

# PART 3

## KEY DIMENSIONS OF THE DEPARTMENT

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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.

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## 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.



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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

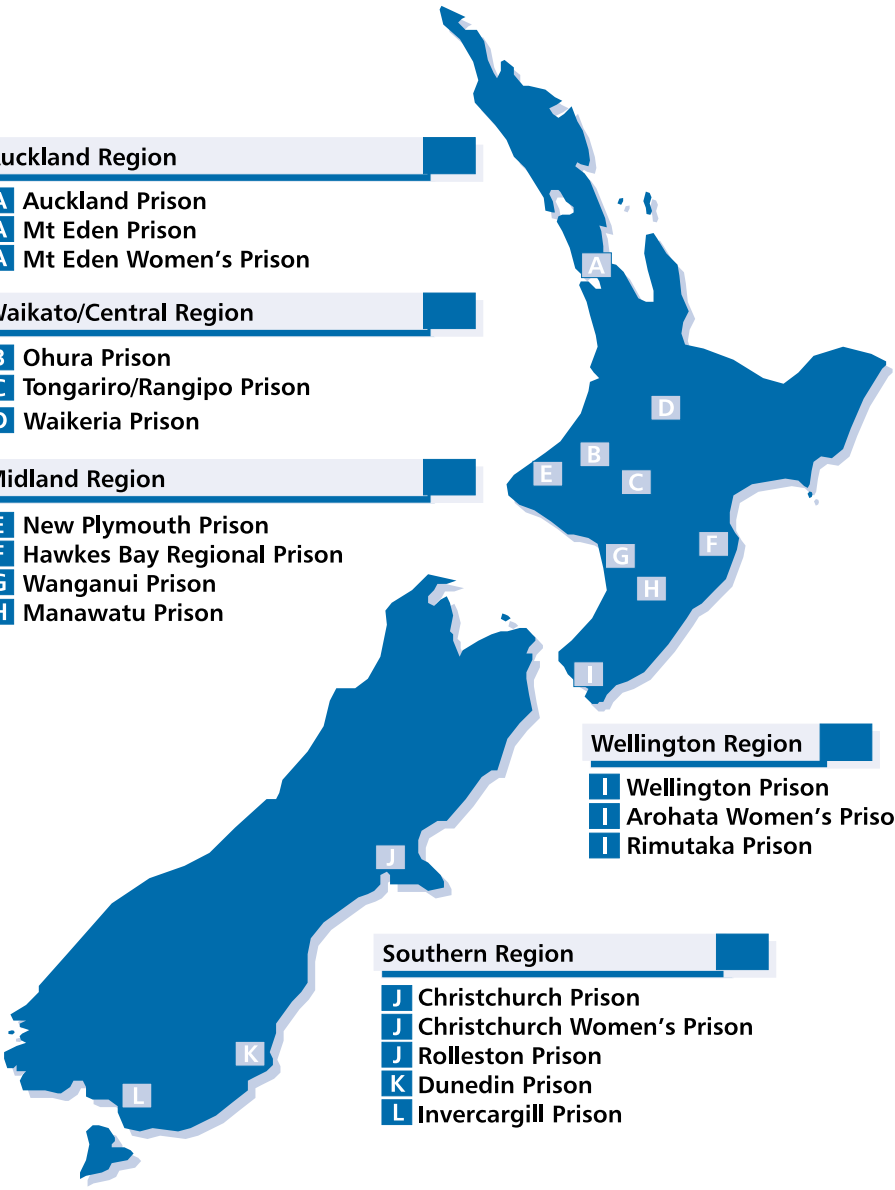
- E New Plymouth Prison
- F Hawkes Bay Regional Prison
- G Wanganui Prison
- H Manawatu Prison

Wellington Region

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

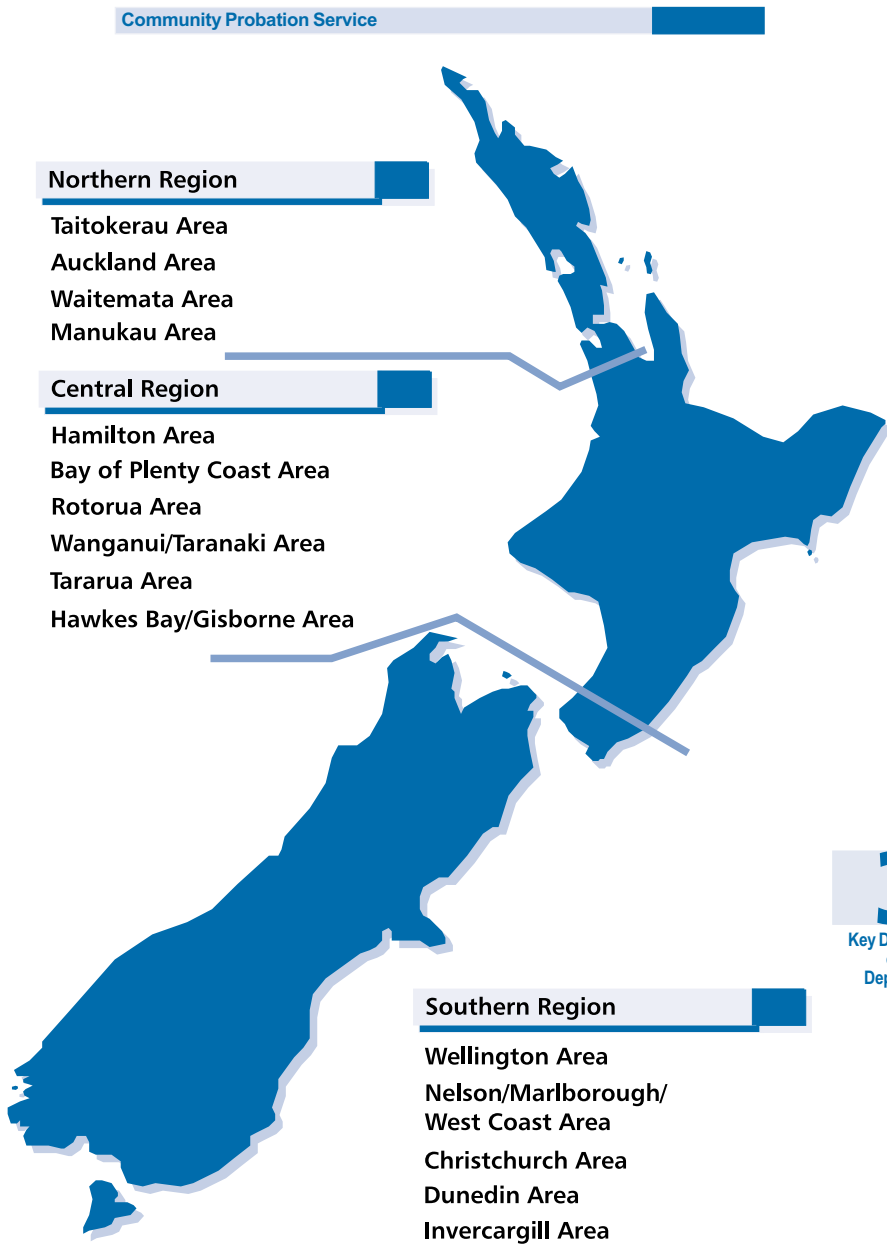
Southern Region

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



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Psychological Service

Northern Region

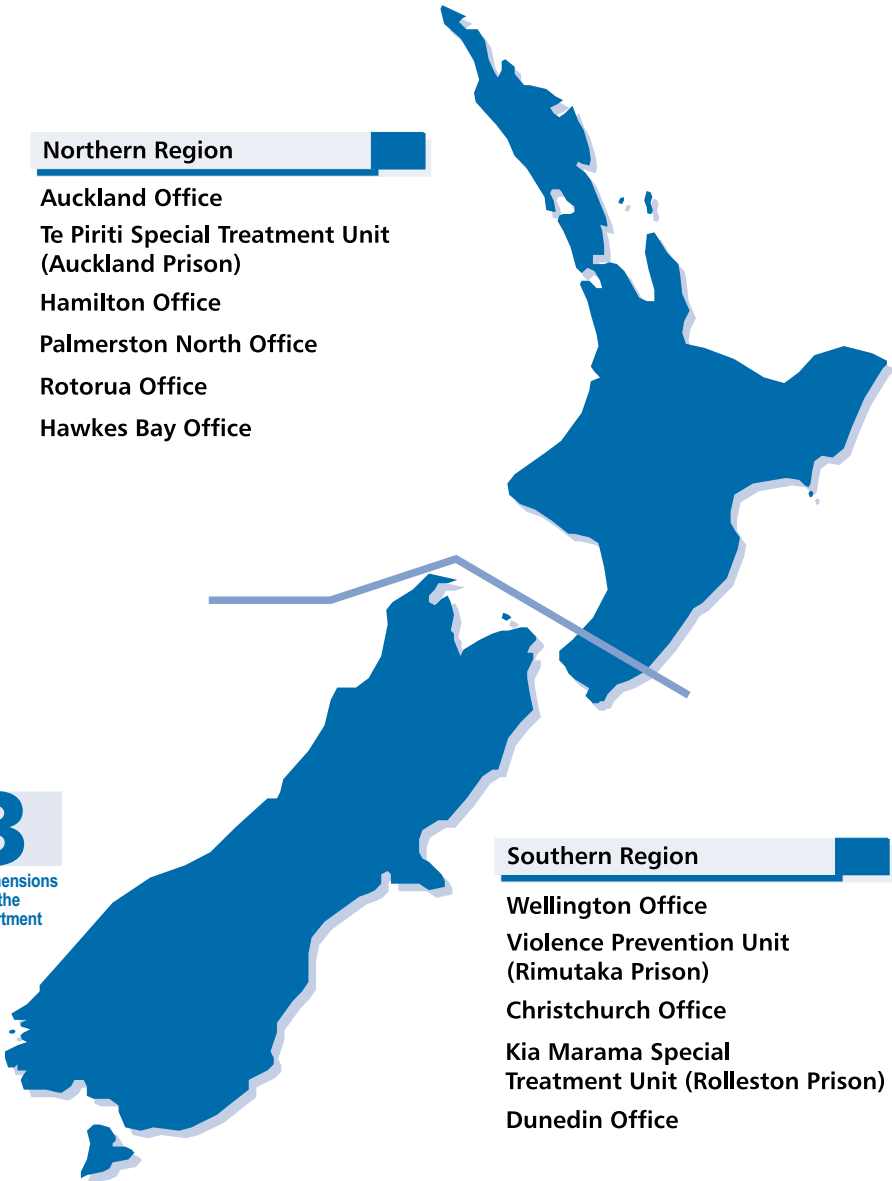
- Auckland Office
- Te Piriti Special Treatment Unit (Auckland Prison)
- Hamilton Office
- Palmerston North Office
- Rotorua Office
- Hawkes Bay Office

Southern Region

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

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## 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.

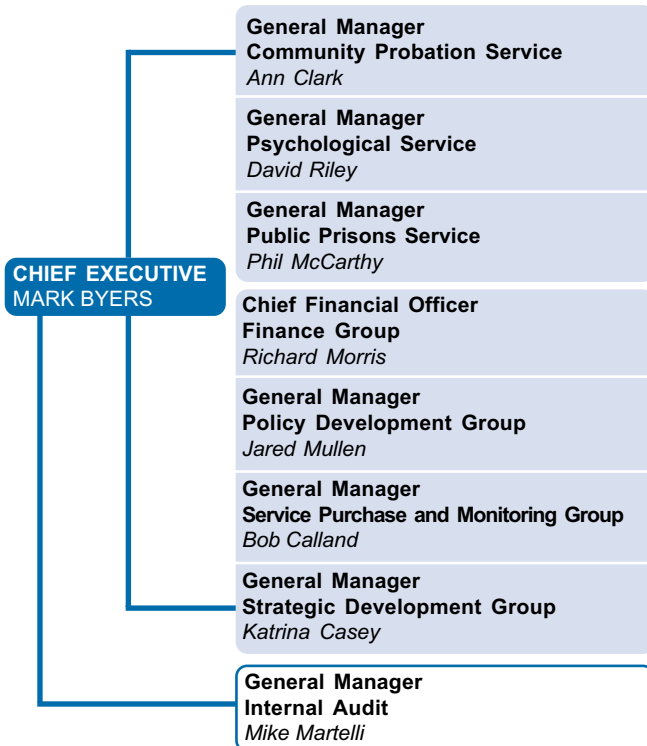


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**Internal Audit** provides assurances to the Chief Executive on key statutory accountabilities and oversees the implementation of the risk management framework. It reviews the systems and procedures in the Department and provides advice to the Chief 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



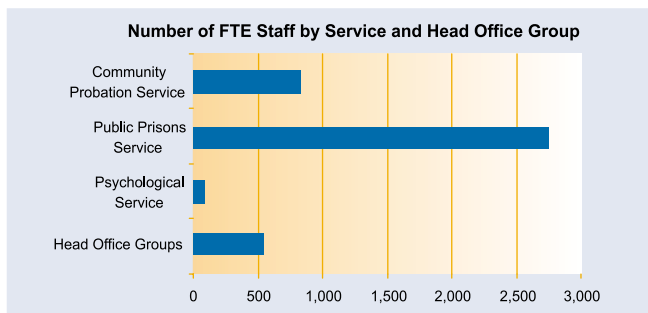
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## HUMAN RESOURCES

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.

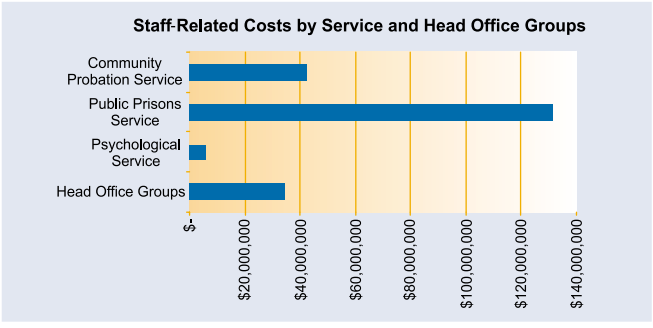
## STAFF RELATED COSTS

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:

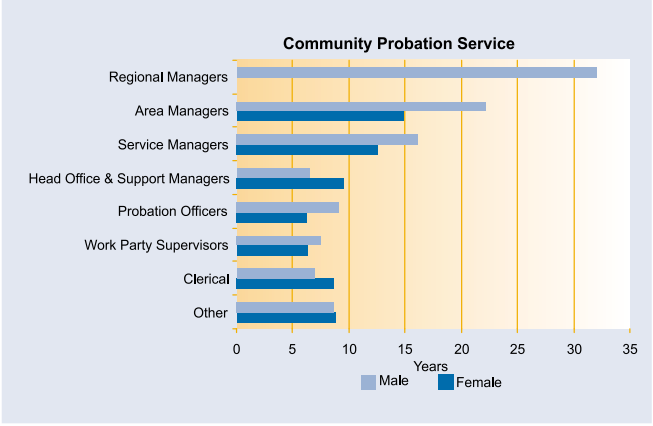
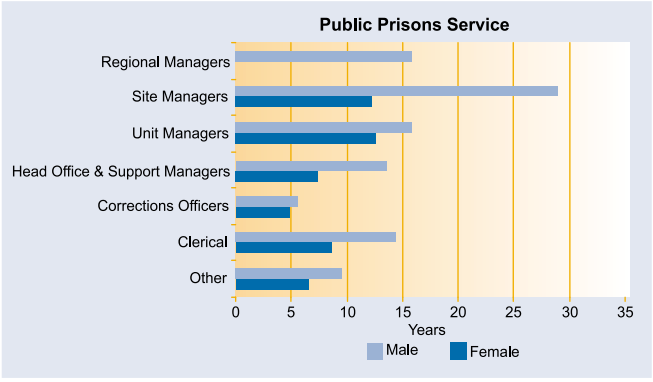
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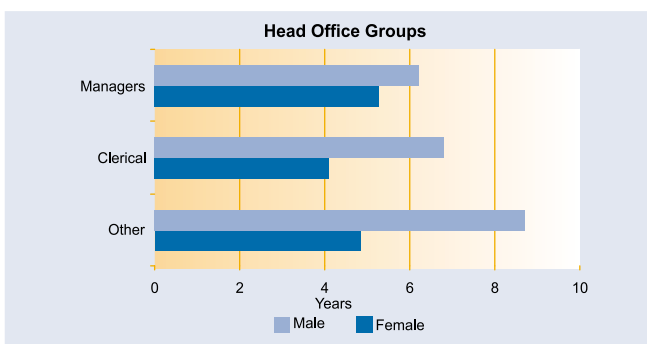
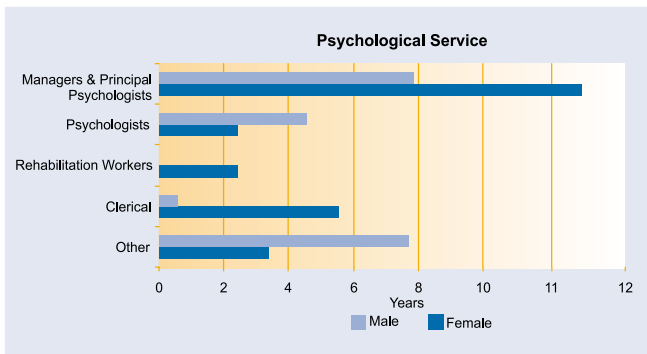
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### Length of Service

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

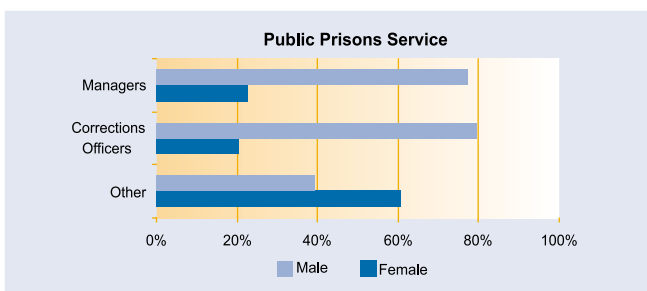


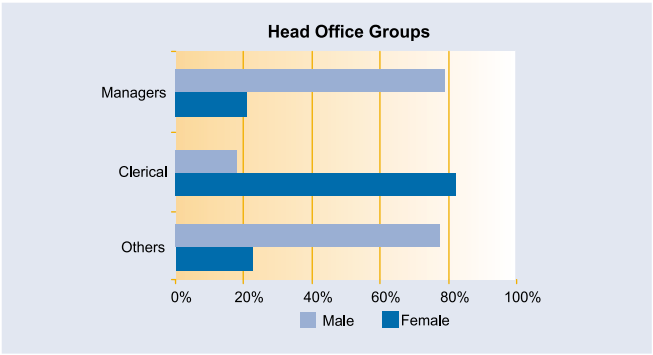
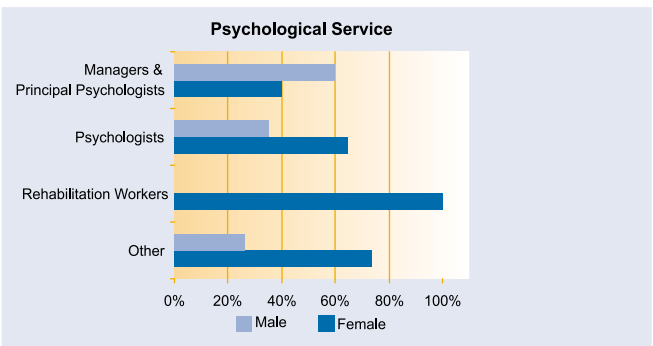
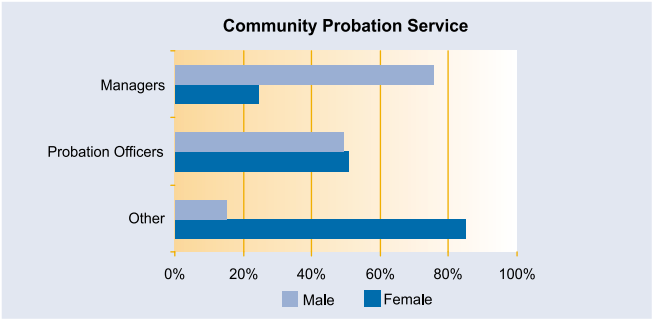


### Total Employees by Gender and Ethnicity

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:

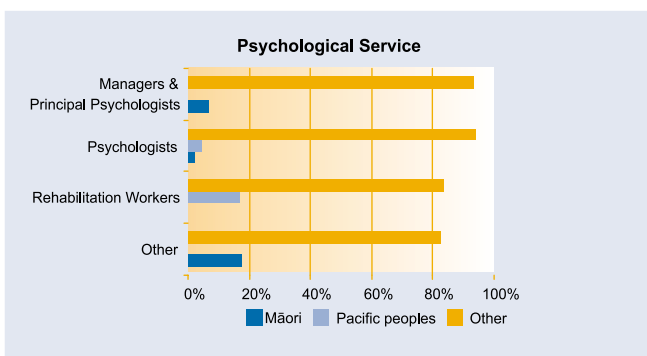
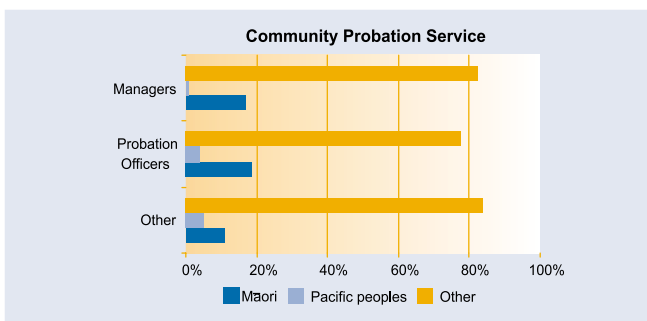
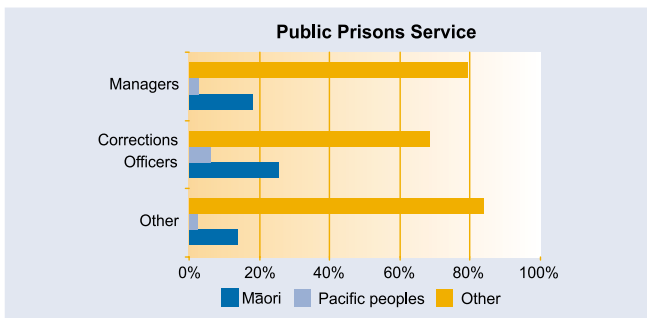




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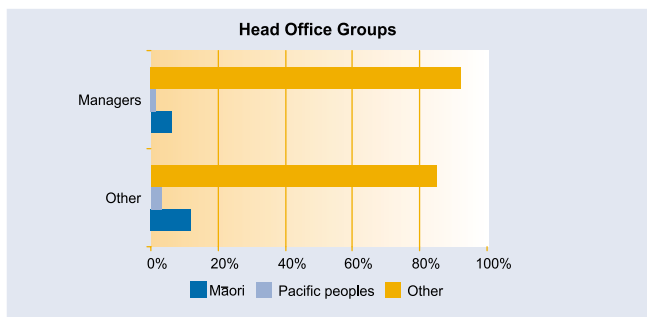
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Percentage distribution of staff by ethnicity are displayed below:



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## 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).

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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.



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*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.

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**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

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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

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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.

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## 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

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#### 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.

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## Terms and Definitions

<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.