



# STATEMENT OF INTENT

1 JULY 2012 – 30 JUNE 2015



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## FOREWORD – MINISTER OF CORRECTIONS

The Prime Minister is leading the creation of a new results-driven public service, and is making the whole public sector accountable for achieving the results the Government expects over the medium term. The goal set for the Department of Corrections is to reduce re-offending rates by 25 percent by 2017. It is an ambitious challenge that will stretch the Department, force change and drive innovation.

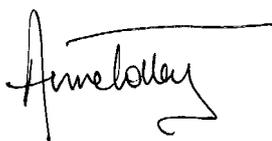
To reach this target, the Department's focus over the next three years will need to be on strengthening rehabilitation and reintegration to prepare and support offenders to lead law-abiding lives. In doing this, the Department must continue to improve public safety, and ensure better public value in the expenditure of taxpayer dollars.

The Department will need to partner with organisations both at national and community levels to achieve its goals. The daily interaction that Corrections' staff have with offenders gives the Department scope to lead our partners in working with offenders to find stable employment and address causes of re-offending, such as drug and alcohol abuse. Relationships with iwi and Māori communities are critical to supporting offenders to make positive changes in their lives.

The foundations for the expected improved performance have already been laid. Frontline roles have been, and will continue to be, re-focused to maximise meaningful interactions with offenders. New insights will be gained from private sector innovation and expertise through the contract managed prison at Mt Eden, and through the Public Private Partnership prison to be built at Wiri. Through increased efficiency and effectiveness, the Department will enable more opportunities for positive changes to be made in the lives of offenders.

I am confident that the Department will rise to meet the challenges ahead. In working with justice sector partners, and with the wider public sector, it will contribute to a significant reduction in re-offending, and to a drop in the overall crime rates, meaning a safer New Zealand for us to enjoy.

I am satisfied that the information on future operating intentions provided by my Department in this Statement of Intent and the Information Supporting the Estimates is in accordance with sections 38, 40 and 41 of the Public Finance Act 1989 and is consistent with the policies and performance expectations of the Government.



Hon Anne Tolley  
**Minister of Corrections**

# INTRODUCTION FROM THE CHIEF EXECUTIVE

The Department of Corrections is uniquely placed to make a difference in the lives of offenders. This document sets out our aspirations and the actions we will take to reduce re-offending and improve public safety, whilst ensuring better public value through strong leadership. It sets out our plans to create lasting change.

Ultimately, the greatest positive contribution we can make to the lives of New Zealanders is to reduce the levels of re-offending. We are committed to achieving the Government's goal, to reduce levels of re-offending by 25 percent by 2017. It's a demanding vision, but it's one I believe we can achieve. We will seize every opportunity we have to make a positive difference in offenders' lives. By providing work, education and life skills, and helping offenders to change their behaviour, we can prepare them for leading offence-free lives once they leave our service.

We will actively contribute to more offenders making the decision to become productive members of their communities. More prisoners will be employable on their release, and we will improve the retention and uptake of employment by our community-based offenders. By partnering with Work and Income, and with the wider community, to increase employment opportunities for our offenders, we will help them to envision and create an offence-free future.

To support offenders to turn their lives around, we will provide a range of drug and alcohol services that meet the needs of all prisoners with drug and alcohol problems. We will work with other agencies to expand the provision of drug and alcohol treatment for community-based offenders.

Over the next three years we will become a more modern, efficient and effective organisation, making better use of technological advancements to free up our staff to spend more time with offenders. This will enable us to focus on the rehabilitation and reintegration needs of offenders, both in prisons and in the community. We will work smarter, focusing our time where it has most effect.

## Chief Executive's statement of responsibility

In signing this statement, I acknowledge that I am responsible for the information contained in the Statement of Intent for the Department of Corrections. This information has been prepared in accordance with the Public Finance Act 1989. It is also consistent with the proposed appropriations set out in the Appropriations (2012/13 Estimates) Bill, as presented to the House of Representatives in accordance with section 13 of the Public Finance Act 1989, and with existing appropriations and financial authorities.



Ray Smith  
**Chief Executive**



Sean Mahony  
**Chief Financial Officer**

## NATURE AND SCOPE OF FUNCTION

The Department of Corrections is responsible for managing some of New Zealand's most challenging people. At any given point in time we manage, on average, 43,239 offenders: 8,729 are held in our prisons, and 34,510 are managed in the community, serving a community-based sentence or order.

We employ around 7,300 people who work with offenders in our 19 prisons and 126 community probation sites throughout the country.

The Department's work is carried out in accordance with the purposes and principles set out in sections 5 and 6 of the Corrections Act 2004.

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

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

In meeting this purpose, we observe the following principles:

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

# THE JUSTICE SECTOR

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

Justice sector Ministers recognise that achieving the best outcomes for people participating in justice sector processes requires all relevant agencies to be working towards the same goals. In 2006/07, the outcomes framework (below) was agreed to drive an enduring focus for work across the justice sector. It also provides an overview for organisations and stakeholders who need to interact with the agencies concerned.

### Justice sector outcomes

#### A safe and just society

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

#### Core sector agencies

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

#### Crown entities and other agencies

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

# CORRECTIONS' ROLE WITHIN THE JUSTICE SECTOR

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

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

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

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

# PERFORMANCE FRAMEWORK AND MEASURES

<b>Outcomes</b>			
BETTER PUBLIC VALUE	<b>Re-offending is reduced</b> <ul style="list-style-type: none"> <li>• % of prisoners reconvicted</li> <li>• % of community-based offenders reconvicted</li> </ul>		<ul style="list-style-type: none"> <li>• % of community-based offenders imprisoned</li> <li>• % of prisoners that return to prison</li> </ul>
	<b>Impacts</b>		
	<b>Offenders have the skills and support to lead law-abiding lives</b> <ul style="list-style-type: none"> <li>• Rehabilitation Quotient/Multivariate analysis scores for individual programmes</li> <li>• % of offenders in employment six months after being released</li> <li>• % of reconviction, amongst offenders serving a community sentence, for new offences committed while the offender is serving the sentence</li> <li>• Number of prisoners achieving recognised qualifications in the twelve months from 1 July to 30 June each year</li> <li>• % of prisoners who have participated in a Release to Work programme and who have secured employment with the Release to Work employer upon release</li> <li>• % of offenders assessed by Probation Officers as less likely to re-offend (DRAOR)</li> <li>• Measure of constructive activity in prisons (measure to be developed during 2012/13)</li> </ul>	<b>Offenders' health and well-being is maintained</b> <ul style="list-style-type: none"> <li>• Number of unnatural deaths of prisoners</li> <li>• Number of self-harm threat to life incidents by prisoners</li> <li>• Number of justified complaints to the Inspectorate</li> <li>• Proportion of prisoners leaving prison with measurable improvement in their health (measure to be developed in 2012/13)</li> </ul>	
<b>Output Classes</b>			
<b>Contract management of services provided by third parties</b> <ul style="list-style-type: none"> <li>• Complete contract negotiations with a preferred bidder and achieve financial close for the Wiri PPP</li> <li>• Establish governance, relationship and contract management arrangements for management of the Wiri PPP contract</li> <li>• Undertake an audit of the contract outcomes for each contract by 30 June 2013, and report on the audit</li> <li>• Non-compliance events in relation to the contract partner are managed within the contract</li> <li>• Number of times a contract partner delivers a formal innovative proposal for consideration</li> </ul>	<b>Rehabilitation and reintegration</b> <ul style="list-style-type: none"> <li>• % of prisoners entitled to receive an offender plan that received one</li> <li>• Number of prisoners who have engaged in education programmes</li> <li>• % of prisoners who demonstrate measurable gains with literacy and numeracy</li> <li>• Total number of qualifications achieved by prisoners through Corrections Inmate Employment</li> <li>• Number of prisoners who have engaged in employment activities</li> <li>• Number of prisoners/community-based offenders who start a rehabilitation programme</li> <li>• % of prisoners/community-based offenders who start and complete a rehabilitation programme</li> <li>• % of offenders who have had their reintegrative needs addressed</li> </ul>	<b>Prison-based custodial services</b> <ul style="list-style-type: none"> <li>• Number of non-serious/no injury prisoner assaults on other prisoners</li> <li>• Number of non-serious/no injury prisoner assaults on staff</li> <li>• Total number of drug tests sampled</li> <li>• % of new receptions who have been assessed as requiring a cardiovascular risk assessment (CVRA) and receive a CVRA within eight weeks of identification</li> <li>• Number of identified Prison Health Centres achieving Cornerstone accreditation</li> <li>• % of newly received prisoners who have a reception health triage assessment on the day of reception</li> <li>• Average prisoner time out of cell (measure to be developed during 2012/13)</li> </ul>	
<ul style="list-style-type: none"> <li>• No. of reports provided to the court/NZPB</li> <li>• No. of victim referrals received from the New Zealand Police</li> <li>• No. of NZPB hearings where administrative support was required</li> <li>• No. of court attendance hours</li> </ul>	<ul style="list-style-type: none"> <li>• Average prison population</li> <li>• Maximum number of prisoners held</li> <li>• No. of prisoners who receive a health screening upon reception</li> <li>• No. of health consultations with healthcare staff</li> </ul>		

**Outcomes**

**Public safety is improved**

- % of prisoners serving their time in our care
- % of offenders who have complied with their sentences and orders, or have been held to account

**Impacts**

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

- Number of escapes from custody
- % positive general random drug tests within prisons
- % of offenders who have complied with their home detention sentence, or who have been held to account
- % of offenders who have complied with their community-based sentence, or who have been held to account
- % of offenders who have complied with their post-release order, or who have been held to account

**The Judiciary and Parole Board make informed decisions**

- Level of re-offending on parole or home detention

**Risks of harm to others are minimised**

- % of community managed offenders, against whom an alert has been raised concerning their high or very high risk of harm to others, who commit an offence against the person (sexual or violent) while the alert is active
- Number of serious prisoner assaults on other prisoners
- Number of serious prisoner assaults on staff

**Output Classes**

**Sentences and orders served in the community**

- Compliance with mandatory standards for home detention sentences
- Compliance with mandatory standards for community-based sentences
- Compliance with mandatory standards for post-release orders

**Information and administrative services to the Judiciary and New Zealand Parole Board (NZPB)**

- % of probation reports provided to court that met mandatory standards
- % of probation/psychological reports provided to court within agreed timeframes before sentencing
- % of parole progress reports provided to agreed standards pursuant to NZPB requirements
- % of parole assessment/parole progress/psychological reports provided to agreed timeframes pursuant to NZPB requirements
- Number of justified complaints about notification services received from registered victims
- % of victims who are notified as per NZPB requirements
- % of offenders who are notified as per NZPB requirements
- % of all cases to be heard by the NZPB that are scheduled no later than 16 weeks from the date of the hearing

**Policy advice and Ministerial services (multi class output appropriation)**

**Output class: Policy advice**

- % of policy advice that was delivered according to the work programme agreed with the Minister of Corrections
- % of policy advice delivered to the Minister of Corrections that meets agreed standards
- % of policy advice delivered to the Minister of Corrections within agreed timelines

**Output class: Ministerial services**

- % of ministerial draft correspondence that is signed without changes
- % of all responses to parliamentary questions that are completed within five working days
- % of responses to ministerial draft correspondence that are completed within 20 working days

- No. of offenders commencing a home detention sentence
- No. of offenders commencing a community-based sentence
- No. of offenders commencing a post-release order

- Average no. of home detention sentences being served
- Average no. of community-based sentences being served
- Average no. of post-release orders being served

LEADERSHIP

## STRATEGIC OVERVIEW

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

Over the next three years we will make significant progress to achieving this goal. More offenders will leave the Corrections system having overcome their drug and alcohol problems and having addressed their offending behaviours. They will have improved literacy and numeracy skills, have attained better levels of education, have gained practical skills and more people will have found work on release.

While in prison, offenders will be supported to make a difference in their own lives, taking ownership of organising their time and becoming responsible for day-to-day tasks. This means they will leave our prisons better equipped to manage their own lives, and more aware of the consequences of their actions and inactions.

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

We will work side by side with iwi and Māori communities to rehabilitate and reintegrate Māori offenders. Māori success in rehabilitation, education and employment programmes will remain comparable with non-Māori offenders. Interventions targeted at Māori offenders will show increased levels of success and provide a tikanga Māori reintegrative environment.

Our staff will seek local solutions to local problems, finding unique and innovative ways to address the varied needs of the offenders we manage. Frontline staff across the Department will work together to provide motivation and encouragement and create lasting change in the lives of offenders.

We will bring together our non-government and community partners, work with them to set mutual goals, learn from each others' strengths, share capability and deliver results. In particular, working more closely than ever before with our justice sector partners will be crucial in enabling us to make a real difference in the lives of offenders.

We will undertake our work more efficiently and effectively as we embrace new technologies in our day-to-day business, and find better and smarter ways to operate. At the same time, we will introduce more consistency into the work we do to keep the public safe. Our prisons will be more secure, and our levels of escape and contraband will remain extremely low.

## MANAGING IN A CHANGEABLE ENVIRONMENT

The last two years have seen major economic change on a global scale. The Department will face this new landscape and respond to the Government's challenge to the public sector by becoming increasingly results-focused. Our staff will engage with local providers to effect local change. We will do more with less, and make the most of technological improvements. Together, we will achieve our goal of reducing re-offending.

Greatly improved quality of Corrections' interventions and a higher degree of availability across the offender population has already translated into reduced rates of re-offending. The latest 10 year forecast (to 2021) for both prisoner and community sentenced offender populations indicates a slow downward trajectory. This is very welcome after a long period of persistent growth. Ultimately, continuing to reduce re-offending is the most effective way to lower our costs.

The Department's greatest challenge over the course of the next three years will be in driving re-offending rates down even further. Positive changes in the wider social sector are likely to assist, including a greater focus on family violence and child abuse. Further improving educational services will progress offenders' chances of gaining successful employment and reduce inflows to the criminal justice system. However, a 'business as usual' approach and fewer offenders entering the criminal justice system will not deliver the scale of change needed to achieve our re-offending goal.

The demographic make-up of the offender population managed by the Department will continue to evolve. A greater ethnic mix of offenders is already being seen, reflecting the changing face of New Zealand society as a whole. Unfortunately, over-representation of Māori offenders is not expected to alter significantly in the short-term. Therefore, to achieve our goals, Corrections must be more successful with Māori offenders. The over-representation of young Pasifika prisoners is also becoming apparent and will continue to be a focus for intervention.

The Department also faces increasing numbers of older prisoners, and prisoners with mental health needs, who present particular management challenges. Violent offenders continue to grow as a proportion of the offender population. Likewise, the female offender population is expected to become a greater proportion of the total, with the number of females convicted for serious violent offending a particular concern. Prisoners who are gang members or associates remain a serious problem, making this an important focus for intervention.

New Zealand remains vulnerable to major economic shocks and is still living with the economic and emotional burdens left in the wake of the Canterbury earthquakes. The economic constraints provide an opportunity for innovative thinking and for new local solutions to be sought and implemented. We will continue to do our best to address the added pressures placed on staff and offenders, both in Christchurch and throughout the country. The tight job market will make it more difficult for the Department to reach its goals of finding jobs for released prisoners. Securing a job is one of the most important steps to the successful reintegration of released prisoners, and despite the challenges the Department will continue to make this a priority.

New technological advances will be carefully considered as they emerge. Where new technology can improve the services we deliver, provide cost savings and increase efficiency, it will be trialed and if successful, adopted. Modernising and streamlining service delivery will allow our frontline staff to spend more time working with local providers and offenders to achieve our goal of reducing re-offending.

## OUR PRIORITIES

### **REDUCING RE-OFFENDING**

Cutting the rates of re-offending. This is our ultimate goal.

### **PUBLIC SAFETY**

Keeping communities safe by ensuring offenders complete the sentences and orders handed down by our justice system. This will always be our bottom line.

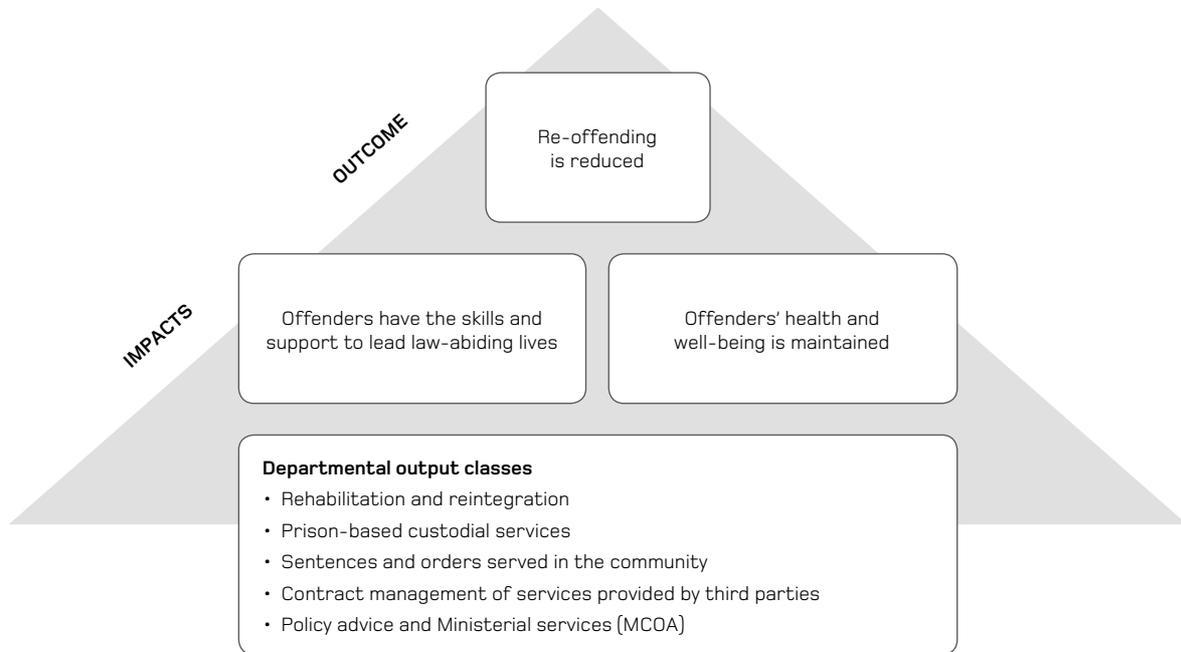
### **BETTER PUBLIC VALUE**

Freeing up resources while improving our service responses.

### **LEADERSHIP**

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

# REDUCING RE-OFFENDING



Cutting the rates of re-offending adds significantly to the social well-being of our communities. This is our ultimate goal.

Re-offending is reduced when offenders:

- > address behaviours that contributed to their offending
- > find employment when released from prison
- > re-integrate into the community, finding stable accommodation
- > maintain their health and well-being
- > are managed fairly and decently, and with respect.

We know that our interventions can create lasting change in offenders' lives. Levels of re-offending have decreased, and we will build on this success. Rates of re-imprisonment 12 months after release have fallen moderately in the last two years, with the latest results for prisoners released during 2009/10 being 27 percent compared to 28 percent for those released during 2008/09. Over the same period, reconviction amongst offenders who began community-based sentences dropped from 32 percent to 30 percent.

We have committed to achieving the Government's challenge to reduce re-offending by 25 percent by 2017. This will mean 600 fewer prisoners re-imprisoned one year after release and 4,000 fewer offenders being reconvicted within a year of beginning their community-based sentence. In particular we will reduce re-offending amongst Māori and young people, and reduce the seriousness of re-offending overall.

In working towards this target, over the next three years we will place offenders at the centre of our efforts, working with individual offenders to provide them with education, training, employment and other rehabilitative and reintegrative activities to assist them not to re-offend.

Our goal of reducing re-offending cannot be achieved by Corrections alone. In the community, local staff will develop relationships with local providers to better harness existing resources. At a national level, we will target the large government and community agencies that can help us make significant headway in reducing re-offending. Our job is to open up Corrections to these agencies and to find new and better ways of working with them so that together we can support offenders to turn their lives around.

We will demonstrate our success by 2015 through:

- > 360 fewer prisoners re-imprisoned one year after release
- > 2,400 fewer offenders being reconvicted within a year of beginning their community-based sentence.

The recidivism index measures the rate of re-conviction and re-imprisonment of offenders following their release from prison or the commencement of community-based sentences and orders. The index also measures the degree of seriousness of offending in comparison to previous offending.

This outcome is supported by two impacts:

- > offenders have the skills and support to lead law-abiding lives
- > offenders' health and well-being is maintained.

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

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

We will work with offenders to plan rehabilitative interventions that will build skills and help them to address and overcome their offending behaviours. We have developed new measures that strengthen our ability to demonstrate the success of our interventions.

Over the next three years, we will work towards our goal of reducing re-offending by 25 percent by:

- > increasing the range and availability of drug and alcohol treatment for offenders, ensuring that prisoners who have an identified drug and alcohol problem are receiving some help and expanding the availability of drug and alcohol treatment to offenders in the community
- > expanding the rehabilitation programmes that are proven to reduce re-offending to cover more people, particularly focusing on young offenders, those on remand or short sentences, and those serving sentences in the community
- > enhancing rehabilitation services provided directly by probation officers for higher risk offenders on community sentences
- > delivering effective rehabilitation in partnership with iwi and community groups
- > implementing working prisons and increasing prisoners' participation in education and employment
- > working with employers and industry to provide real jobs for offenders after release from prison
- > partnering with iwi and communities to establish reintegration centres that support offenders' social and accommodation needs.

We will demonstrate our success by 2015 through:

- > 220 fewer offenders who have participated in key rehabilitation programmes will be re-imprisoned in the first 12 months after release
- > fewer community-based offenders assessed as likely to re-offend using the dynamic risk assessment tool
- > reduced rates of reconviction amongst offenders whilst serving community-based sentences
- > more prisoners achieving recognised qualifications
- > more prisoners in employment six months after release
- > more prisoners securing employment with their Release to Work employer on release.

## Offenders' health and well-being is maintained

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

We will incorporate tikanga Māori into the ways that we deliver services. Our staff will be highly responsive to the needs of Māori offenders.

Unnatural deaths in prison is an area of concern for the Department, and we are committed to addressing the slight upward trend we have recorded in recent years.

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

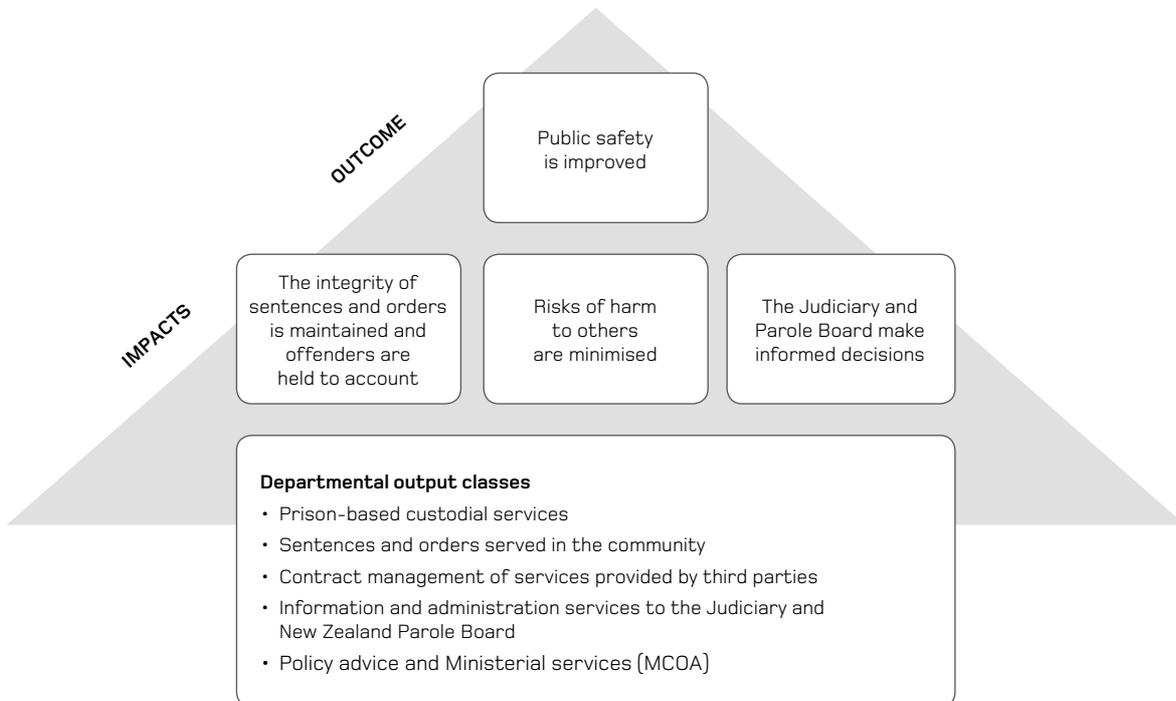
We will further succeed in maintaining prisoners' health and well-being by:

- > working with the Ministry of Health and District Health Boards to establish a high dependency unit for prisoners with complex health needs
- > introducing a suicide prevention strategy, and implementing the mental health screening tool in our prisons.

We will demonstrate our success through:

- > minimising incidents of unnatural deaths of prisoners
- > minimising incidents of self-harm threat to life by prisoners
- > minimising levels of justified complaints by prisoners to the Corrections inspectorate (general and about health services).

# PUBLIC SAFETY



Keeping communities safe by ensuring offenders complete the sentences and orders handed down by our justice system. This will always be our bottom line.

For New Zealand to have a successful justice system, public safety must be maintained. This means that offenders serve the sentences and orders they are sentenced to by the courts; that Corrections manages sentences and orders in ways that meet the legislative requirements; and that the Judiciary and New Zealand Parole Board base their decisions about offenders on good quality information.

Public safety is improved when:

- > the prison environment is safe and secure for prisoners, staff, prison visitors and the general public
- > probation officers are equipped to do their job safely and effectively
- > offenders comply with the sentences and orders they were sentenced to by the courts, and are held to account when they do not
- > sentences and orders are managed in ways that meet legislative requirements
- > the Judiciary and New Zealand Parole Board have good quality information on which to base decisions about offenders.

The public expects that prisoners will be accommodated securely. They also expect that community-based offenders will comply with their sentences and orders. It is our bottom line responsibility to ensure this happens consistently across the Corrections system. Levels of compliance with sentences and orders are at their highest, and rates of breakout escapes and indicators of contraband are at their lowest ever levels. We will further this success by keeping more contraband out of our prisons, improving staff safety wherever possible, and managing community-based offenders to increase levels of compliance with sentences and orders.

We will demonstrate success through:

- > 99.9% of prisoners serving their time in our care
- > more than 97% of offenders in the community complying with their sentences and orders, or being held to account.

This outcome is supported by three impacts:

- > the integrity of sentences and orders is maintained and offenders are held to account
- > risks of harm to others are minimised
- > the Judiciary and New Zealand Parole Board make informed decisions.

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

The integrity of sentences and orders is maintained when corrections facilities have few escapes and there is minimal crime within prisons (such as introduced contraband).

In recent years, we have greatly reduced the levels of escapes and levels of contraband in our prisons. Break-out escapes have reduced from 11 in the 2005/06 financial year, to two in 2010/11. Levels of positive general random drug tests have reduced from 15 percent in 2005/06 to seven percent in 2010/11.

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

- > introducing a consistent set of security regimes across the prison network following on from the National Security Review, upgrading our prisons and relocating prisoners where necessary to achieve best design principles for the safety, humane containment and rehabilitation of prisoners
- > ensuring further reduced levels of contraband in prisons by introducing additional drug dog teams performing search duties in our prisons
- > modernising the way we manage offenders in the community, targeting our resources at effectively managing our highest risk offenders
- > introducing drug and alcohol testing for some community-based offenders.

We will demonstrate our success through:

- > minimising the number of escapes from custody
- > fewer than 6% of general random drug tests showing positive results
- > more than 97% of offenders complying with their home detention sentence, or being held to account
- > more than 97% of offenders complying with other community-based sentences, or being held to account
- > more than 97% of offenders complying with their post-release orders, or being held to account.

## Risks of harm to others are minimised

We manage offenders in ways that minimises their risk of harm to others. This means managing prisoners to prevent assaults on staff and other prisoners. All instances of serious assault on staff are investigated, and the Department is committed to addressing the slight increase in levels of assaults recorded over the past two years.

In the community, it means reducing the risk that offenders pose to staff and other offenders, and especially to the wider community.

Over the next three years we will ensure that the risk of harm to others is minimised by:

- > improving the safety of our frontline staff, becoming experts in identifying and managing the risks that we face each day, such as offender behaviour
- > working alongside the Ministry of Justice to develop legislation to keep those offenders who are at very high risk of imminent serious sexual or violent re-offending detained on public protection orders
- > fully exploring emergent GPS technologies to better track the offenders we manage.

We will demonstrate our success by 2015 through:

- > reduced occurrences of serious prisoner assaults on staff or other prisoners
- > fewer than one percent of offenders serving community-based sentences against whom an alert has been raised are convicted of a violent offence. This new measure will allow us to track the effectiveness of our interventions on the lives of others in the community.

## The Judiciary and New Zealand Parole Board make informed decisions

The Judiciary and New Zealand Parole Board make decisions that are, in part, based on information provided by Corrections staff in reports, and at court and NZPB hearings.

The Department will continue to support the Judiciary and New Zealand Parole Board by ensuring that they have the right information at the right time to support their decision making. We will continue to ensure that they have high quality information of the offender's risk to others and likelihood of re-offending to provide a well-rounded picture to the court or NZPB.

Victims are at the centre of our concern, and we will continue to ensure they are notified about hearings and releases. Offenders will likewise be notified as per the NZPB's requirements.

Over the next three years we will support the Judiciary and New Zealand Parole Board to make informed decisions by:

- > reducing unnecessary parole hearings by increasing the maximum allowable interval between hearings to achieve significant savings and alleviate stress on victims of crime.

We will demonstrate our success by 2015 through:

- > reduced level of re-offending by offenders on parole or home detention, compared to the baseline of 2012/13.

## BETTER PUBLIC VALUE

### Freeing up resources while improving our service responses

In everything we do, we will strive to deliver the best value to the public of New Zealand. We will build the public's confidence that it has a Corrections system that is using taxpayers' resources wisely to achieve its outcomes. We will ensure that we streamline every activity to focus it on reducing re-offending and improving public safety. We will provide a work environment that supports creating lasting change.

We have committed to achieving a 25 percent reduction in re-offending by 2017. Corrections is taking a fundamental look at how it is structured and how it utilises its resources so it can achieve this goal within its current financial means.

We will succeed in providing better public value by:

- > implementing the results of the Cabinet-mandated Expenditure Review, taking opportunities to reprioritise investment to higher value priorities, and providing a 10-year pathway so that no increase in baseline funding will be required
- > introducing greater "contracting for results", providing smarter incentives to our partners to be more effective in reducing re-offending
- > learning from and benchmarking our performance against the contract-managed Mt. Eden Corrections Facility and, when built, the new prison at Wiri.

We will continue to monitor how we are performing through:

- > the cost per prisoner per day
- > the cost to supervise each community sentence and order
- > our performance against our budget.

## **Capital and asset management intentions**

The Department will ensure that its capital assets are deployed in the most effective manner to achieve its organisational objectives. We manage over \$1.9 billion worth of facilities, including 19 prisons and 126 community probation sites. Effectively managing this portfolio to ensure we deliver the best value to the public is a key part of our undertaking to create lasting change.

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

- > modernising Community Probation Service Centres, creating 'hubs' that encourage more efficient interactions between Corrections staff, offenders and local service providers in the community
- > modernising our prisons, to give frontline staff more time to engage and interact with prisoners
- > decommissioning prison facilities that have reached their end of life or that are not optimally reducing re-offending
- > divesting underperforming assets and maximising the utility of our facilities through co-location of some services.

## **Information technology**

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

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

- > equipping our staff to operate in more effective and mobile ways through more modern and flexible information technology applications
- > expanding the use of audio-visual technology between prisons and courts, and exploring wider uses
- > completing the upgrade of our Integrated Offender Management System to better enable us to achieve our outcomes.

# LEADERSHIP

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

We will work with government and community agencies, targeting those that can help us make significant headway in reducing re-offending. Our job is to open up Corrections to our partners, clearly outline our goals, understand theirs and work with them to find new and better ways of working with offenders.

To create lasting change we will ensure we have a professional and engaged workforce focused on Corrections' outcomes. We will provide a modern and sustainable Department of Corrections, contributing to an effective justice sector.

We will monitor how we are performing through:

- > unplanned staff turnover
- > average length of service for staff
- > number of work related injuries.

## Our people

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

We will alter the public perception of our workplaces as "dangerous." This will allow us to attract larger numbers of skilled applicants with more diverse backgrounds, enhancing our ability to select the best qualified individuals to join our Department.

We will continue to develop a culture of innovation and collaboration and build the correct structures to support this by:

- > continuing to develop tools and guidelines to support our staff to use their professional judgement to make the right decisions
- > developing the skills of our leaders to ensure effective management of change processes that are clear, well understood and well led
- > aligning our structure to strengthen regional management and provide more support to frontline staff
- > taking new approaches to the recruitment of frontline roles, highlighting integrity and the key skills and behaviours that drive improved outcomes
- > building on the work we have done to ensure that our performance framework contains appropriate, robust and comprehensive measures to facilitate effective management.

## Partnerships

Strengthening partnerships is essential for Corrections and the wider justice sector to deliver our shared objectives. We must bring together our partners, work with them to set mutual goals, learn from each other's strengths, share capability and deliver results. In particular, working more closely than ever before with our justice sector partners will be crucial in enabling us to create lasting change.

We will take the lead in strengthening key partnerships by:

- > developing relationships with local providers to better harness existing resources that can help turn offenders' lives around
- > supporting a seamless and integrated justice sector, developing initiatives to ensure the sector is sustainable over the long term
- > supporting Child, Youth and Family in preventing young people who are likely to offend from becoming adult offenders
- > working alongside Work and Income to better support recently released prisoners to find work
- > working with large community sector organisations to identify ways they can better support offenders
- > proactively engaging with iwi and Māori to identify meaningful solutions for Māori offenders, particularly in smaller communities.

# ADDITIONAL STATUTORY REPORTING REQUIREMENTS

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

## Section 190 of the Corrections Act 2004

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

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

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

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

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

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

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

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

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

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

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

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

### **Section 15A of the Parole Act 2002**

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

The information required covers:

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

## FINANCIAL SUMMARY

The following financial highlights for the Department of Corrections present a forecast of performance for the year ending 30 June 2013.

In 2012/13 the Department of Corrections expects to receive total income of \$1,185.385 million:

- > \$1,153.956 million in revenue from the Crown
- > \$31.429 million in revenue from other sources.

Expenses of \$1,185.385 million are expected in purchasing services that will be supplied and administered under the Department's six<sup>1</sup> output classes. The distribution of expenditure is intended as follows:

- > \$757.262 million (63.88% of the Vote) for the provision of custodial services for offenders lawfully required to be detained in custody. This includes remand prisoners (people awaiting trial, and offenders convicted but not yet sentenced), those offenders sentenced to imprisonment, and any other offender required to be lawfully detained in custody
- > \$213.016 million (17.98% of the Vote) for the management and delivery of sentences and orders served in the community
- > \$151.018 million (12.74% of the Vote) for the provision of case management and interventions designed to address the underlying causes of criminal re-offending
- > \$57.674 million (4.87% of the Vote) for the provision of information about offenders to victims of crime, the Judiciary and the New Zealand Parole Board, and the provision of administrative, financial and secretariat services to the New Zealand Parole Board
- > \$4.069 million (0.34% of the Vote) for the provision of policy advice (including second opinion advice and contributions to policy advice led by other agencies) to support decision-making by Ministers on government policy matters
- > \$1.601 million (0.13% of the Vote) for the provision of preparing and managing contracts for services provided by third parties
- > \$0.745 million (0.06% of the Vote) for the provision of ministerial services, including responses to ministerial correspondence and parliamentary questions.

The Department of Corrections does not expect to collect any Crown revenue in 2012/13.

The Department manages a government investment (through taxpayers' funds) of \$2.366 billion.

Further information on the Department's performance is located on pages 30 to 44, including output expenses and the quality, timeliness and quantity of the Department's services.

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

<sup>1</sup> The Output classes pertaining to policy advice and the provision of ministerial services are represented as a multi-class output appropriation (MCOA) in the Information Supporting the Estimates – Budget 2012.

# STATEMENT OF SERVICE PERFORMANCE 2012/13

For the Year Ending 30 June 2013

As part of the Information Supporting the Estimates 2012/13  
Budget 2012

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

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

ANNUAL EXPENSES AND REVENUE	BUDGETED \$000 2011/12	ESTIMATED ACTUAL \$000 2011/12	BUDGET \$000 2012/13
Total Appropriation	60,494	59,387	57,674
Revenue from Crown	59,898	59,898	57,673
Revenue from Other	596	596	1

### OUTPUT: INFORMATION SERVICES TO THE JUDICIARY

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

PERFORMANCE MEASURES	BUDGETED STANDARD 2011/12	ESTIMATED ACTUAL STANDARD 2011/12	BUDGET STANDARD 2012/13
<b>Quality</b> The percentage of probation reports provided to court that met mandatory standards (note 2)	≥90%	95%	≥90%
<b>Timeliness</b> The percentage of reports provided to court within agreed timeframes before sentencing: (note 3)			
> probation reports	≥95%	95%	≥95%
> psychological reports	100%	95%	≥95%

ACTIVITY INFORMATION	BUDGETED VOLUME 2011/12	ESTIMATED ACTUAL OUTCOME 2011/12	BUDGET VOLUME 2012/13
<b>Number of Reports and Hours</b> The number of reports provided to court:	65,830	52,950	52,726
> probation reports	65,680	52,850	52,476
> psychological reports	150	100	250
The number of court attendance hours	106,562	98,600	107,057

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

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

PERFORMANCE MEASURES	BUDGETED STANDARD 2011/12	ESTIMATED ACTUAL STANDARD 2011/12	BUDGET STANDARD 2012/13
<b>Quality</b> The percentage of parole progress reports provided to agreed standards pursuant to NZPB requirements (note 4)	≥90%	95%	≥90%
<b>Timeliness</b> The percentage of reports provided to agreed timeframes pursuant to NZPB requirements: (note 5)			
> parole assessment reports	≥75%	75%	≥75%
> parole progress reports	≥95%	95%	≥95%
> psychological reports	100%	95%	≥95%

ACTIVITY INFORMATION	BUDGETED VOLUME 2011/12	ESTIMATED ACTUAL OUTCOME 2011/12	BUDGET VOLUME 2012/13
<b>Number of Reports</b> The number of reports provided to the NZPB:	7,024	8,450	7,669
> parole assessment reports	5,290	6,800	6,228
> parole progress reports	476	450	441
> psychological reports	1,258	1,200	1,000

## OUTPUT: INFORMATION AND ADMINISTRATIVE SERVICES TO VICTIMS

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

PERFORMANCE MEASURES	BUDGETED STANDARD 2011/12	ESTIMATED ACTUAL STANDARD 2011/12	BUDGET STANDARD 2012/13
<b>Quality and Timeliness</b> The number of justified complaints about notification services received from registered victims	Nil	Nil	Nil

ACTIVITY INFORMATION	BUDGETED VOLUME 2011/12	ESTIMATED ACTUAL OUTCOME 2011/12	BUDGET VOLUME 2012/13
<b>Number of Victims</b> The number of victim referrals received from the New Zealand Police	600	800	≥700

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

The Department provides administrative services to the NZPB.

PERFORMANCE MEASURES	BUDGETED STANDARD 2011/12	ESTIMATED ACTUAL STANDARD 2011/12	BUDGET STANDARD 2012/13
<b>Quality</b> The percentage of offenders who are notified as per NZPB requirements (note 6)	100%	100%	≥98%
The percentage of victims who are notified as per NZPB requirements (note 7)	100%	100%	≥98%
<b>Timeliness</b> The percentage of all cases to be heard by the NZPB that are scheduled no later than 16 weeks from the date of the hearing	100%	100%	≥98%

ACTIVITY INFORMATION	BUDGETED VOLUME 2011/12	ESTIMATED ACTUAL OUTCOME 2011/12	BUDGET VOLUME 2012/13
<b>Number of Hearings</b> The number of NZPB hearings where administrative support was required	8,500	8,500	8,500

## APPROPRIATION – CONTRACT MANAGEMENT OF SERVICES PROVIDED BY THIRD PARTIES

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

ANNUAL EXPENSES AND REVENUE	BUDGETED \$000 2011/12	ESTIMATED ACTUAL \$000 2011/12	BUDGET \$000 2012/13
Total Appropriation	9,452	9,452	1,601
Revenue from Crown	9,442	9,442	1,601
Revenue from Others	10	10	–

### OUTPUT: WIRI PRISON PUBLIC-PRIVATE PARTNERSHIP

This output covers the Public-Private Partnership (PPP) project and the subsequent contract management of the prison for the provision of custodial services.

PERFORMANCE MEASURES	BUDGETED STANDARD 2011/12	ESTIMATED ACTUAL STANDARD 2011/12	BUDGET STANDARD 2012/13
<b>Quality</b>			
Complete contract negotiations with a preferred bidder and achieve financial close for the Wiri Public-Private Partnership	note 1	note 1	Achieved
Establish governance, relationship and contract management arrangements for the management of the Wiri Public-Private Partnership Contract	note 1	note 1	Achieved

### OUTPUT: CONTRACT MANAGEMENT

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

PERFORMANCE MEASURES	BUDGETED STANDARD 2011/12	ESTIMATED ACTUAL STANDARD 2011/12	BUDGET STANDARD 2012/13
<b>Quality</b>			
Undertake an audit of the contract outcomes for each contract by 30 June 2013, and report on the audit (note 8)	note 1	note 1	Achieved
Non-compliance events in relation to the contract partner are managed within the contract (note 9)	note 1	note 1	100%
The number of times a contract partner delivers a formal innovative proposal for consideration	note 1	note 1	12

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

### APPROPRIATION: POLICY ADVICE

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

### APPROPRIATION: MINISTERIAL SERVICES

This output class is limited to Department responses to ministerial correspondence and parliamentary questions.

ANNUAL EXPENSES AND REVENUE	BUDGETED \$000 2011/12	ESTIMATED ACTUAL \$000 2011/12	BUDGET \$000 2012/13
Total Appropriation	–	–	4,814
<i>Policy Advice</i>	–	–	4,069
<i>Ministerial Services</i>	–	–	745
Revenue from Crown	–	–	4,814
<i>Policy Advice</i>	–	–	4,069
<i>Ministerial Services</i>	–	–	745
Revenue from Other	–	–	–
<i>Policy Advice</i>	–	–	–
<i>Ministerial Services</i>	–	–	–

## APPROPRIATION: POLICY ADVICE

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

PERFORMANCE MEASURES	BUDGETED STANDARD 2011/12	ESTIMATED ACTUAL STANDARD 2011/12	BUDGET STANDARD 2012/13
<b>Quality</b>			
The percentage of policy advice that was delivered according to the work programme agreed with the Minister of Corrections	≥95%	95%	≥95%
The percentage of policy advice delivered to the Minister of Corrections that meets agreed standards (note 10)	≥95%	95%	≥95%
<b>Timeliness</b>			
The percentage of policy advice delivered to the Minister of Corrections within agreed timelines (note 11)	≥95%	95%	≥95%

## APPROPRIATION: MINISTERIAL SERVICES

The Department provides responses to ministerial correspondence and parliamentary questions.

PERFORMANCE MEASURES	BUDGETED STANDARD 2011/12	ESTIMATED ACTUAL STANDARD 2011/12	BUDGET STANDARD 2012/13
<b>Quality</b>			
The percentage of ministerial draft correspondence that is signed without changes	≥90%	90%	≥90%
<b>Timeliness</b>			
The percentage of all responses to parliamentary questions that are completed within five working days	100%	100%	≥98%
The percentage of responses to ministerial draft correspondence that are completed within 20 working days	100%	100%	≥98%

## APPROPRIATION – PRISON-BASED CUSTODIAL SERVICES

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

ANNUAL EXPENSES AND REVENUE	BUDGETED \$000 2011/12	ESTIMATED ACTUAL \$000 2011/12	BUDGET \$000 2012/13
Total Appropriation	–	–	757,262
Revenue from Crown	–	–	756,836
Revenue from Other	–	–	426

### OUTPUT: CUSTODIAL SERVICES

This output provides custodial services for prisoners and ensures they complete the correct imposed order/sentence and comply with the specific restrictions and requirements of their order/sentence, are not harmed, and are treated fairly and their legitimate needs are met.

This output also provides for drug testing of prisoners while in prison. This is complemented by other drug control activities such as checkpoints, dogs, and cell searches.

PERFORMANCE MEASURES	BUDGETED STANDARD 2011/12	ESTIMATED ACTUAL STANDARD 2011/12	BUDGET STANDARD 2012/13
<b>Quantity</b>			
The number of non-serious/no injury prisoner/prisoner assaults (note 12)	note 1	note 1	≤800
The number of non-serious/no injury prisoner/staff assaults (note 12)	note 1	note 1	≤300
The total number of drug tests sampled: (note 13)	11,612	11,600	11,600
> general random			
> reasonable cause			
> temporary release			
> identified drug user (IDU)			
> voluntary participant			
> identified drug user voluntary participant			

ACTIVITY INFORMATION	BUDGETED VOLUME 2011/12	ESTIMATED ACTUAL OUTCOME 2011/12	BUDGET VOLUME 2012/13
<b>Numbers of Offenders</b>			
The average prison population	9,032	8,796	8,341
The maximum number of prisoners held	9,210	8,853	8,506

## OUTPUT: HEALTH

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

PERFORMANCE MEASURES	BUDGETED STANDARD 2011/12	ESTIMATED ACTUAL STANDARD 2011/12	BUDGET STANDARD 2012/13
<b>Quality</b>			
The percentage of new receptions who have been assessed as requiring a cardio-vascular risk assessment (CVRA), and receive a CVRA within eight weeks of identification with Prison Services	≥90%	90%	≥90%
The number of identified Prison Services Health Centres achieving Cornerstone accreditation (note 14)	note 1	5	5
The percentage of newly received prisoners who have a reception health triage assessment on the day of reception	100%	95%	≥95%

ACTIVITY INFORMATION	BUDGETED VOLUME 2011/12	ESTIMATED ACTUAL OUTCOME 2011/12	BUDGET VOLUME 2012/13
<b>Numbers of Prisoners</b>			
The number of prisoners who require a health screening upon reception	29,534	28,500	27,500
The total number of health consultations with healthcare staff	248,094	248,000	240,000

## APPROPRIATION – REHABILITATION AND REINTEGRATION

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

ANNUAL EXPENSES AND REVENUE	BUDGETED \$000 2011/12	ESTIMATED ACTUAL \$000 2011/12	BUDGET \$000 2012/13
Total Appropriation	154,023	151,552	151,018
Revenue from Crown	116,894	116,894	120,019
Revenue from Other	37,129	37,129	30,999

### OUTPUT: CASE MANAGEMENT

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

PERFORMANCE MEASURES	BUDGETED STANDARD 2011/12	ESTIMATED ACTUAL STANDARD 2011/12	BUDGET STANDARD 2012/13
<b>Quantity</b> The percentage of prisoners entitled to receive an offender plan that received one (note 15)	≥90%	97%	≥95%

### OUTPUT: INTERVENTIONS: EDUCATION AND SKILLS

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

PERFORMANCE MEASURES	BUDGETED STANDARD 2011/12	ESTIMATED ACTUAL STANDARD 2011/12	BUDGET STANDARD 2012/13
<b>Quality</b> The percentage of prisoners who demonstrate measurable gains with literacy and numeracy (note 16)	≥75%	75%	≥75%
<b>Quantity</b> The number of prisoners who have engaged in education programmes (note 18)	note 1	2,470	2,520
The total number of qualifications achieved by prisoners through Corrections Inmate Employment (note 17)	2,550	2,650	2,550

## OUTPUT: INTERVENTIONS: PRISONER EMPLOYMENT

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

PERFORMANCE MEASURES	BUDGETED STANDARD 2011/12	ESTIMATED ACTUAL STANDARD 2011/12	BUDGET STANDARD 2012/13
<b>Quantity</b>			
The number of prisoners who have engaged in employment activities (note 19)	note 1	7,800	7,800

## OUTPUT: INTERVENTIONS: REHABILITATION

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

PERFORMANCE MEASURES	BUDGETED STANDARD 2011/12	ESTIMATED ACTUAL STANDARD 2011/12	BUDGET STANDARD 2012/13
<b>Quality</b>			
The percentage of offenders who start and complete a rehabilitation programme:			
> prisoners	70-95%	75%	≥75%
> community-based offenders	≥65%	65%	≥65%
<b>Quantity</b>			
The number of offenders who start a rehabilitation programme:			
> prisoners	note 1	9,850	9,450
> community-based offenders	note 1	5,350	5,350

## OUTPUT: INTERVENTIONS: REINTEGRATION

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

PERFORMANCE MEASURES	BUDGETED STANDARD 2011/12	ESTIMATED ACTUAL STANDARD 2011/12	BUDGET STANDARD 2012/13
<b>Quality</b>			
The percentage of offenders who have had their reintegrative needs addressed (note 20)	note 1	60%	≥60%

## APPROPRIATION – SENTENCES AND ORDERS SERVED IN THE COMMUNITY

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

ANNUAL EXPENSES AND REVENUE	BUDGETED \$000 2011/12	ESTIMATED ACTUAL \$000 2011/12	BUDGET \$000 2012/13
Total Appropriation	194,483	189,293	213,016
Revenue from Crown	192,377	192,377	213,013
Revenue from Other	2,106	2,106	3

### OUTPUT: HOME DETENTION SENTENCES

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

PERFORMANCE MEASURES	BUDGETED STANDARD 2011/12	ESTIMATED ACTUAL STANDARD 2011/12	BUDGET STANDARD 2012/13
<b>Quality and Timeliness</b>			
Compliance with mandatory standards for home detention sentences	note 1	note 1	≥98%

ACTIVITY INFORMATION	BUDGETED VOLUME 2011/12	ESTIMATED ACTUAL OUTCOME 2011/12	BUDGET VOLUME 2012/13
<b>Numbers of Offenders</b>			
The total number of offenders commencing a home detention sentence	4,088	3,446	2,825
The average number of home detention sentences being served	3,544	2,724	2,329

## OUTPUT: COMMUNITY-BASED SENTENCES

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

PERFORMANCE MEASURES	BUDGETED STANDARD 2011/12	ESTIMATED ACTUAL STANDARD 2011/12	BUDGET STANDARD 2012/13
<b>Quality and Timeliness</b>			
Compliance with mandatory standards for community-based sentences	note 1	note 1	≥98%

ACTIVITY INFORMATION	BUDGETED VOLUME 2011/12	ESTIMATED ACTUAL OUTCOME 2011/12	BUDGET VOLUME 2012/13
<b>Numbers of Offenders</b>			
The total number of offenders commencing community-based sentences	66,172	59,260	61,561
The average number of community-based sentences being served	50,043	33,772	34,090

## OUTPUT: POST-RELEASE ORDERS

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

PERFORMANCE MEASURES	BUDGETED STANDARD 2011/12	ESTIMATED ACTUAL STANDARD 2011/12	BUDGET STANDARD 2012/13
<b>Quality and Timeliness</b>			
Compliance with mandatory standards for post-release orders	note 1	note 1	≥98%

ACTIVITY INFORMATION	BUDGETED VOLUME 2011/12	ESTIMATED ACTUAL OUTCOME 2011/12	BUDGET VOLUME 2012/13
<b>Numbers of Offenders</b>			
The total number of offenders commencing a post-release order	7,105	6,376	6,336
The average number of post-release orders being served	6,380	5,991	6,151

## NOTES TO PERFORMANCE MEASURES

NOTE #	REFERENCE/PERFORMANCE MEASURE	DEFINITION
1	New measure for 2012/13	These new performance measures are being introduced for the 2012/13 financial year.
2	The percentage of probation reports provided to court that met mandatory standards	Probation reports are completed to formal standards as set out in the Community Probation Services Integrated Quality Framework.
3	The percentage of reports provided to court within agreed timeframes before sentencing	<p>Probation reports are completed to timeframes as set out in the Community Probation Service Operations Manual. Specific timeframes are provided in respect of each of the individual report types that are included under the heading of 'Probation' reports.</p> <p>Psychological Services provides reports to court at least two working days before sentencing where a request is received, allowing an agreed minimum timeframe, as set out in the Psychological Services Operations Manual.</p>
4	The percentage of parole progress reports provided to agreed standards pursuant to NZPB requirements	Parole progress reports are completed to formal standards as set out in the Community Probation Services Integrated Quality Framework.
5	The percentage of reports provided to agreed timeframes pursuant to NZPB requirements	<p>Parole assessment reports are provided to the NZPB at least 15 working days prior to the hearing date.</p> <p>Parole progress reports are provided to the NZPB at least 10 working days prior to the hearing date.</p> <p>Psychological reports are prepared for the NZPB at least five weeks prior to the hearing date.</p>
6	The percentage of offenders who are notified as per NZPB requirements	<p>Offenders are notified of an impending hearing no later than 14 days from the date of the hearing.</p> <p>Offenders are notified of a Board decision no later than 14 days following receipt of the signed decision.</p>
7	The percentage of victims who are notified as per NZPB requirements	<p>Victims are notified of an impending hearing no later than 28 days from the date of the hearing.</p> <p>Victims are notified of a Board decision no later than 14 days following receipt of the signed decision.</p>
8	Undertake an audit of the contract outcomes for each contract by 30 June 2013, and report on the audit	All audits will be undertaken by 30 June 2013, with reports being completed within two months of the completion of the audit.
9	Non-compliance events in relation to the contract partner are managed within the contract	All "non compliance events" are recorded and tracked by the Commercial Contracts Team in the respective Contract Register, along with the process to be followed and the relevant timeframes.

NOTE #	REFERENCE/PERFORMANCE MEASURE	DEFINITION
10	The percentage of policy advice delivered to the Minister of Corrections that meets agreed standards	This measure is the number of briefings accepted by the Minister and not returned as not meeting agreed standards as follows: <ul style="list-style-type: none"> <li>&gt; includes a clear statement of purpose</li> <li>&gt; is accurate and uses sound information</li> <li>&gt; presents a clear, concise and logical argument, with explicit assumptions and supported by facts</li> <li>&gt; draws on professional knowledge and appropriate methodologies</li> <li>&gt; examines comparative material</li> <li>&gt; presents options</li> <li>&gt; uses a clear conceptual and well-articulated framework</li> <li>&gt; considers resource, legal and human rights, implication and implementation issues/practicability</li> <li>&gt; considers evaluation</li> <li>&gt; considers issues for Māori and Pacific peoples</li> <li>&gt; considers risk, costs and benefits.</li> </ul>
11	The percentage of policy advice delivered to the Minister of Corrections within agreed timelines	This measure is around ensuring that advice is provided to the Minister within agreed timelines. Each policy advice item requested is subject to timelines agreed between the Minister and the Department.
12	The number of non-serious/no injury assaults	Non-serious assault – An act of physical violence that resulted in physical injuries that may or may not have required medical attention, but not overnight hospitalisation or on-going medical treatment.  No-injury assault – An act of physical violence that did not result in physical injuries or require any form of medical treatment.
13	The total number of drug tests sampled	This measure is based on the total number of drug test samples collected, not on the number of unique individuals who provided samples; the following drug test categories are included: voluntary participant (manual), reasonable cause (manual), identified drug user voluntary participant (manual), temporary release (random), identified drug user (random), general random (random).
14	The number of identified Prison Services Health Centres achieving Cornerstone accreditation	To demonstrate that the level of care in prisons meets the standards of care that are available in the community all health centres are aiming to be accredited under the Cornerstone process. The accreditation process demonstrates that prison health centres meet the Royal New Zealand College of General Practitioners Aiming for Excellence standards for New Zealand general practice.
15	The percentage of prisoners entitled to receive an offender plan that received one	Corrections Act 2004 – Section 51. Management Plans  This section applies to every prisoner who is: <ul style="list-style-type: none"> <li>a) sentenced to imprisonment for a term of more than two months, or</li> <li>b) in custody for a continuous period of more than two months on remand.</li> </ul>
16	The percentage of prisoners who demonstrate measurable gains with literacy and numeracy	Prisoners will be regularly assessed using the Literacy and Numeracy for Adults Assessment Tool after each period of 32 hours of tuition. Measurable improvements are where there is a statistically significant increase based on the Literacy and Numeracy for Adults Assessment Tool.

NOTE #	REFERENCE/PERFORMANCE MEASURE	DEFINITION
17	The total number of qualifications achieved by prisoners through Corrections Inmate Employment	<p>Each qualification has been approved by the National Prisoner Training Manager as being in line with the New Zealand Qualifications Framework (NZQF) and is of specific value and relevance to prospective employers.</p> <ul style="list-style-type: none"> <li>&gt; National certification (Nat Cert) – qualification listed on the National Qualifications Framework (NQF) administered by the New Zealand Qualifications Authority (NZQA), composed of a prescribed number of unit standards and is a complete qualification. Range from level 1 to 4 within CIE.</li> <li>&gt; Limited credit programme (LCP) – qualification listed on the NQF administered by the NZQA, composed of a number of unit standards and is not a complete National Cert but is a pathway towards.</li> <li>&gt; Modularised training programme – qualification not listed on the NQF administered by an Industry Training Organisation (ITO), composed of a number of unit standards and is not a complete National Cert but is a pathway towards.</li> <li>&gt; Trade ticket – qualification underpinned by unit standards indicating trade currency and competency. Examples: 4711 Welding Ticket or Electrical Limited Regulation Ticket.</li> <li>&gt; Drivers licence – qualification composed of unit standards authorising individuals to drive prescribed types of vehicles.</li> <li>&gt; Health and safety – qualification sanctioned by ITOs, underpinned by or containing unit standards. Examples are: first aid, Grow Safe and Site Safe.</li> </ul>
18	The number of prisoners who engaged in education programmes	<p>Education participation is a planned intervention that is scheduled and undertaken as part of an offender's plan. Ensuring every offender has an offender plan will assist in education being undertaken. The timing and sequencing of education will take into account an offender's needs as well as the other interventions the offender has planned.</p>
19	The number of prisoners who have engaged in employment activities	<p>Provision of prisoner employment, including the provision and administration of work experience and training opportunities designed to help address the underlying causes of criminal re-offending. The Department provides employment and work-based training with assessment of New Zealand Qualifications Framework (NZQF) unit standards and qualifications to prisoners.</p> <p>Eligible prisoners are provided with work related training to support their reintegration into the community on release from prison. Prisoners nearing their release date and who meet eligibility criteria, work outside the prison boundaries during the day in supervised work parties or on Release to Work to support their reintegration back into the community.</p>
20	The percentage of offenders who have their reintegrative needs addressed	<p>Reintegration services build upon the rehabilitation programmes provided within New Zealand's prisons, enabling and supporting the offender's transition into the community, or to assist offenders serving sentences in the community to fulfil the conditions of their sentence or order.</p> <p>Reintegration services are demand driven and can be accessed by offenders while in custody (remand and sentenced) and post release. The services are not scheduled and are usually requested by offenders as they prepare to transition back to the community. The timing of reintegration is based on the offender's needs and support other interventions.</p> <p>The Department contracts reintegration providers to assist offenders with accommodation, employment or training, financial management, managing relationships and connecting with family/whānau, community support, victim related issues, and healthcare.</p>



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