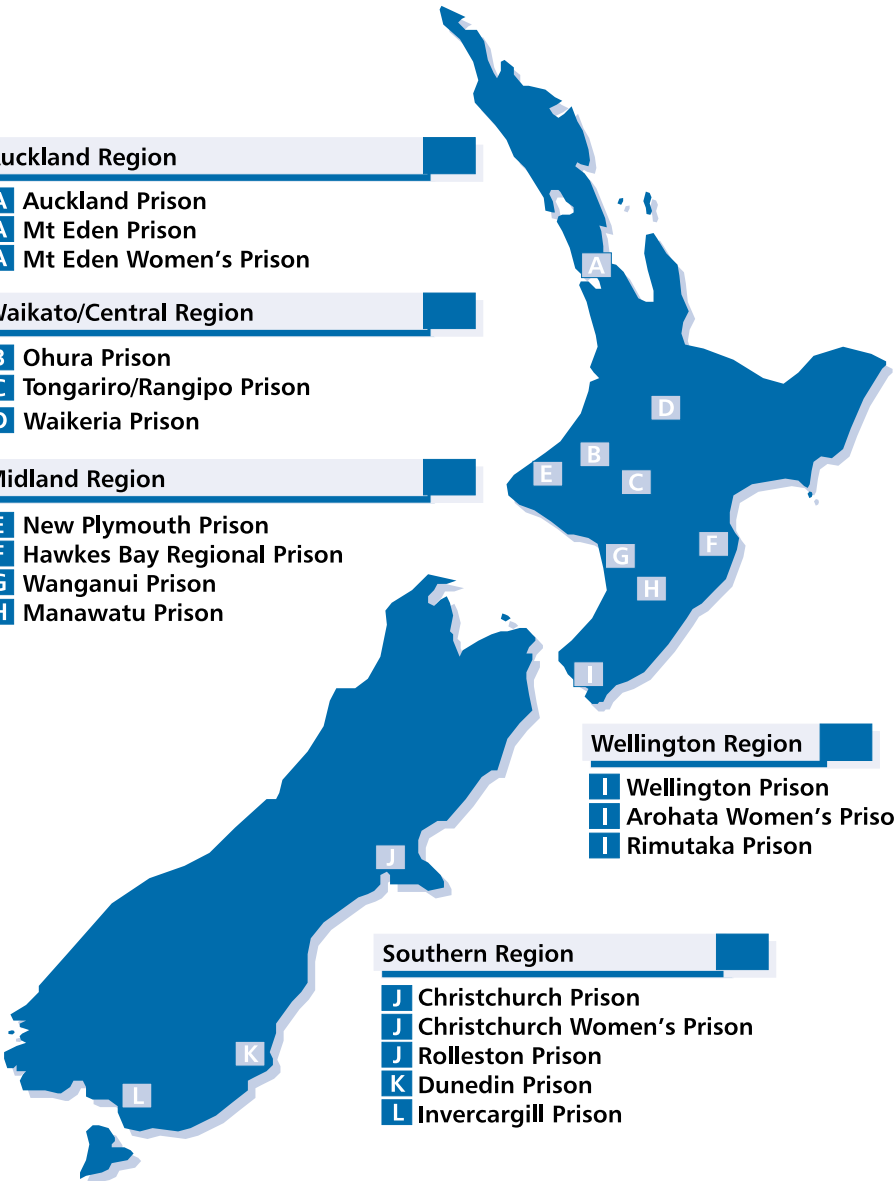
- E New Plymouth Prison
- F Hawkes Bay Regional Prison
- G Wanganui Prison
- H Manawatu Prison

Wellington Region

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

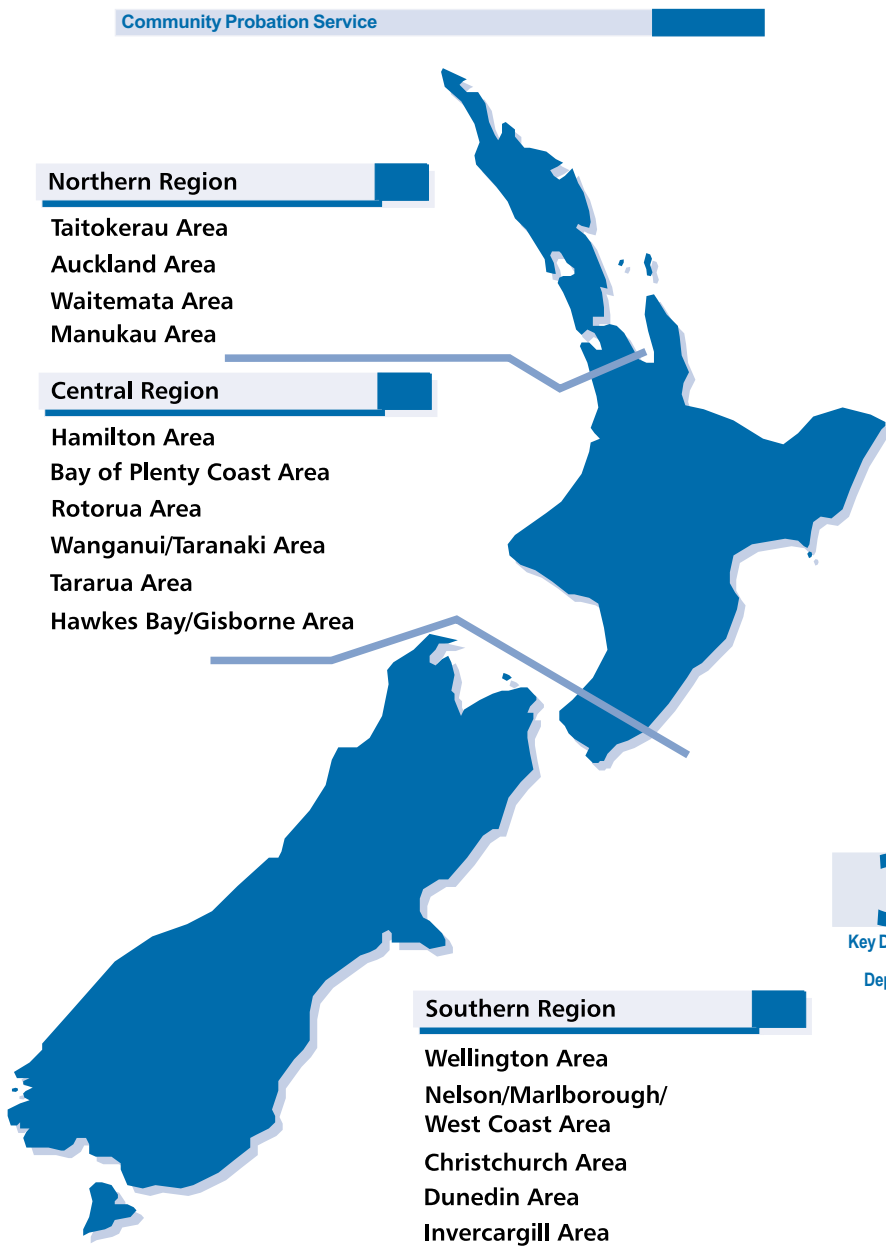
Southern Region

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



3

Key Dimensions  
of the  
Department



3

Key Dimensions  
of the  
Department

Psychological Service

Northern Region

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

3

Key Dimensions  
of the  
Department

Southern Region

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



## GROUPS

**The Service Purchase & Monitoring Group** is responsible for the purchase of corrections services from both internal and external providers. The group develops and provides national systems, service specifications and purchase advice in terms of volume and quality standards. It also monitors the delivery of services and works internationally with other corrections services to establish benchmarking standards used to assess performance and improve quality standards.

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

**The Strategic Development Group** provides specialist advice and services to help run the Department. The group incorporates Information Technology which is responsible for the development and ongoing maintenance of the Information Technology strategy and business-critical applications; Strategic Human Resources which is responsible for the development of the Department-wide human resource strategy, policy and procedures; the Planning Unit which develops the Department's external accountability documentation and provides support services within the head office, and the Communications Unit which is responsible for communications strategy, projects, publications and media management.

**The Finance Group** provides a range of financial and property advice and support services to the Department. The group incorporates Corrections 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. This group also includes the project team charged with the design and construction of four new prisons.

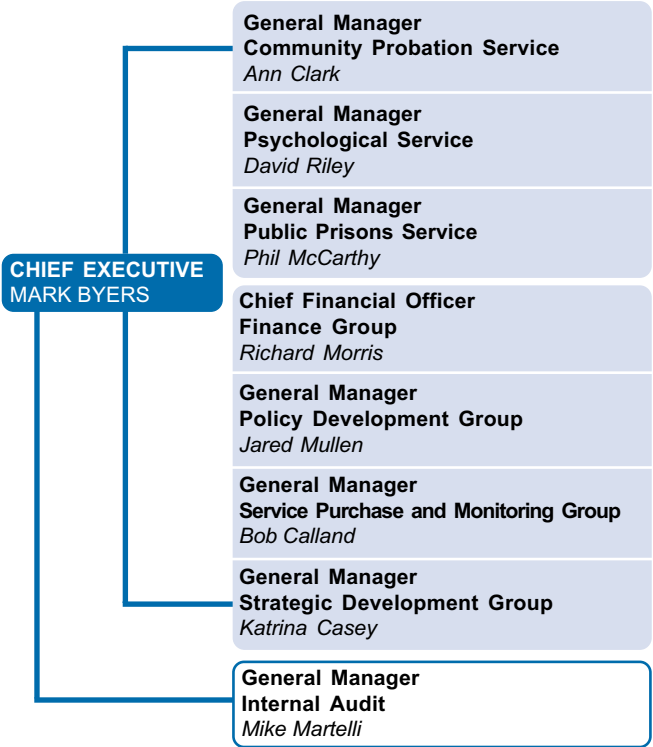
# 3

Key Dimensions  
of the  
Department

**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. Internal Audit, through the Prison Inspectorate, also provides assurance to the Chief Executive on the fair, safe, secure and humane treatment of offenders as well as the maintenance of the integrity of sentences imposed by the courts.

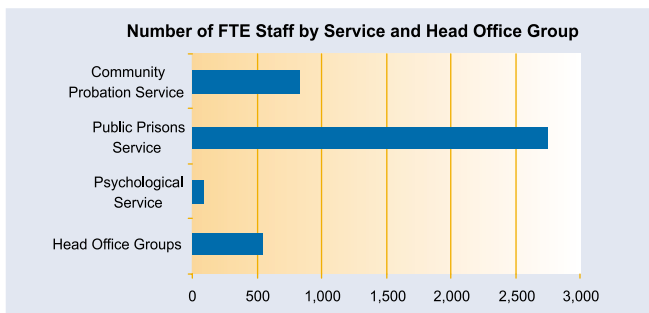
The Department also has contracts in place for the provision of services with private providers. These include Australasian Correctional Management who manage the Auckland Central Remand Prison and Chubb New Zealand Limited who provide Prisoner Escort and Courtroom Custodial Services in the Auckland and Northland regions.

**SENIOR MANAGEMENT STRUCTURE**



## HUMAN RESOURCES

The Corrections Department employs 4,222 full time equivalent staff (as at December 2001) who work in the various sites around the country. The distribution of staff throughout the services and head office groups is shown below:



72% of the staff are directly employed in the administration of community-based and custodial sentences, including the provision of rehabilitation and re-integrative services. Staff include corrections officers, Probation Officers, psychologists, instructors and managers. The Department also employs 402 Work Party Supervisors (as at December 2001), who are responsible for supervising offenders participating in work parties as part of completing a sentence of community work/periodic detention.

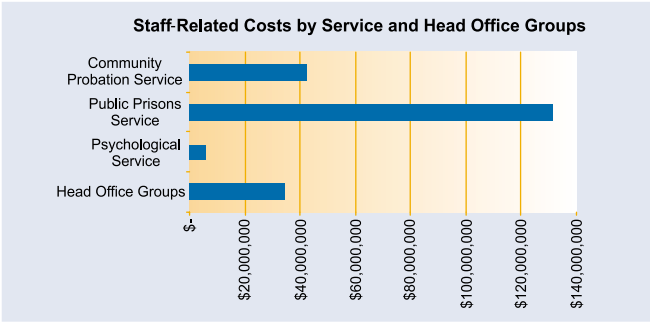
## STAFF RELATED COSTS

In the 2001/2002 financial year the Department's Annual Operating Budget was \$454.561 million. Of this amount 47.5 percent was budgeted for staff-related costs.

The percentage spent on staff-related costs against the total Output expenses of each service and the head office groups is shown in the following graph:

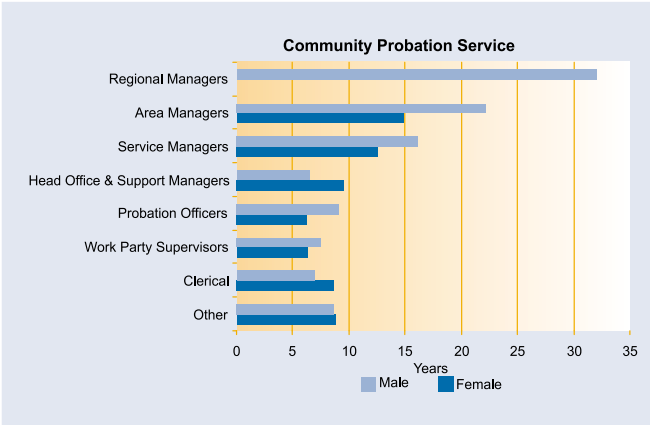
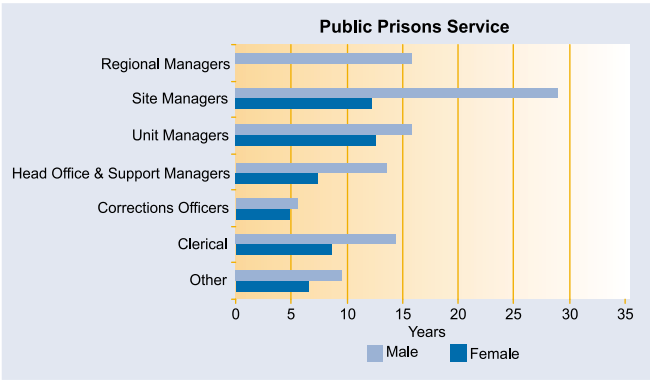
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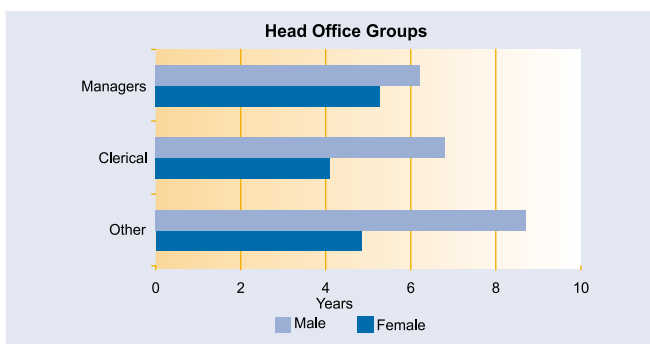
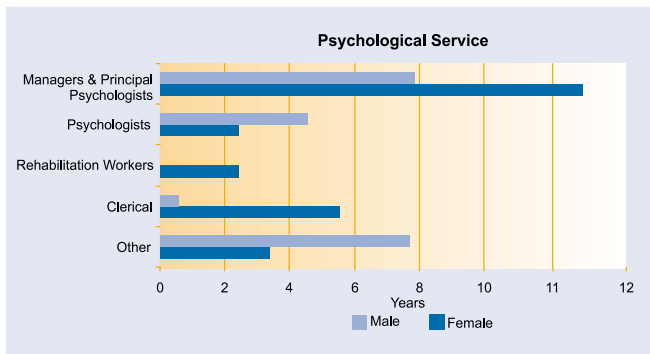
Key Dimensions  
of the  
Department



### Length of Service

The illustrations below shows the breakdown of the average length of service of staff by service or group, within role.

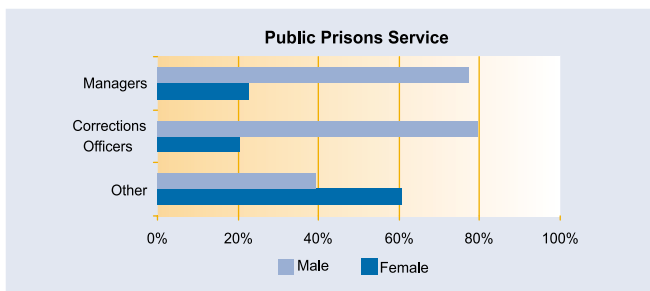




### Total Employees by Gender and Ethnicity

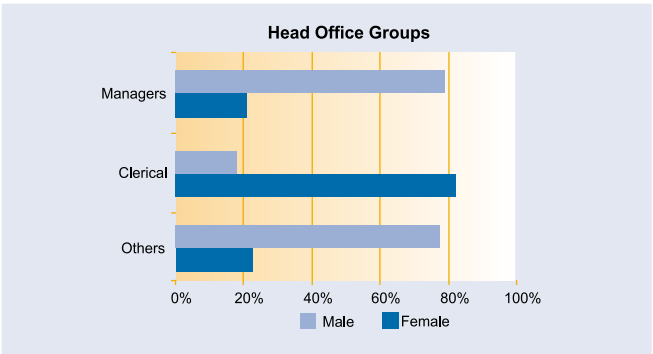
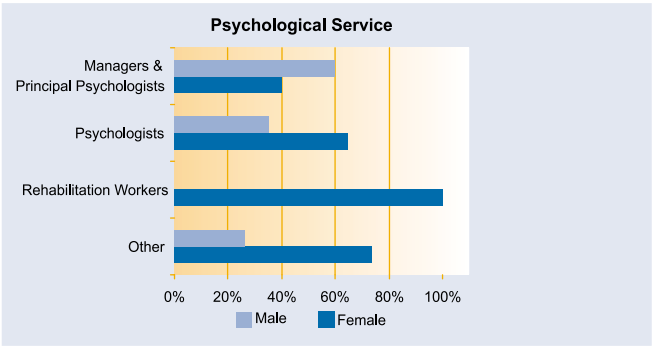
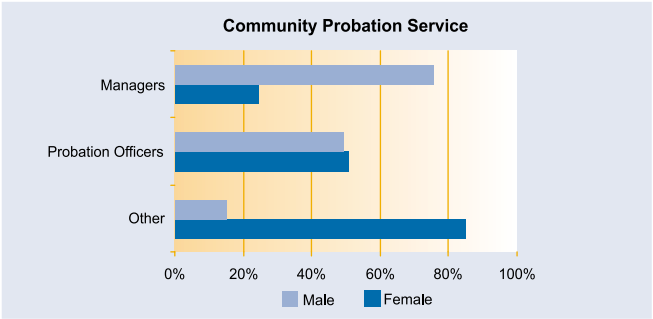
The Department is committed to equal opportunity in all its employment policies and procedures. The Department's policies and systems enable employees to reach their full potential within the organisation regardless of gender and ethnicity.

Of the 4,222 total staff, 66% are male and 34% female. The distribution of staff by gender across the Department's groups and services is shown below:

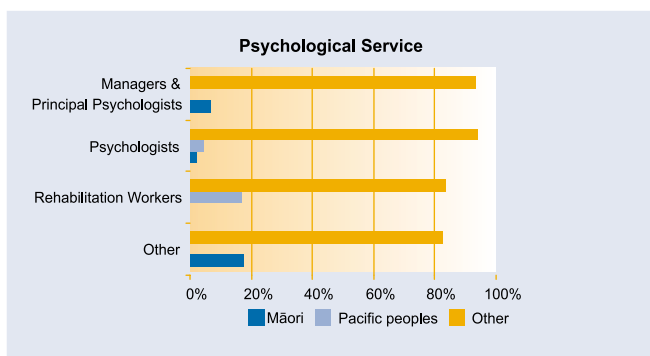
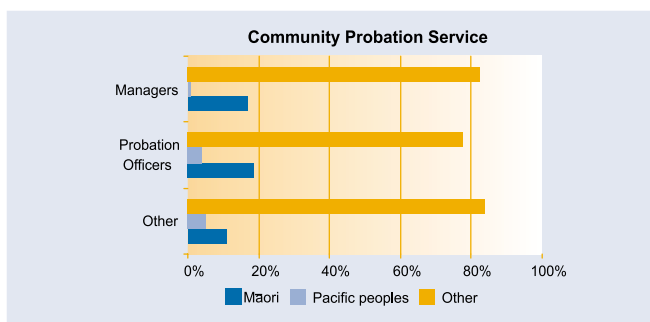
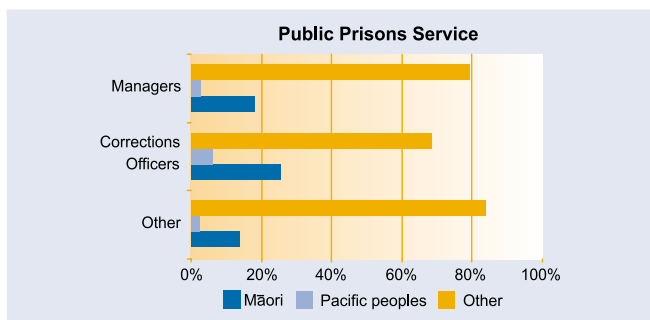


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Key Dimensions  
of the  
Department

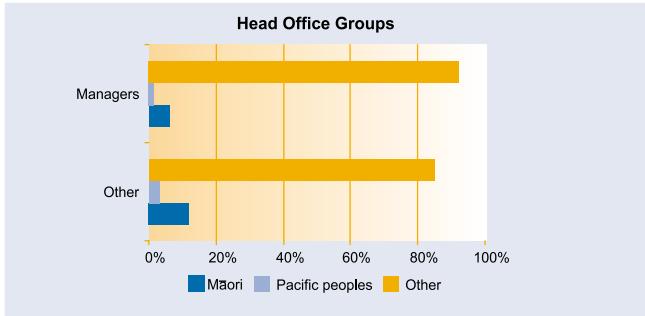


Percentage distribution of staff by ethnicity are displayed below:



3

Key Dimensions  
of the  
Department



## SUPPORT SERVICES

### Information Technology (IT)

#### *The Environment*

The Information Technology Strategy developed in 1996 was aimed at:

- the development and implementation of a national database of offender information to be accessed across the Department
- the implementation of an integrated application or set of applications for managing the day-to-day activities of offenders
- exit of operational functions from the Law Enforcement system
- a standard set of Microsoft office applications
- a nationwide network and email system
- a nationwide telephone network with desk-to-desk dialling.

More than five years on, the Department has achieved all of the goals and objectives of its 1996 strategy and has moved to an organisation that has high reliance on its IT infrastructure and business-critical applications.

#### *Information Offender Management System (IOMS)*

The cornerstone of the Department's IT strategy was the development of the Integrated Offender Management System (IOMS).



IOMS is a world class, nationwide, fully integrated system for the management of offenders. It ensures that offender information and photo image capture needs only to be entered once into the system, and is then available for use regardless of sentence type, location or time.

The system has three main modules, based around the Department's three key business functions, that is, modules specific to Prisons, Community Probation and Psychological Service functionality.

Each of the three business services uses the system for the management of the offenders they are responsible for. In a number of cases all three services will be actioning aspects of an offender's sentence either jointly or consecutively.

The IOMS production server is housed in Auckland, with the Reporting server in Wellington also acting as a Disaster Recovery environment.

During the 2001/2002 Financial Year, IOMS software releases were successfully concluded as scheduled for the IOM sentence planning/sentence management functionality and Psychological Service functionality upgrade. Work has also progressed to plan the changes needed for the introduction of sentence and parole reform legislation.

#### *Desktop Architecture*

In mid-2001, Corrections replaced its distributed environment across its 220 sites with WTS/Citrix central server architecture (thin client). The 3,000 desktops are now running as thin clients supported by two server farms in Auckland and Wellington.

The implementation of WTS/Citrix is the largest undertaken in New Zealand and has proved to be very successful.

# 3

Key Dimensions  
of the  
Department

### *Data and Voice Networks*

The Department has a substantial data and voice network based on Telecom New Zealand Limited's nation-wide infrastructure.

All sites are connected to either the Auckland or Wellington data centres with high-speed links between the centres and disaster recovery capability.

The voice network consists of PABXs in each major site with desk-to-desk dialling across the country.

### *Outsourcing Arrangements*

The Department outsources its platform management and development services. The following are the current contracted services.

- Platform facilities management/  
IOMS development: gen-i Limited
- Platform help desk: Sytec Resources Limited
- Telecommunications: Telecom NZ Ltd

### *Justice Sector Interface*

The Department has electronic interfaces in place between its IOMS system, the Law Enforcement System and the new Department for Courts' COLLECT system for the exchange of offender information.

# 3

Key Dimensions  
of the  
Department

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

**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 operational targets and financial performance; and the identification and management of risk arising from the Department's inmate employment activities.

**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 Bi-cultural 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 monitors the efficiency of recruitment and retention practices.

The Board meets monthly and reports to the Chief Executive on a quarterly basis to provide 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 will be 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 rate of re-offending by Māori.

### INTER-AGENCY AGREEMENTS

Corrections has in place a number of agreements with other government departments and agencies, that aim to assist the Department to achieve its goals of safe communities and reduce re-offending. Responsibilities to each other are clearly defined by entering into a mutual agreement.

The purpose of the agreement is to create an environment of cooperation to facilitate a sharing of information to provide free-flowing access to the services each department and agency can provide. The common goals can be achieved through the agreements by:

- clearly defining agencies' responsibilities and accountabilities to each other
- enhancing agencies' collaborative relationships with each other
- acknowledging that agencies have common goals and encouraging staff to meet these goals
- facilitating cooperation of the development of strategy and policy in areas that have the potential to affect our collective ability to enhance community safety by reducing the incidence and effects of crime, and to maintain law and order.

### INTERSECTORAL COMMITTEES

The Department is represented on a large number of local, regional and national Intersectoral committees, which have been established to effect the Government's key goal: "Reduce Inequalities in Health, Education, Employment and

## 3

Key Dimensions  
of the  
Department

Housing”. This goal was introduced to “reduce the inequalities that currently divide our society and offer a good future for all by strengthening the capacity of Māori and Pacific peoples’ communities”. The purpose of the intersectoral committees is to achieve this goal through cooperation and participation in the wider community.

### 3

Key Dimensions  
of the  
Department

## TERMS AND DEFINITIONS

|  |   |
|--|---|
| <b>Break-out escape</b>                        | 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. |
| <b>Community Work</b>                          | Provides for an offender to be sentenced to carry out up to 400 hours of community work, either in a work party or an agency placement, as reparation to the community.   |
| <b>Criminogenic programmes</b>                 | Programmes that address offender's 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.  |
| <b>Day Reporting Centre</b>                    | A community-based intensive rehabilitation programme for high risk teenage offenders. It caters for both Corrections and Child, Youth and Family offenders.   |
| <b>Economic farm surplus (EFS) per hectare</b> | 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 effective area of the farm then divides the net figure. The economic farm surplus per hectare is the most common and standard measure of                        |

### 3

Terms and Definitions

|   |   |
|---|---|
|   | a farm's performance, and its performance in comparison with those of a similar group of farms in terms of their physical similarity.   |
| <b>Habilitation Centre</b>                              | An approved residential centre that operates programmes and reintegrative services for offenders designed to identify and address the cause or causes of, or factors contributing to, their offending.  |
| <b>Home Detention</b>                                   | An offender released from prison to serve their term of imprisonment by way of detention in an approved residence, subject to electronic monitoring. This may include rehabilitative or other programmes.   |
| <b>Integrated Offender Management (IOM)</b>             | A coordinated, consistent approach to managing offenders across their sentence. It targets programmes and interventions for offenders most at risk of re-offending, to address the factors that are linked to their offending.  |
| <b>Integrated Offender Management System (IOMS)</b>     | 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.  |
| <b>National Certificate in Employment Skills (NCES)</b> | This is a programme offered to inmates to assist them to gain the basic life skills needed upon release to enhance their employment prospects.  |
| <b>New Zealand Parole Board</b>                         | The New Zealand Parole Board, established under the Parole Act 2002, determines the release of offenders on parole when the offender is serving a prison term of more than two years. The Board also considers applications for home detention from offenders who are sentenced to a term of imprisonment of less than two years. |

|  |  |
|--|--|
| <b>Non-return from temporary release</b> | Refers to inmates released temporarily from prison who do not return at the appropriate time and are therefore counted as an escape from custody.  |
| <b>NZPARS</b>                            | New Zealand Prisoners' Aid and Rehabilitation Society.   |
| <b>Other escapes</b>                     | Other escapes are defined as "walk-aways" and "escapes while on escort" (other than court-related).  |
| <b>Parole</b>                            | An offender is released by the New Zealand Parole Board from a term of imprisonment and is subject to standard conditions of monitoring by a Probation Officer and may be subject to special conditions of a re-integrative or rehabilitative type.  |
| <b>Recidivism Index</b>                  | The Recidivism Index measures the percentage of offenders who are re-convicted or re-imprisoned in the 12 months following release (if they are inmates) or after conviction (if they are on community-based sentences). The information is also provided for the percentage of offenders who are re-convicted or re-imprisoned over a 24-month period. This information can be provided for sub-groups of offenders in terms of demographic variables such as age, ethnicity and gender as well as sentence characteristics such as length of sentence and security classification. |
| <b>Rehabilitation Quotient</b>           | The proportion of offenders, given an intervention, who are not re-convicted or re-imprisoned within 12 months of completing a sentence.   |



|   |  |
|---|--|
| <b>Release on Conditions</b>            | An offender released from a short term of imprisonment on conditions set by the sentencing judge, or, for offenders who are serving a long term sentence of imprisonment, who are released at their statutory release date on conditions of release. |
| <b>Straight Thinking</b>                | 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 integration.         |
| <b>Structured Individual Programmes</b> | A 30-hour structured individual general programme developed under IOM specifications. Designed to enable delivery of a criminogenic programme for up to a maximum of three offenders.  |
| <b>Supervision</b>                      | An alternative to imprisonment that involves reporting regularly to a Probation Officer. This may include, attendance at appropriate programmes that deals with the cause or causes of the offending.  |
| <b>Tikanga</b>                          | Tikanga Māori is a process for reintegrating traditional Māori cultural values, philosophies, knowledge and practice into the everyday lives of Māori offenders.   |