



Statement of Intent

1 July 2011 – 30 June 2014

The Department's vision is:

Improving public safety by ensuring sentence compliance and reducing re-offending through capable staff and effective partnerships.

We will:

- *improve public safety*
- *reduce re-offending*

and to achieve those outcomes we will:

- *deliver public value*
- *demonstrate leadership.*

To succeed overall we must succeed with Māori offenders.

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Foreword – Minister of Corrections

The Government's priorities for the Department of Corrections reflect its commitment to improved public safety, more effective prisoner rehabilitation, and obtaining the best value from the resources available.

The current social and fiscal costs of the criminal justice system cannot be sustained. As the agency that manages the requirements of the sentences and orders of the law courts, the Department has a key role in achieving the Government's objectives of less crime, safer communities and high public confidence in the justice sector.

The Department has shown that it is responsive to these objectives. Prisoner escapes and drug test results are at their best-ever levels. The number of prisoners receiving drug and alcohol rehabilitation has been doubled and work skills training provided to prisoners is being increased. Prison capacity has been increased cost-effectively.

A new approach to managing community sentences has resulted in improved sentence compliance. Private sector innovation and expertise at Mt Eden Corrections Facility and the proposed prison at Wiri will help raise standards of effectiveness and efficiency across the sector.

Looking ahead, the Department will continue to build on its achievements.

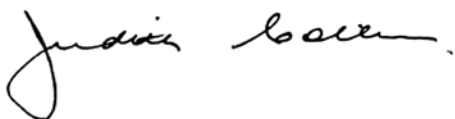
Rehabilitation will target offenders with whom it has the greatest chance of success. Helping these offenders overcome the problems that lead them to commit crime will deliver long-term benefits to communities and relieve pressure on the justice sector.

It is also vital that the Department actively addresses the significant over-representation of Māori and Pacific offenders. Strengthening relationships between the Department and Māori groups that can assist with offender reintegration and education will be a priority.

The Department will also strengthen its partnerships with other government and non-governmental agencies to better co-ordinate and streamline offender management and to deliver improved outcomes for offenders and the New Zealand public.

I am delighted at what the Department has achieved in recent years. With strong leadership, improved processes, a clear focus and a growing confidence, the Department is well positioned to meet the challenges ahead.

The interests of victims of crime, the security of law-abiding citizens and a commitment to a better, safer New Zealand will continue to be at the heart of the Government's priorities on law and order.



Hon Judith Collins

Introduction from the Chief Executive

This is my first year as Chief Executive of Corrections, and therefore my first Statement of Intent. This document sets out Corrections' aspirations and the actions we will lead to reduce re-offending and improve public safety. It sets out our plans to create lasting change.

Every day of the working week more than 8,000 Corrections staff get up and go to work with New Zealand's most difficult and challenging citizens in both institutional and community-based settings.

Corrections staff work in an environment of high risk and high reward. They feel the enormity of the responsibility they carry for playing their part in keeping New Zealand safe. That is why we put such a high priority on making sure we are always thinking about and responding to the risks we see in the offenders we manage.

Guarding public safety is our bottom line and we are always seeking to improve our performance in doing this by reducing risk and minimising error. At the same time we stretch for our top line of reducing re-offending, where we get the opportunity to turn lives around for good.

To do our job well we must be disciplined in our planning, courageous in our decision making and passionate about creating lasting change in peoples' lives. We have a unique insight into the offenders we manage and the patterns of behaviour that require changes in order to create offending-free futures.

When the going gets tough we don't give up, we create new solutions, always ensuring that offenders remain accountable for their actions and the safety of communities is put first.

Today the Department of Corrections is a well performing organisation – a position it has worked diligently to achieve. This platform has allowed us to get clear about our future priorities and the expectations we must meet to be successful for all New Zealanders.

My challenge to Corrections staff is to take every opportunity to lead the effort to reduce re-offending and improve public safety, in a way that also improves value for money. It's a lofty challenge, but I'm confident that we can do it.



Ray Smith
Chief Executive

Nature and scope of functions

The Department of Corrections will improve public safety and reduce re-offending.

We manage offenders:

- serving sentences and orders in the community
- remanded in custody
- serving custodial sentences.

We ensure that sentences and orders are administered in a safe, secure, humane and effective manner. Our facilities must operate in accordance with the Corrections Act 2004 and Corrections Regulations 2005. These are in line with the United Nations Standard Minimum Rules for the Treatment of Prisoners. Sections 70-82 of the Corrections Act 2004 set out the mandatory minimum entitlements provided to prisoners.

We provide rehabilitation programmes to help offenders address their offending-related behaviours; education and employment opportunities to improve offenders' skills and help them gain employment on release from prison; and services to help offenders reintegrate back into the community.

We provide the Judiciary with reports on offenders to assist judges in making sentencing decisions. We provide administrative services and information to the New Zealand Parole Board to assist its decisions on whether offenders should be released, when, and under what conditions.

We notify victims of crime, registered by Police on the Victims Notification Register, of information requirements as set out in the Victims' Rights Act 2002. We also refer registered victims to specialist support organisations for appropriate assistance.

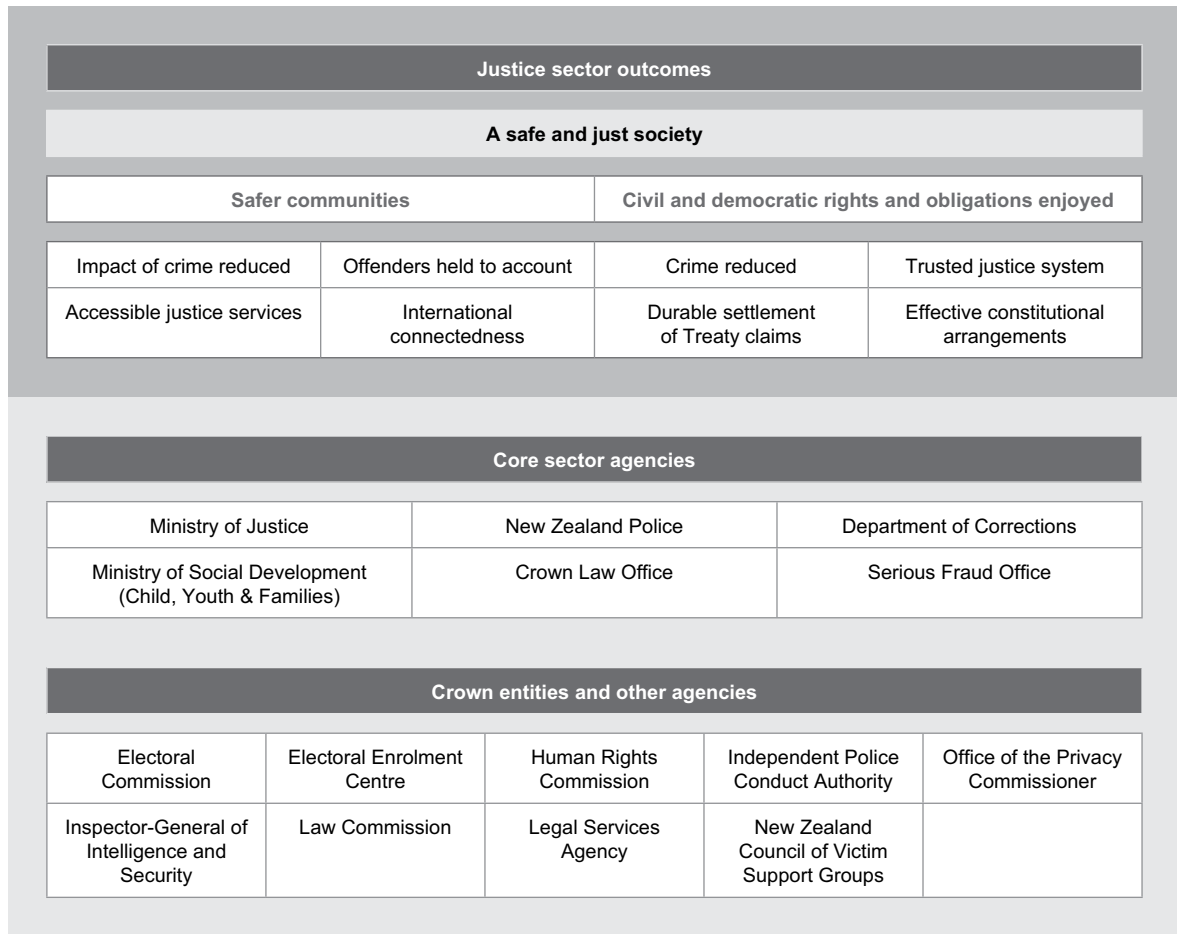
In carrying out sentence management and offender management, we take into account the cultural background, ethnic identity, faith, and language of offenders to assist in their rehabilitation and reintegration back into the community and reduce re-offending.

Sections 5 and 6 of the Corrections Act 2004 set out in more detail the purpose of the corrections system and principles under which we must operate. Maintaining public safety and reducing re-offending are paramount considerations in decisions about the management of offenders under our control or supervision.

Strategic direction

The justice sector

Justice sector agencies work together to protect New Zealand's laws and democracy and make the country safer. To do this, a wide range of actors are involved in providing services within the complex and interconnected civil system and criminal justice system. The diagram below highlights some of the government agencies involved. Other independent players include the judiciary, parole board and a number of scientific, technical and advocacy specialists.



Justice sector Ministers have agreed the sector will be most effective when agencies work toward the same goals and agreed to an outcomes framework to drive an enduring focus for justice sector work. This recognises that, particularly in the criminal justice sector, there is a 'pipeline' and that there is a very strong impact and relationship between policing activities, the court process, legal representation and correctional services.

Justice sector Ministers have agreed to three Key Performance Indicators (KPIs) to measure the criminal justice system's effectiveness and efficiency. Justice sector agencies are developing ways to measure and report on the:

- entry of people into the criminal justice system – to show the prevalence of crime and whether social and justice sector interventions are effective
- time it takes for cases to proceed through the court system – to show where opportunities exist to improve the functioning and efficiency of the court system
- rate of recidivism – to show the effectiveness of rehabilitation and reintegration services and existing sanctions.

To track progress, agency-specific and general measures at output, impact and outcome levels are being developed. Work is also underway to develop measures to help improve the system. Existing measures are in the justice sector agencies' Statements of Intent and/or under relevant Votes in the Information Supporting the Estimates. All measures will be in Annual Reports in 2014.

Corrections' role within the justice sector

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

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

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 both, are described in the following sections. Information on each output, including performance measures, are outlined in the Appendix – Statement of Service Performance.

Outcomes

Public safety is improved

Measures:

- The proportion of prisoners released on their lawfully required release date.
- The percentage of offenders who have complied or for whom appropriate enforcement action has been taken.

Re-offending is reduced

Measures:

- Recidivism Index (reconviction, re-imprisonment and seriousness measure).

Impacts

Integrity of sentences and orders is maintained and offenders are held to account

Measures:

- Prisoner escapes.
- Positive drug tests by prisoners.
- Percentage of community offenders who have complied or for whom appropriate enforcement action has been taken.

The Judiciary and Parole Board make informed decisions

Measures:

- Re-offending on parole/HD.
- Improved reports to the Judiciary and the Parole Board.
- All offenders notified as per NZPB requirements.
- All victims notified as per NZPB requirements.
- All cases to be heard by the NZPB being scheduled no later than 16 weeks from the date of the hearing.

Risks of harm to others are minimised

Measures:

- Serious prisoner assaults on staff.
- Serious prisoner assaults on prisoners.
- Measure to be developed about community offenders' risk of harm to the public.

Offenders' health and wellbeing is maintained

Measures:

- Unnatural deaths of prisoners.
- Other incidents of threat-to-life self-harm by prisoners.
- Complaints by prisoners to the Corrections inspectorate (general and about health services).
- Measure to be developed about proportion of prisoners who have health needs who have been managed during their time in prison.

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

Measures:

- RQ scores for individual programmes.
- Measure to be developed about offenders in stable employment.
- Measure to be developed about offenders in stable accommodation.
- Skills gained by prisoners (nationally recognised qualifications, NQF credits and literacy gains).
- Percentage of offenders who are assessed by CPS as less likely to re-offend at the six month point.

Outputs

Prison-based custodial services

Measure:

- Rate of prisoner escapes.
- Rate of prisoner assaults.
- Rate of unnatural deaths of prisoners.
- Rate of self-harm incidents by prisoners.
- Percentage of prisoners with positive drug tests.

Sentences and Orders in the community

Measure:

- Percentage of offenders who have complied with their sentence or order, or who have been held to account.

Policy advice and ministerial services

Measure:

- Volume, quality and timeliness of work.

Management of third party custodial services

Measure:

- Contract requirement standards met.

Rehabilitation and reintegration

Offender plan (quality and timeliness).

- Starts, completions and compliance for rehabilitation and reintegration interventions
- Increases in literacy and numeracy.
- Numbers of prisoners employed.
- Average number of credits achieved under the NQF.
- Percentage of Release To Work prisoners with secured employment on release.
- Total number of psychological hours and reports provided.

Information and administrative services to the Judiciary and the NZPB

Measures:

- Reports (quality and timeliness).
- Justified complaints from victims.
- Judiciary/ Parole Board
- Percentage of NZPB cases scheduled no later than 16 weeks from date of hearing.

Supporting the two outcomes, we are focused on delivering public value and leadership. Underpinning all our work is the realisation that if we are to reduce re-offending, we need to reduce the over-representation of Māori in the offender population – to succeed overall we must succeed with Māori offenders.

Our Priorities

Public Safety

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

Reducing Re-Offending

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

Better Public Value

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

Leadership

Using our unique insights into offending behaviour, we must lead across the public service and within the community sector, a programme of change that achieves our goals and those of the communities we serve.

Strategic overview

In three to five years, we will have reduced both the frequency and severity of re-offending and New Zealand will be a safer place. The Department of Corrections will be a world leader in taking innovative approaches that effectively reduce re-offending.

Offenders will be receiving the right interventions, at the right time, to reduce their risk of re-offending. Stronger community and family/whānau involvement with offenders will better support offenders to turn their lives onto a positive path.

More offenders will leave the Corrections system having overcome their drug and alcohol problems, addressed their offending behaviours, and improved their literacy, numeracy and employment.

Offenders will have benefited from Corrections' rehabilitation and reintegration programmes, successfully overcoming the problems that led them to commit crime.

Fewer Māori offenders will re-offend. The proportion of offenders who are Māori will become more consistent with the proportion of the general population who are Māori. Māori success in rehabilitation and education and employment programmes will be comparable with non-Māori offenders and pro-social members of Māori communities will support more Māori offenders.

A higher proportion of community-based offenders will have completed their sentences. We will hold those who do not comply with the conditions of their sentences and orders to account. Escapes, suicides, positive drug tests and contraband finds in prisons will remain at very low levels. The public will have confidence in our ability to manage offenders. Probation staff and Corrections Officers will be more skilled in assisting offenders to turn their lives around.

We will have reduced the influence of gang members in prison and reduced their re-offending after release.

We will have approaches that address the particular offending of those under 25 years old.

We will have more effective partnerships with other agencies and will work together with a strong collaborative spirit. We will have strengthened relationships with stakeholders and will be working with them to achieve mutual benefits for New Zealand.

We will be working more effectively, having introduced innovations identified through doing things differently ourselves, and from lessons learned from the contract-managed Mount Eden Corrections Facility and the public-private partnership to develop a new prison at Wiri in South Auckland.

The following pages describe our plans to achieve these ends.

Managing in a changeable environment

Corrections faces a number of challenges and opportunities within the current social and economic environment.

The country's economy has been recovering slowly from the global financial crisis, but this is likely to be adversely affected by the Canterbury earthquakes. The widespread destruction and disruption brought about by the 22 February 2011 earthquake creates significant challenges for Corrections, both in the short and long-term. Immediate challenges include offender management—particularly for those serving sentences in the community—as well as assisting staff and restoring facilities. Over the longer term, Corrections is likely to be impacted by the significant costs borne by the Government in supporting and rebuilding Christchurch at the same time as its tax take is reduced with a loss of output from the Canterbury region. There will be additional pressure on public spending and an increased expectation that all public sector organisations manage spending wisely and contain wage expectations.

The fiscal pressure provides Corrections with an opportunity to introduce innovative approaches to working with offenders to improve public safety and to reduce re-offending within a constrained budget. This could include targeting resources differently to achieve better outcomes, developing new ways of working with other agencies, both within and outside of the justice sector, and implementing new programmes or activities. We need to invest in more of what we know works to reduce re-offending and improve public safety.

In terms of overall volumes, the current justice sector forecast projects a growth in both prisoner and community sentence numbers, although at a slower rate than predicted in previous forecasts. Rates of increase are expected to be further reduced as a result of justice sector initiatives designed to reduce the flow of offenders into the justice system, as well as processing cases more efficiently.

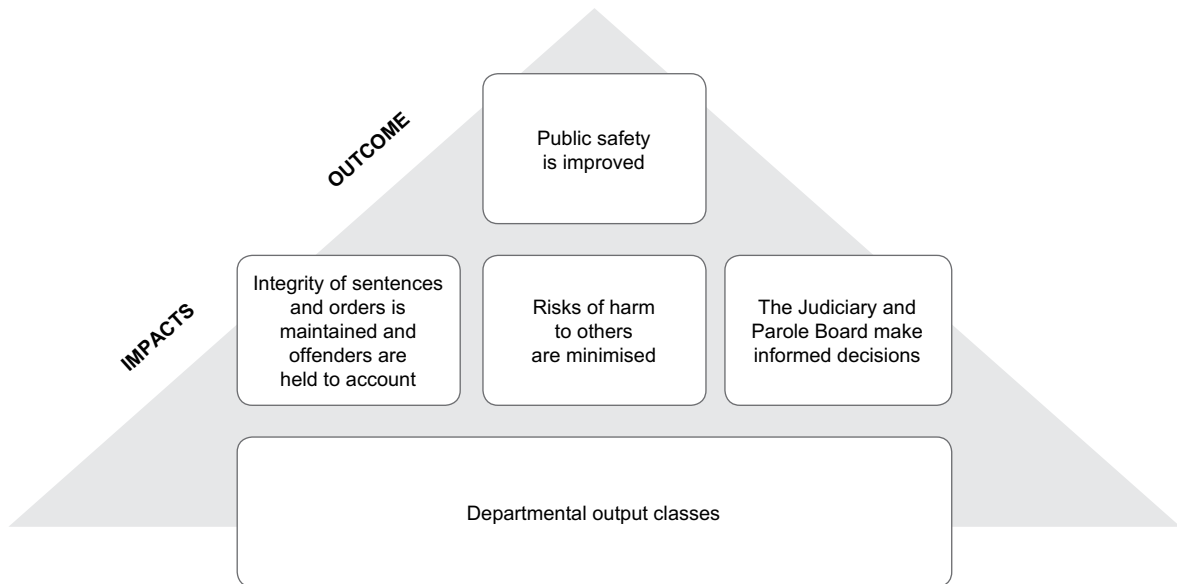
The ethnic makeup of the population managed by Corrections is expected to continue to show significant over-representation of Māori and Pacific offenders. While outcomes for Māori and Pacific peoples have been improving, Māori offenders are likely to continue presenting with greater educational needs and histories of unemployment. Strengthening relationships between ourselves, other government agencies and Māori whānau and communities is a priority, in order to address the long-term drivers of offending. Strengthening the capability of Māori whānau and communities, and engaging them more in the process of offender reintegration, will also reduce re-offending by Māori.

In terms of types of offenders, violent offenders are a growing proportion of the offender population, while other types of offenders remain stable or are decreasing. The female offender population is expected to increase more rapidly than males, with the number of females being apprehended for violent offending rising at a fast rate. Despite a bulge in the population of young people who are in the most crime-prone age bracket, the average age of prisoners is continuing to increase as a result of longer periods served, and re-offenders cycling through the system for longer. Offenders who are gang members are re-offending at higher rates than non-gang affiliated offenders, and will be a particular focus for intervention.

The greatest challenge facing Corrections is the need to drive down rates of re-conviction and re-imprisonment, so as to reduce the numbers of offenders in prison and on community sentences. This can only be achieved by a coordinated approach to offender management, whereby all parts of Corrections, in concert with other government agencies and the wider community, work together to improve outcomes for offenders, and for the New Zealand public.

Our operating intentions

Public safety is improved



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

For New Zealanders to trust their justice system, public safety must be maintained.

This means that:

- offenders serve the sentences and orders that they are sentenced to by the courts
- Corrections manages sentences and orders in ways that meet the legislative requirements
- the Judiciary and the Parole Board base their decisions about offenders on good quality information.

We will demonstrate our success through:

- more offenders complying with their sentences and orders, or experiencing proper enforcement action when they have not complied
- all prisoners being released on their lawfully-required release date.

There are three impacts that contribute to this outcome.

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

We improve public safety by ensuring that offenders comply with and complete their sentences and orders and, if there are any breaches of sentences and orders, taking appropriate enforcement action. Similarly, well-managed and secure corrections' facilities have few escapes, and minimal crime within prisons (such as introducing contraband).

We will enhance the quality of practice within Community Probation Services, and lift the performance of Prison Services to achieve a recognised world standard.

Security at prisons has become so robust that breakout escapes are now very rare events. In 2009/10 Corrections achieved the lowest ever rate of escapes – 0.11 escapes per 100 prisoners, compared with 0.70 escapes per 100 prisoners 10 years ago. Almost all prisoners serve their legitimate sentence. We have also succeeded in reducing contraband and we are working to reduce this still further.

In the community, offender compliance with sentences and orders has improved due to the introduction of new practice frameworks for sentences and orders. This is still an area of focus, as is holding those offenders who do not comply with their sentences and orders to account.

To improve this impact, Corrections will:

- continue Community Probation Services' change programme to deliver an approach that ensures that offenders comply with the requirements of their sentences and orders, reduces the likelihood of re-offending, and minimises risks to others
- absorb and manage increased numbers of sentences and orders within existing departmental resources
- absorb and manage increased demand for the provision of offender related reports within existing departmental resources
- better manage high-risk offenders in the community through a coordinated approach with Police
- identify and prioritise investment in initiatives that further improve the security of our prison environments
- upgrade prisons progressively to achieve best design principles for the safety, humane containment and rehabilitation of prisoners
- use technology more effectively to ensure offenders are meeting their sentence and order obligations.

We will demonstrate our success through:

- more offenders complying with their sentences and orders, or being held to account when they have not complied
- low rates of escapes from custody
- a decreased percentage of positive general random drug tests within prisons
- Māori offenders showing improved results in the indicators above.

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

Over the past year, we have focused on building the skills of Corrections Officers to make prisons safer. Last year we trained Corrections Officers to better prevent and manage incidents in prisons. Alongside this, personal protective equipment was provided to prisons which Corrections Officers can use to stay safe if an incident does occur, and at risk and high-risk prisoners' access to razors was restricted. These initiatives saw the rate of serious assaults in prisons drop by 26 percent in 2009/10.

Within the community, staff are working with new practice frameworks that support them to better use their judgement in assessing community-based offenders' risks of harm to the community, and to manage offenders in a way that minimises these risks. Many of these frameworks have been implemented over the past two years, and will continue to be implemented over the next year. Community Probation Services staff also work closely with Police and Prison Services to identify high-risk community-based offenders and to manage them appropriately.

To improve this impact, Corrections will:

- identify specific work that staff can undertake directly with community-based offenders to decrease their likelihood of re-offending and decrease their risk of harm to others by commencing the next phase of probation practice design
- maximise our ability to use new technologies to track and manage high risk offenders
- work with Police to prevent incidents of family violence by community-based offenders occurring at high risk times
- develop an indicator to measure reductions in community-based offenders' risk of harm to others.

We will demonstrate our success through:

- decreasing rates of serious prisoner assaults, both on staff and on other prisoners.

The Judiciary and Parole Board make informed decisions

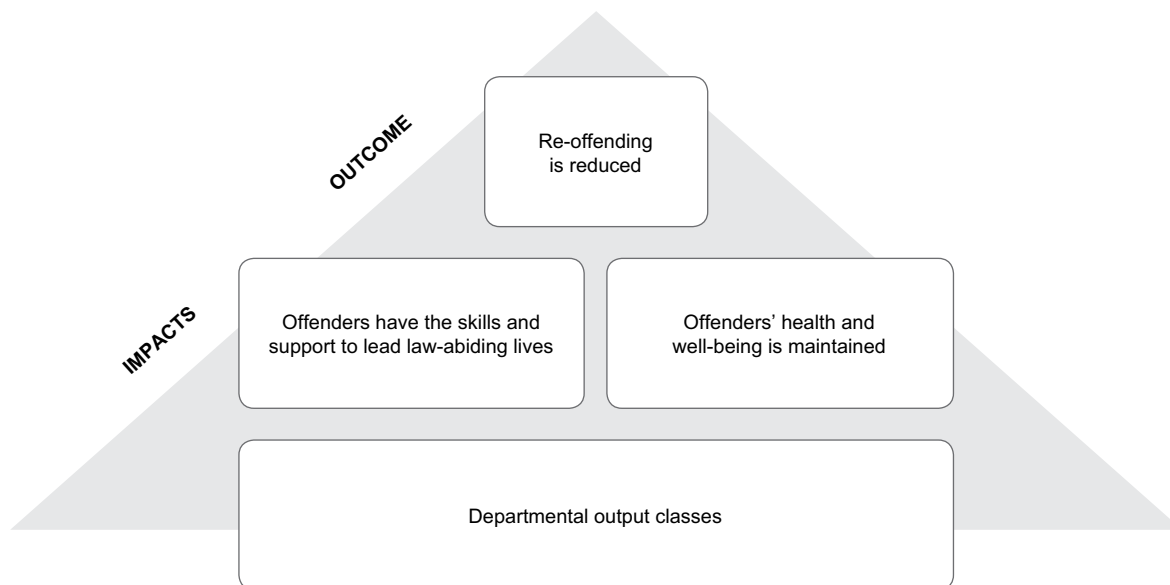
The Judiciary and Parole Board make decisions that are, in part, based on information provided by Corrections staff in reports, and at court and Parole Board hearings.

To improve this impact we will review the Parole Board processes to ensure they better support the victims of crime and are more cost-effective.

We will demonstrate our success through:

- reduced rates of re-offending committed by offenders on parole or home detention
- improved reports to the Judiciary and the Parole Board – more reports provided within agreed timeframes and to agreed standards pursuant to the Judiciary's and the Parole Board's requirements
- all offenders being notified as per the Parole Board's requirements
- all victims being notified as per the Parole Board's requirements
- all cases to be heard by the Parole Board being scheduled no later than 16 weeks from the date of the hearing.

Re-offending is reduced



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

To reduce overall crime in New Zealand, Corrections works with individual offenders to provide them with skills so that they do not re-offend. Motivating and assisting offenders to adopt an offence-free lifestyle leads to less crime in the community and fewer people in prison or on community-based sentences and orders.

We will place offenders at the centre of our efforts to achieve better outcomes and strive to ensure every offender has the opportunity to work.

Re-offending is reduced when offenders:

- undertake rehabilitation which helps them to address behaviours which contributed to their offending
- acquire employment-relevant skills, qualifications and experience that lead to sustainable employment on release from prison
- address reintegrative needs to enable them to re-integrate back into the community
- have their health and well-being looked after, and are managed fairly and decently.

We will demonstrate our success in reducing re-offending by using the Recidivism Index. This index measures the rate of re-conviction and re-imprisonment/ 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 allows us to track the relative seriousness of new offending over time. This measure is also one of three key justice sector key performance indicators. There are two impacts that contribute to this outcome.

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

Offenders typically have life-long problems, such as addiction, mental health issues, early school dropout, poor literacy, lack of employment skills and dysfunctional family relationships.

We are placing offenders at the centre of our efforts to achieve better outcomes.

Over the last year, we have been fundamentally changing our approach to offender rehabilitation. The new Rehabilitation and Reintegration Services will integrate all our rehabilitation programmes and psychological support with prisoner employment and education, and provide offenders with a consistent, end-to-end approach to their rehabilitation and reintegration. Case Managers will work with offenders to assess their needs in a holistic way and to plan a programme of rehabilitative interventions that will better build skills and help them to address and overcome their offending behaviours.

The effectiveness of our new approach will rest on targeting rehabilitation at those offenders who are at a higher risk of re-offending, targeting the characteristics of offenders that are causally linked to offending, and building offenders' personal motivation for change.

The Department will provide a comprehensive package of services to each offender to help them overcome their offending behaviour. This might mean, for instance, that over a single prison sentence an offender experiences a motivational course, followed by literacy tuition, employment skills training, a psychologically-based programme to address criminal thinking patterns and poor self-control, and finally, around the time of release, assistance with locating suitable accommodation, employment and social support.

Improving offenders' education and employment skills is an important element of rehabilitation as offenders who obtain employment on release from prison are less likely to re-offend than those who remain unemployed.

We will work to ensure Māori offenders succeed in rehabilitation, employment and education programmes at a comparable rate to non-Māori. Through involvement of iwi, hapū and whānau, more Māori offenders will successfully reintegrate into their communities on release from prison.

We have opened new Drug Treatment Units in our prisons to double the number of places on drug treatment programmes to 1,000. We will continue to increase the availability of drug and alcohol treatment programmes across all of our prisons.

Supporting rehabilitation is a core responsibility of our frontline staff. Frontline staff interact with offenders in ways that role-model pro-social attitudes and behaviour, build motivation for change, and positively influence offenders to engage in structured rehabilitation programmes and courses.

To improve this impact, we will:

- implement the new and more effective approach to rehabilitation and reintegration including ensuring the right offenders in the right places at the right time get the right things
- identify specific work that probation officers can undertake directly with offenders to decrease the likelihood of re-offending and decrease the risk of harm to others by commencing the next phase of probation practice design

- provide improved reintegrative support within a Tikanga Māori environment, engaging the wider community, whānau, hapū and iwi in helping prisoners to live an offence-free lifestyle by implementing Whare Oranga Ake at Spring Hill Corrections Facility and Hawke's Bay Regional Prison
- strengthen rehabilitation services and outcomes in all five Māori Focus Units in prisons
- increase the number of drug and alcohol treatment programme places for prisoners to 1,000 per annum by 2012, including opening a new Drug Treatment Unit in Wanganui Prison
- work with District Health Boards and the Ministry of Health to achieve local solutions to enhance community drug and alcohol treatment provided to offenders
- take a more active management approach to our daily interaction with prisoners, ensuring we are always focused on reducing re-offending
- increase the number of prisoners participating in employment activities by:
 - continuing the Prisoner Skills and Employment Strategy
 - delivering a range of training opportunities that specifically prepare prisoners for labouring and trades relevant to the rebuilding of Christchurch
 - taking maximum advantage of the employment services offered by Work and Income through joint planning and preparation of offenders for jobs and placement in jobs pre-release
- improve rehabilitation for prisoners aged under 25 years old, including strengthening schooling opportunities
- develop a strategy to reduce gang influence in prison and re-offending by gang members
- incorporate reintegration planning into offenders' plans at the beginning of their sentences, and improve engagement and connectivity with community groups who support reintegration activities
- review the nature, quantum and quality of rehabilitation options available for offenders serving community-based sentences and orders
- align the work of volunteers and Prison Chaplaincy with rehabilitative outcomes
- enhance rehabilitation opportunities for segregated prisoners
- develop an indicator to measure the reduced likelihood and seriousness of re-offending by community based offenders
- work with the Ministry of Social Development and the Inland Revenue Department to identify data matching opportunities to measure the percentage of prisoners who are employed post-release from prison and to monitor the sustainability of employment
- develop an indicator to measure the percentage of prisoners who find stable accommodation post-release from prison.

We will demonstrate our success through:

- reduced re-offending rates from key rehabilitative programmes¹
- reduced likelihood and seriousness of re-offending by community-based offenders
- more skills being gained by prisoners including:
 - increased average number of credits achieved under the National Qualification Framework
 - increased percentage of prisoners who demonstrate measurable improvements in literacy and numeracy after starting classroom-based adult literacy and numeracy courses
- more prisoners finding stable employment on release from prison, including:
 - increased percentage of Release To Work prisoners with secured employment on release
- Māori offenders showing improved results from rehabilitation and skill development, as measured in the above indicators.

Offenders' health and wellbeing is maintained

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

We will treat offenders fairly and meet their legitimate health, physical, cultural, spiritual and social needs. For prisoners, we will provide the necessities of life (food, shelter and clothing); adequate primary health care; opportunities to maintain relationships with family and friends; religious, spiritual and cultural support; access to legal advisors and statutory visitors; access to information and education; and access to a reasonable level of physical exercise.

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

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

From July 2011 all prisons will be smoke-free to improve the health status of prisoners and our staff. Prisoners and staff are being offered support to quit smoking before the smoking ban takes effect.

We will continue to provide the Corrections Inspectorate under the provisions of section 28 of the Corrections Act 2004. The Inspectorate resolves complaints, investigates issues and provides an assurance function to prison-based and community-based offenders in relation to matters affecting their management or treatment. The Corrections Inspectorate reports directly to the Chief Executive and is independent from operational line management.

¹ Measured by Rehabilitation Quotient scores (which measure the impact of individual programmes on re-conviction rates and re-offending seriousness) for individual programmes.

To improve this impact we will:

- implement the Mental Health Screening Tool with the support of the regional forensic mental health services
- make all prisons smoke-free
- develop an indicator to measure the proportion of prisoners with health needs that have been managed during their time in prison.

We will demonstrate our success through:

- decreased rates of unnatural deaths of prisoners
- fewer incidents of self-harm by prisoners
- fewer justified complaints to the Corrections Inspectorate and Ombudsmen
- fewer justified complaints by prisoners relating to the provision of health services
- improved health and wellbeing for Māori offenders.

Delivering public value

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

New Zealand is facing a challenging economic environment. As a large organisation, we have a responsibility to New Zealand to do our best to free up resources without compromising service delivery.

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 will modernise service delivery and lift the performance of Prison Services to achieve a recognised world standard.

We will identify smarter, more streamlined ways of working while continuously developing better and more effective and efficient ways of working by removing duplication, and simplifying internal processes and systems.

We will complete a rolling value for money review, led by people both internal and external to the Department, to identify operating efficiencies.

We will build and maintain capital and information infrastructure that supports us to work most effectively with offenders.

Capital and asset management intentions

We manage over \$1.8 billion worth of facilities, including 20 prisons and over 140 probation centres across New Zealand. A structured approach to the replacement and commissioning of facilities helps in managing the demand on facilities brought by changing business needs. We will develop facilities which support staff to effectively deliver services and achieve our desired outcomes.

Over the past ten years, growth in the prisoner population has been substantial. Concerted efforts by the Government have slowed the rate of growth in the projected prisoner population. However, the latest Justice Sector Forecast (2010 to 2020) projects an increase in the prisoner population to 9,890 by June 2020 (made up of 7,905 sentenced prisoners and 1,985 remand prisoners), an increase of over 1000 compared to the current prisoner population

To accommodate this growth, and to replace obsolete capacity, we will need to establish 2,000 additional prison beds by 2020.

We will build a new prison at Wiri in South Auckland to house approximately 960 male prisoners by 2015. It is expected that this new prison will be built as a public-private partnership, where we will contract a private provider to build and then operate the new prison. By allowing a private contractor to design a facility "fit for purpose" for their operating method, we aim to maximise efficiency and effectiveness and reduce re-offending.

There has been a rapid growth too in the community-based offender population over the past ten years, and particularly since the introduction of new forms of community sentences and orders in October 2007. Over the past three years, there has been an increase in the average number of sentences and orders we manage on any day from 30,774 in June 2007 to 45,658 in June 2010.

With an injection of additional Government funding, we increased the number of Community Probation Services staff over the last few years to manage some of the extra demands. We have also made fundamental changes to the ways we manage community-based offenders so we can accommodate the growth of community-based offender volumes without a proportionate increase in staff numbers.

The Canterbury earthquakes have caused some damage to our Community Probation Services Centres in Christchurch. In response we will develop approaches to delivering our services more effectively on the ground, which may mean we redevelop our facilities in ways that are different to how they were in the past.

Over the next three years, we will:

- update our Community Probation Service Centre footprint and designs to match our evolving way of working with offenders and where necessary expand service centres
- lead the implementation of New Zealand's first proposed Public Private Partnership for the design, build and operation of a prison in South Auckland
- monitor the implementation of the privately managed prison, learn from Serco's innovative practice and implement, where possible, that practice in our publicly-run prisons.

We will demonstrate our success through:

- achieving key performance indicators (as detailed in the contract with Corrections) for Serco's management of Mount Eden Corrections Facility
- delivering the contract with Serco in line with the requirements set out in the contract
- minimal resistance by local communities to the expansion of Community Probation Services Centres
- awarding the contract for the proposed public private partnership to build and manage the new prison at Wiri.

The table below outlines Corrections' capital expenditure programme. This capital programme is aimed at assisting Corrections to achieve its operating intentions by ensuring it has the required capacity to meet demand and that its physical assets are maintained.

	2010/11 Estimated Actual \$000	2011/12 Forecast \$000	2012/13 Forecast \$000	2013/14 Forecast \$000	2014/15 Forecast \$000
Land		3,145	2,230	555	555
Buildings	172,944	152,871	54,551	51,500	51,500
Plant and Equipment	6,582	4,914	4,270	5,411	3,787
Furniture and Fittings	817	1,422	1,236	1,567	1,097
Computer Hardware	6,358	8,575	6,900	4,850	4,850
Motor Vehicles	8,882	6,654	5,790	7,323	5,143
Intangibles	8,215	10,165	9,735	6,785	6,785
Total	203,798	187,746	84,712	77,991	73,717

Information technology

Information technology is vital to all aspects of our work.

It is critical for offender management that our information is reliable, readily accessible, and secure. Corrections is implementing many major organisational changes and we will ensure that our information systems support these changes and make it easier for us to work with offenders well.

Over the next three years, we will:

- provide new IT capability to support organisational changes, including changes to the Integrated Offender Management System to give staff a workflow design that supports their work
- increase the flexibility of probation officers to work as mobile operators using laptops and other mobile technologies
- maximise our ability to use new technologies to track and manage high risk offenders
- use technology more effectively to ensure offenders are meeting their sentence and order obligations
- improve the robustness of the information technology infrastructure by providing greater diversity and disaster recovery services
- utilise outsourcing to deliver innovations and cost advantages
- work across the justice sector on IT initiatives
- better use information sourced from across the justice sector.

We will demonstrate our success through:

- front-line staff spending more time with offenders
- fewer events that disrupt information technology services
- delivering organisational change projects faster
- providing more modern, user-oriented services on internet-based technologies.

Leadership

Using our unique insights into offending behaviour, we must lead across the public service and within the community sector, a programme of change that achieves our goals and those of the communities we serve.

To improve public safety and reduce re-offending we will provide an organisational environment, culture and workforce that is closely aligned and equipped to deliver our outcomes and maximise value for money. Most importantly we all need to lead the creation of lasting change.

Every day our staff work with New Zealand's most difficult and demanding citizens in both institutional and community-based settings. We have unique insights into the offenders we work with and the patterns of behaviour that require changes in order to create offending-free futures. We must use this knowledge to lead across the public service and within the community sector an effective programme of change that achieves our goals and those of the communities we serve.

Our people

We will continue to develop:

- motivated and capable staff
- strong leaders
- a workplace culture, environment and systems that support our work.

Over the next three years, we will embed our culture into all aspects of our people management systems to ensure Corrections' staff are accountable, make a difference, achieve more by working together, and take new approaches to get better outcomes.

We are developing better collective professionalism and accountability and building confidence in working with Māori to be more effective in reducing Māori re-offending. Supporting staff in their jobs, fostering transparent and clear communication, and promoting collaboration to achieve outcomes are fundamental themes underpinning our workplace culture.

We will prioritise the professional development and safety of our frontline staff so that they can work effectively to create lasting change in offenders' lives. We will identify those staff who are emerging leaders and fast track their development.

To reflect the professionalism of our staff, we will provide newly-designed uniforms to our front-line prison staff over the next year.

To develop our staff we will:

- establish a workforce engagement strategy to improve performance
- sponsor an emerging leaders group each year whose development will be fast tracked
- promote a refreshed Code of Conduct to strengthen integrity and focus our people on what matters
- equip all our frontline staff to be agents of change for offenders
- introduce new initiatives aimed at ensuring the health and safety of our people
- manage the development of all Corrections staff in a more coordinated manner, based on shared initiatives and partnerships with the wider state sector where appropriate. All these initiatives will be driven towards developing a workforce that is even more capable of reducing re-offending and improving public safety.

We will demonstrate our success through:

- improved measures of culture and staff engagement through annual surveys and local action.

A performance culture

We will strengthen a performance culture within Corrections, where the expectation is that everyone strives to achieve the highest level of success in their work with offenders. We will be courageous in our plans, bold in our goals, and confident in our approach.

To support this focus on performance we will:

- create a performance culture that provides transparency in our efforts, reporting against our bottom-line mandatory expectations and focusing on our performance in reducing re-offending
- benchmark our prisons' performance against the delivery of services by our contracted partner Serco at Mount Eden Corrections Facility
- ask every leader and manager to match their performance against our highest achievers, learn from them, and lead their teams to the same level of success.

Our partners

Strengthening partnerships is essential for Corrections and the justice sector, because the task of improving public safety and reducing re-offending is a societal challenge.

Corrections will lead efforts to reduce re-offending. Often actions that impact on reducing re-offending lie outside of Corrections' traditional domain. We must bring together our partners who work outside our organisational confines and work with them to set mutual goals, share capability and deliver actions.

We must work closely with our communities – with iwi, hapū and whānau, non-governmental organisations, community service providers, volunteers and the wider public sector, particularly the health, education and social sectors.

Of particular importance are our partnerships with Māori. To succeed overall, we must succeed with Māori offenders. Corrections is expanding its partnerships with Māori community groups and agencies to assist in the rehabilitation and reintegration of Māori offenders. These complement existing programmes and support provided in prisons and in the community. For example, Te Kauhanga Nui a Iwi, a Whangarei-based trust, works with Community Probation Services' staff to provide emergency housing, advocacy, crisis counselling, budgeting and whānau support services for Māori offenders. The two Whare Oranga Ake (residential reintegrative units) at the Spring Hill Corrections Facility and Hawke's Bay Regional Prison sites which are due to open in July 2011, will focus on gaining employment (or undertaking training/education), securing suitable accommodation, and improving family and wider social relationships.

Corrections is a key part of the justice sector. It works collaboratively with other agencies in the sector, notably the Ministry of Justice, Police and the Ministry of Social Development. Shared justice sector outcomes underpin a shared planning and budget process that informs Ministers when making policy and funding decisions. A shared approach means we can assess the flow on impacts of initiatives implemented in one part of the sector on other parts of the sector.

Corrections also shares ideas and expertise with international partners, and has strong ongoing relationships with Australian jurisdictions and other like-minded countries.

A key focus for justice sector collaboration at present is the Drivers of Crime project, which Cabinet has endorsed as a whole-of-government policy priority. Priority areas for action include early parenting support services for those most at-risk, behavioural programmes for at-risk children and young people, reducing harm from alcohol, and better responses to low-level offenders.

We will partner with private providers to inject innovation and effectiveness into our work. Key among these are the relationships we are establishing with Serco for the management of Mount Eden Corrections Facility and the proposed relationship that will be formed with the consortium building and managing the new prison at Wiri, South Auckland. Other partnerships for the delivery of key services are our relationships with Spotless for facilities management, with Gen-i for telecommunications and IT infrastructure management, a consortium of Optimization, HCL and the Resultex Group for application development, maintenance and support, with First Security for prisoner escorts and transportation and with G4S for electronic monitoring of offenders.

Over the next three years we will:

- select the preferred bidder for the proposed public private partnership for the new prison at Wiri
- manage the contract well with Serco for the management of Mt Eden Corrections Facility, incorporating innovations introduced by Serco into the wider prison system
- work alongside the wider community, whānau, hapū and iwi in helping prisoners to live an offence-free lifestyle by implementing Whare Oranga Ake at Spring Hill Corrections Facility and Hawke's Bay Regional Prison
- work with District Health Boards and the Ministry of Health to achieve local solutions to enhance community drug and alcohol treatment provided to offenders
- implement the Mental Health Screening tool alongside regional forensic mental health services
- seek opportunities to more actively engage the services of agencies and non-government organisations in the delivery of community work
- work with the Ministry of Education to increase opportunities for prisoners to learn
- work with Police to prevent and deter incidents of family violence by community-based offenders occurring at high risk times
- improve information sharing with the Child Youth and Family service, integrating our efforts to reduce offending among young people.

We will demonstrate our success through:

- our contracted partners delivering against the Key Performance Indicators in their contracts with Corrections
- more offenders receiving community based drug and alcohol treatment.

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. These requirements cover:

Section 190(1)(a) – reports on how the Chief Executive has carried out his functions under section 8(1)(k), 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 ensured those views were taken into account, together with information on how prison managers have carried out that responsibility.

Section 190(1)(b) – reports on the work undertaken by the inspectors of prisons, including statistical information about the disposition of complaints and comment on issues arising from complaints or visits.

Section 190(1)(c)(d)(e) – reports 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 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) – reports 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) – reports 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) and (3)
- 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) – reports on the operation of any contract prison, including a summary of reports by the manager of a contract prison, 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 electronic monitoring
- the average number of offenders who were subject to electronic monitoring and the average duration of the monitoring
- the percentage of offenders who, while subject to 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 2012.

In 2011/12 the Department of Corrections expects to earn income of:

- \$1,131.175 million in revenue from the crown
- \$41.648 million in revenue from other sources.

Expenses of \$1,172.823 million are expected in purchasing services that will be supplied and administered under the Department's six output classes. The distribution of expenditure is intended as follows:

- \$57.005 million (4.9% of the Vote) on providing information about offenders to victims of crime, the judiciary and the New Zealand Parole Board (NZPB), and the provision of administrative, financial and secretariat services to the New Zealand Parole Board.
- \$8.855 million (0.8% of the Vote) on providing for and managing contracts for the provision of custodial services by third parties.
- \$5.129 million (0.4% of the Vote) on providing ministerial services, the development of policies and the provision of policy advice.
- \$761.366 million (64.9% of the Vote) on providing custodial services for remand prisoners (people awaiting trial, and offenders convicted but not yet sentenced) and custodial services for offenders sentenced to imprisonment.
- \$140.820 million (12.0% of the Vote) on providing case management and interventions designed to address the underlying causes of criminal re-offending
- \$199.648 million (17.0% of the Vote) on providing the management and delivery of sentences and orders served in the community.

The Department manages a government investment (through taxpayers' funds) of \$2.278 billion.

Further information on the Department's performance is located on pages 28 to 60, 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.

Statement of Service Performance 2011/12

For the Year Ending 30 June 2012

As part of the Information Supporting the Estimates 2011/12

Budget 2011

OUTPUT CLASS: 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 (NZPB), and the provision of administrative, financial and secretariat services to the New Zealand Parole Board. Outputs in this output class will be provided within the appropriated sum of \$57.005 million (exclusive of GST).

Expenses and Revenue For the Year Ending 30 June 2012	Budgeted \$000 2010/11	Estimated Actual \$000 2010/11	Budget \$000 2011/12
Total Appropriation	66,090	66,090	57,005
Revenue from Crown	65,583	65,583	56,498
Revenue from Other	507	507	507

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 Service initiated proceedings. This output supports the Judiciary to make informed decisions.

This output is demand driven by the Judiciary and as such the Department has very limited control over the demand for its services. The expected demand within this output is approximately 65,000 reports to courts, and 106,000 court attendance hours; this has been derived using a combination of actual results and the 2010-2020 Criminal Justice Forecast where applicable.

The quality measures currently relate to the Department's internal assessment of quality. Further investigations are underway with the Ministry of Justice to develop a measure which will encompass the Judiciary's assessment around the quality of service the Department provides.

Performance Measures	Budgeted Standard 2010/11	Estimated Actual Standard 2010/11	Budget Standard 2011/12
Quality			
The percentage of reports provided to agreed standards (see note 3):			
• Probation reports	note 1	90%	≥90%
• Psychological reports:	note 1	100%	100%
– Private prison	note 2	note 2	100%
– Rehabilitation and Reintegration Services	note 1	100%	100%
Timeliness			
The percentage of reports provided to court within agreed timeframes before sentencing (see note 4):			
• Probation reports	95%	95%	≥95%
• Psychological reports:	100%	100%	100%
– Private prison	note 2	note 2	100%
– Rehabilitation and Reintegration Services	100%	100%	100%

OUTPUT: Information Services to the New Zealand Parole Board (NZPB)

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

This output is demand driven by the Board and as such the Department has very limited control over the demand for its services. The expected demand within this output is approximately 7,000 reports to the Board; this has been derived using actual results.

The quality measures currently relate to the Department's internal assessment of quality. Further investigations are underway to develop a measure which will encompass the Board's assessment around the quality of service provided by the Department.

Performance Measures	Budgeted Standard 2010/11	Estimated Actual Standard 2010/11	Budget Standard 2011/12
Quality			
The percentage of reports provided to agreed standards (see note 5):			
• Parole Assessment reports:	note 1	100%	100%
– Private prison	note 2	note 2	100%
– Rehabilitation and Reintegration Services	note 1	100%	100%
• Parole Progress reports	note 1	90%	≥90%
• Psychological reports:	note 1	100%	100%
– Private prison	note 2	note 2	100%
– Rehabilitation and Reintegration Services	note 1	100%	100%
Timeliness			
The percentage of reports provided to agreed timeframes (see note 6):			
• Parole Assessment reports:	note 1	75%	≥75%
– Private prison	note 2	note 2	≥75%
– Rehabilitation and Reintegration Services	note 1	75%	≥75%
• Parole Progress reports	95%	75%	≥95%
• Psychological reports:	100%	100%	100%
– Private prison	note 2	note 2	100%
– Rehabilitation and Reintegration Services	note 1	100%	100%

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.

This output is demand driven by the New Zealand Police and as such the Department has very limited control over the demand for its services. The expected demand within this output is 600 referrals received from the Police; this has been derived using actual results.

Performance Measures	Budgeted Standard 2010/11	Estimated Actual Standard 2010/11	Budget Standard 2011/12
Quality and Timeliness			
The number of justified complaints about notification services received from registered victims	Nil	Nil	Nil
The percentage of registered victims who are notified as per Department and legislative requirements (see note 7)	100%	100%	100%

OUTPUT: Administrative Services to New Zealand Parole Board (NZPB)

The Department provides administrative services to the Board.

This output is demand driven by the Board and as such the Department has very limited control over the demand for its services. The expected demand within this output is 8,500 hearings where administrative support will be required; this has been derived using actual results.

Performance Measures	Budgeted Standard 2010/11	Estimated Actual Standard 2010/11	Budget Standard 2011/12
Quality			
The percentage of offenders who are notified as per the NZPB requirements (see note 8)	100%	100%	100%
The percentage of victims who are notified as per the NZPB requirements (see note 9)	100%	100%	100%
Timeliness			
The percentage of all cases scheduled to be heard by the NZPB that are scheduled no later than 16 weeks from the date of the hearing	100%	100%	100%

OUTPUT CLASS: Management of Third Party Custodial Services

This appropriation is limited to preparing for and managing contracts for the provision of custodial services by third parties. Outputs in this output class will be provided within the appropriated sum of \$8.855 million (exclusive of GST).

Expenses and Revenue For the Year Ending 30 June 2012	Budgeted \$000 2010/11	Estimated Actual \$000 2010/11	Budget \$000 2011/12
Total Appropriation	24,956	24,956	8,855
Revenue from Crown	24,946	24,946	8,845
Revenue from Others	10	10	10

OUTPUT: Wiri Prison Public-Private Partnerships

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

Performance Measures	Budgeted Standard 2010/11	Estimated Actual Standard 2010/11	Budget Standard 2011/12
Complete the evaluation of Request for Proposal submissions and select a preferred bidder for the Wiri Public-Private Partnership project	note 1	note 1	Achieved by December 2011
Receive approval for the appointment of a preferred bidder for the Wiri Public-Private Partnership project	note 1	note 1	Achieved by February 2012

OUTPUT: Contract Management of Prisons

This output covers the contract management of an existing prison for the provision of custodial services. The objectives of the contract are:

- to ensure sustainable cost savings and service improvements
- to create opportunities for New Zealand businesses
- to improve public safety by ensuring sentence compliance and reducing re-offending
- that the services deliver better outcomes for Māori
- to provide mechanisms for adequate monitoring and evaluation in order to determine whether the implementation of the Government's policy in contracting out prison management has been successful
- that the private prison is operated in a way that is consistent with the Department's key strategies and the purpose of the corrections system

Performance Measures	Budgeted Standard 2010/11	Estimated Actual Standard 2010/11	Budget Standard 2011/12
Quality			
The third party provider has made available to the Department all information as required under the contract (see note 10)	note 2	note 2	100%
Routine relationship engagement surveys are conducted in line with the relationship principles as set out in the contract (see note 11)	note 2	note 2	Benchmark to be established during 2011/12
Develop a structured approach with the third party provider to review and implement innovative improvement opportunities which can support sustainable cost savings and service improvements (see note 12)	note 2	note 2	Structured approach developed by 30 June 2012
Timeliness			
Non-compliance events in relation to the third party provider are managed in accordance with the contract (see note 13)	note 2	note 2	100%
All information relative to the contract is provided to the third party provider in a timely manner to enable them to deliver the Department's key strategies as per the requirements of the contract (see note 14)	note 2	note 2	100%

OUTPUT CLASS: Policy Advice and Ministerial Services

This appropriation is limited to the provision of ministerial services, the development of policies and the provision of policy advice. Outputs in this output class will be provided within the appropriated sum of \$5.129 million (exclusive of GST).

Expenses and Revenue For the Year Ending 30 June 2012	Budgeted \$000 2010/11	Estimated Actual \$000 2010/11	Budget \$000 2011/12
Total Appropriation	5,067	5,067	5,129
Revenue from Crown	5,016	5,016	5,078
Revenue from Other	51	51	51

OUTPUT: Policy Advice and Development Services

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 2010/11	Estimated Actual Standard 2010/11	Budget Standard 2011/12
Quality			
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 (see note 15)	95%	95%	≥95%
Timeliness			
The percentage of policy advice delivered to the Minister of Corrections within agreed timelines (see note 16)	95%	95%	≥95%

OUTPUT: Ministerial Servicing

The Department provides responses to ministerial correspondence and parliamentary questions.

Performance Measures	Budgeted Standard 2010/11	Estimated Actual Standard 2010/11	Budget Standard 2011/12
Quality			
The percentage of ministerial draft correspondence that is signed without changes	90%	88%	≥90%
Timeliness			
The percentage of all responses to parliamentary questions that are completed within five working days	100%	100%	100%
The percentage of responses to ministerial draft correspondence that are completed within 20 working days	100%	100%	100%

OUTPUT CLASS: Prison-Based Custodial Services (Multi Class Output Appropriation)

APPROPRIATION: Custody of Remand Prisoners

This appropriation is limited to the provision of custodial services for remand prisoners (people awaiting trial, and offenders convicted but not yet sentenced).

APPROPRIATION: Custody of Sentenced Prisoners

This appropriation is limited to the provision of custodial services for offenders sentenced to imprisonment.

Outputs in this output class will be provided within the appropriated sum of \$761.366 million (exclusive of GST).

Expenses and Revenue For the Year Ending 30 June 2012	Budgeted \$000 2010/11	Estimated Actual \$000 2010/11	Budget \$000 2011/12
Total Appropriation	749,441	749,441	761,366
<i>Custody of Remand Prisoners</i>	<i>177,011</i>	<i>177,011</i>	<i>177,265</i>
<i>Custody of Sentenced Prisoners</i>	<i>572,430</i>	<i>572,430</i>	<i>584,101</i>
Revenue from Crown	742,403	742,403	754,218
<i>Custody of Remand Prisoners</i>	<i>175,358</i>	<i>175,358</i>	<i>175,586</i>
<i>Custody of Sentenced Prisoners</i>	<i>567,045</i>	<i>567,045</i>	<i>578,632</i>
Revenue from Other	7,038	7,038	7,148
<i>Custody of Remand Prisoners</i>	<i>1,653</i>	<i>1,653</i>	<i>1,679</i>
<i>Custody of Sentenced Prisoners</i>	<i>5,385</i>	<i>5,385</i>	<i>5,469</i>

Custody of Remand Prisoners

This output provides custodial services for remand prisoners (people awaiting trial, and offenders convicted but not yet sentenced) and ensures offenders complete the correct imposed order and comply with the specific restrictions and requirements of their order, are not harmed, and are treated fairly and their legitimate needs are met.

This output is demand driven by the Judiciary and as such the Department has very limited control over the demand for its services. The expected demand within this output is an average of 1,946 remand prisoners with the maximum number of remand prisoners being 2,033; these have been derived using the 2010-2020 Criminal Justice Forecast.

Mt Eden Corrections Facility (MECF) is a private prison and is predominately a remand prison, and will hold close to 40 percent of the overall average remand prisoner population for New Zealand; an average of 766 remand prisoners. MECF has a capacity of 966 prisoners, 80 percent of which will accommodate remand prisoners. The demand for remand prisoner accommodation is influenced by the Judiciary and as such is not within the direct control of the Department.

The budget standards for the quality of service for remand prisoners for both Prison Services and MECF are based on the number of incidents expected and the prisoner population anticipated. One incident in a smaller population will result in a higher rate than the same incident in a higher population. This explains why budget standard rates for MECF are generally higher than the Prison Services rates for the same performance measure.

Performance Measures	Budgeted Standard 2010/11	Estimated Actual Standard 2010/11	Budget Standard 2011/12
Quality			
The rate of breakout escapes per 100 remand prisoners (see note 17) (Number of breakout escapes):	≤0.10 (2)	0.20 (3)	≤0.10 (2)
• Private prison	note 2	note 2	≤0.13 (1)
• Prison Services	≤0.10 (2)	0.20 (3)	≤0.08 (1)
The rate of other escapes per 100 remand prisoners (see note 18) (Number of other escapes):	≤0.05 (1)	0.05 (1)	≤0.05 (1)
• Private prison	note 2	note 2	0.00 (0)
• Prison Services	≤0.05 (1)	0.05 (1)	≤0.08 (1)
The rate of serious prisoner/prisoner assaults per 100 remand prisoners (see note 19) (Number of serious prisoner/prisoner assaults):	≤0.60 (12)	0.60 (12)	≤0.62 (12)
• Private prison	note 2	note 2	≤0.65 (5)
• Prison Services	≤0.60 (12)	0.60 (12)	≤0.59 (7)

Performance Measures	Budgeted Standard 2010/11	Estimated Actual Standard 2010/11	Budget Standard 2011/12
The rate of serious prisoner/staff assaults per 100 remand prisoners (see note 19) (Number of serious prisoner/staff assaults):	≤0.10 (2)	0.20 (4)	≤0.10 (2)
• Private prison	note 2	note 2	≤0.13 (1)
• Prison Services	≤0.10 (2)	0.20 (4)	≤0.08 (1)
The rate of unnatural deaths per 100 remand prisoners (see note 20) (Number of unnatural deaths):	≤0.15 (3)	0.39 (8)	≤0.15 (3)
• Private prison	note 2	note 2	≤0.13 (1)
• Prison Services	≤0.15 (3)	0.39 (8)	≤0.17 (2)
The rate of self-harm threat-to-life incidents per 100 remand prisoners (see note 21) (Number of self-harm threat-to-life incidents):	≤1.00 (20)	1.00 (20)	≤0.62 (12)
• Private prison	note 2	note 2	≤0.65 (5)
• Prison Services	≤1.00 (20)	1.00 (20)	≤0.59 (7)

OUTPUT: Custody of Sentenced Prisoners

This output provides custodial services for offenders sentenced to imprisonment and ensures offenders complete the correct imposed sentence and comply with the specific restrictions and requirements of their sentence, are not harmed, and are treated fairly and their legitimate needs are met.

This output is demand driven by the Judiciary and as such the Department has very limited control over the demand for its services. The expected demand within this output is an average of 7,086 sentenced prisoners with the maximum number of sentenced prisoners being 7,193; these have been derived using the 2010-2020 Criminal Justice Forecast.

Mt Eden Corrections Facility (MECF) is a private prison and will hold approximately three percent of the overall average sentenced prisoner population for New Zealand; an average of 200 sentenced prisoners. MECF has a capacity of 966 prisoners, 20 percent of this capacity will accommodate sentenced prisoners. The demand for sentenced prisoner accommodation is influenced by the Judiciary and as such is not within the direct control of the Department.

The budget standards for the quality of service for sentenced prisoners for both Prison Services and MECF are based on the number of incidents expected and the prisoner population anticipated. One incident in a smaller population will result in a higher rate than the same incident in a higher population. This explains why budget standard rates for MECF are generally higher than the Prison Services rates for the same performance measure.

Performance Measures	Budgeted Standard 2010/11	Estimated Actual Standard 2010/11	Budget Standard 2011/12
The rate of breakout escapes per 100 sentenced prisoners (see note 17) (Number of breakout escapes):	≤0.09 (6)	0.09 (6)	≤0.07 (5)
• Private prison	note 2	note 2	0.00 (0)
• Prison Services	≤0.09 (6)	0.09 (6)	≤0.07 (5)
The rate of other escapes per 100 sentenced prisoners (see note 18) (Number of other escapes):	≤0.16 (11)	0.16 (11)	≤0.14 (10)
• Private prison	note 2	note 2	0.00 (0)
• Prison Services	≤0.16 (11)	0.16 (11)	≤0.15 (10)
The rate of serious prisoner/prisoner assaults per 100 sentenced prisoners (see note 19) (Number of serious prisoner/prisoner assaults):	≤0.31 (20)	0.31 (20)	≤0.28 (20)
• Private prison	note 2	note 2	≤0.50 (1)
• Prison Services	≤0.31 (20)	0.31 (20)	≤0.28 (19)

Performance Measures	Budgeted Standard 2010/11	Estimated Actual Standard 2010/11	Budget Standard 2011/12
The rate of serious prisoner/staff assaults per 100 sentenced prisoners (see note 19) (Number of serious prisoner/staff assaults):	≤0.09 (6)	0.09 (6)	≤0.08 (6)
• Private prison	note 2	note 2	≤0.50 (1)
• Prison Services	≤0.09 (6)	0.09 (6)	≤0.07 (5)
The rate of unnatural deaths per 100 sentenced prisoners (see note 20) (Number of unnatural deaths):	≤0.06 (4)	0.06 (4)	≤0.06 (4)
• Private prison	note 2	note 2	0.00 (0)
• Prison Services	≤0.06 (4)	0.06 (4)	≤0.06 (4)
The rate of self-harm threat-to-life incidents per 100 sentenced prisoners (see note 21) (Number of self-harm threat-to-life incidents):	≤0.50 (34)	0.50 (34)	≤0.28 (20)
• Private prison	note 2	note 2	≤0.50 (1)
• Prison Services	≤0.50 (34)	0.50 (34)	≤0.28 (19)

OUTPUT: Health

This is a shared output across both remand and sentenced prisoners where the Department provides for health assessments and primary health care for prisoners in custody.

This output is demand driven and as such the Department has very limited control over the demand for its services. The expected demand within this output is 29,534 prisoners who require a health screening upon reception and a total of 248,094 consultations with healthcare staff; these have been derived using actual results.

Mt Eden Corrections Facility (MECF) is a private prison and will hold approximately 11 percent of the overall average prisoner population for New Zealand; an average of 966 prisoners.

The budget standards for the quality of service for prisoners for both Prison Services and MECF have been determined using a combination of information and expectations for ensuring offenders health and wellbeing is maintained by ensuring their health needs are met.

Performance Measures	Budgeted Standard 2010/11	Estimated Actual Standard 2010/11	Budget Standard 2011/12
Quality			
The percentage of eligible prisoners who are referred for a specialist health assessment within seven days of reception to a prison (see note 22):	note 1	90%	≥90%
• Private prison	note 2	note 2	≥90%
• Prison Services	note 1	90%	≥90%
The percentage of justified complaints by prisoners relating to the provision of health services:	note 1	3%	≤3%
• Private prison	note 2	note 2	≤3%
• Prison Services	note 1	3%	≤3%
Timeliness			
The percentage of all remand and newly sentenced prisoners who are screened by a health professional within 24 hours of reception:	note 1	100%	100%
• Private prison	note 2	note 2	100%
• Prison Services	note 1	100%	100%

OUTPUT: Crime Prevention

This is a shared output across both remand and sentenced prisoners where the Department uses drug testing as a deterrent against the use of drugs by prisoners whilst in prison. This is complemented by other drug control activities such as check points, dogs, and cell searches.

Mt Eden Corrections Facility (MECF) will hold approximately 11 percent of the overall average prisoner population for New Zealand; an average of 966 prisoners.

The budget standards for the quality of service for prisoners for both Prison Services and MECF have been determined using a combination of information and expectations for ensuring offenders comply with and complete their sentence and, if there are any breaches appropriate enforcement action is taken.

Performance Measures	Budgeted Standard 2010/11	Estimated Actual Standard 2010/11	Budget Standard 2011/12
Quality			
The positive percentage rate of general random drug tests for remand prisoners:	note 1	16%	≤16%
• Private prison	note 2	note 2	≤16%
• Prison Services	note 1	16%	≤16%
The positive percentage rate of general random drug tests for sentenced prisoners:	note 1	10%	≤10%
• Private prison	note 2	note 2	≤10%
• Prison Services	note 1	10%	≤10%
Quantity			
The total number of drug tests sampled (see note 23):	11,612	11,612	11,612
• Private prison	note 2	note 2	1,242
• Prison Services	11,612	11,612	10,370
The number of prisoner telephone calls monitored:	21,000	51,673	51,673
• Private prison	note 2	note 2	5,527
• Prison Services	21,000	51,673	46,146

OUTPUT CLASS: 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. Outputs in this output class will be provided within the appropriated sum of \$140.820 million (exclusive of GST).

Expenses and Revenue For the Year Ending 30 June 2012	Budgeted \$000 2010/11	Estimated Actual \$000 2010/11	Budget \$000 2011/12
Total Appropriation	135,053	135,053	140,820
Revenue from Crown	97,824	97,824	108,591
Revenue from Other	37,229	37,229	32,229

OUTPUT: Case Management

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

Performance Measures	Budgeted Standard 2010/11	Estimated Actual Standard 2010/11	Budget Standard 2011/12
Quality			
The percentage of initial offender plans which meet the agreed quality standards (see note 24):	note 1	note 1	100%
• Private prison	note 2	note 2	100%
• Rehabilitation and Reintegration Services	note 1	note 1	100%
Timeliness			
The percentage of initial offender plans which are completed to agreed timeframes (see note 25):	note 1	note 1	≥85%
• Private prison	note 2	note 2	≥85%
• Rehabilitation and Reintegration Services	note 1	note 1	≥85%
Quantity			
The percentage of prisoners entitled to receive an offender plan that received one (see note 26):	note 1	note 1	≥90%
• Private prison	note 2	note 2	≥90%
• Rehabilitation and Reintegration Services	note 1	note 1	≥90%

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 a minimum number of prisoners each year.

Performance Measures	Budgeted Standard 2010/11	Estimated Actual Standard 2010/11	Budget Standard 2011/12
Quality			
The percentage of prisoners that start classroom based adult literacy and numeracy education who met the selection criteria (see note 27):	note 1	note 1	100%
• Private prison	note 2	note 2	100%
• Rehabilitation and Reintegration Services	note 1	note 1	100%
The percentage of prisoners who started classroom based adult literacy and numeracy education who demonstrate measurable improvements in literacy and numeracy skills as measured by the Tertiary Education Commission Literacy and Numeracy for Adults Assessment Tool (see note 28):	note 1	note 1	≥75%
• Private prison	note 2	note 2	≥75%
• Rehabilitation and Reintegration Services	note 1	note 1	≥75%
Quantity			
The number of qualifications achieved by prisoners through Corrections Inmate Employment (see note 29)	note 1	note 1	2,550
The average number of credits achieved by prisoners learning industry-based skills under the National Qualifications Framework through Corrections Inmate Employment	24	24	27

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 2010/11	Estimated Actual Standard 2010/11	Budget Standard 2011/12
Quality			
The percentage of prisoners who have participated in a Release to Work programme and who have secured employment with the Release to Work employer upon release:	note 1	note 1	≥50%
• Private prison	note 2	note 2	≥50%
• Rehabilitation and Reintegration Services	note 1	note 1	≥50%
Compliance with Health and Safety management (see note 30):	note 1	note 1	100%
• Private prison	note 2	note 2	100%
• Rehabilitation and Reintegration Services	note 1	note 1	100%
Quantity			
The total number of prisoners employed while in custody:	note 1	note 1	4,871
• Private prison	note 2	note 2	Benchmark to be established during 2011/12
• Rehabilitation and Reintegration Services:	note 1	note 1	4,871
– Prison-based work	note 1	note 1	1,725
– Corrections Inmate Employment	note 1	note 1	3,078
– Community Service activities	note 1	note 1	68

OUTPUT: Interventions: Rehabilitation

This output is focused on ensuring offenders start and complete their rehabilitation interventions (offence focused or other), and that offenders were identified correctly and selected as those who would benefit most from those interventions.

Performance Measures	Budgeted Standard 2010/11	Estimated Actual Standard 2010/11	Budget Standard 2011/12
Quality			
The percentage of offenders who start and complete an offence focussed intervention (see note 31):			
• Prisoners:	note 1	note 1	70-95%
– Private prison	note 2	note 2	70-95%
– Rehabilitation and Reintegration Services	note 1	note 1	70-95%
• Community-based offenders	note 1	note 1	≥65%
The percentage of offenders on an offence focused intervention who met the selection criteria (see note 31):	note 1	note 1	≥90%
• Private prison	note 2	note 2	≥90%
• Rehabilitation and Reintegration Services	note 1	note 1	≥90%
The percentage of offenders who start and complete other rehabilitative interventions (see note 32):			
• Prisoners:	note 1	note 1	70-95%
– Private prison	note 2	note 2	70-95%
– Rehabilitation and Reintegration Services	note 1	note 1	70-95%
• Community-based offenders	note 1	note 1	≥65%
The percentage of psychological reports provided to the agreed quality standard (see note 33):	95%	95%	100%
• Private prison	note 2	note 2	100%
• Rehabilitation and Reintegration Services	95%	95%	100%
Timeliness			
The percentage of psychological reports provided within the agreed timeframe (see note 34):	note 1	note 1	≥95%
• Private prison	note 2	note 2	≥95%
• Rehabilitation and Reintegration Services	note 1	note 1	≥95%
Quantity			
The total number of offenders who start an offence focussed rehabilitation intervention (see note 31):	note 1	note 1	4,444
• Prisoners:	note 1	note 1	1,255
– Private prison	note 2	note 2	Benchmark to be established during 2011/12
– Rehabilitation and Reintegration Services	note 1	note 1	1,255
• Community-based offenders	note 1	note 1	3,189
The total number of offenders who start other rehabilitative interventions (see note 32):	note 1	note 1	3,874
• Prisoners:	note 1	note 1	2,501
– Private prison	note 2	note 2	Benchmark to be established during 2011/12
– Rehabilitation and Reintegration Services	note 1	note 1	2,501
• Community-based offenders	note 1	note 1	1,373
The total number of psychological hours provided:	36,140	36,140	36,140
• Private prison	note 2	note 2	Benchmark to be established during 2011/12
• Rehabilitation and Reintegration Services	36,140	36,140	36,140
The total number of psychological reports provided:	3,433	3,433	3,433
• Private prison	note 2	note 2	Benchmark to be established during 2011/12
• Rehabilitation and Reintegration Services	3,433	3,433	3,433

OUTPUT: Interventions: Reintegration

This output is focused on ensuring offenders start and complete their reintegrative interventions, and that offenders were identified correctly and selected as those who would benefit most from those interventions.

Performance Measures	Budgeted Standard 2010/11	Estimated Actual Standard 2010/11	Budget Standard 2011/12
Quality			
The percentage of offenders who start and complete a reintegrative intervention:			
• Prisoners:	note 1	note 1	≥90%
– Private prison	note 2	note 2	≥90%
– Rehabilitation and Reintegration Services	note 1	note 1	≥90%
• Community-based offenders	note 1	note 1	≥65%
Quantity			
The total number of offenders who start a reintegrative intervention:	note 1	note 1	13,140
• Prisoners:	note 1	note 1	12,940
– Private prison	note 2	note 2	Benchmark to be established during 2011/12
– Rehabilitation and Reintegration Services	note 1	note 1	12,940
• Community-based offenders	note 1	note 1	200

OUTPUT CLASS: Sentences and Orders Served in the Community

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

Outputs in this output class will be provided within the appropriated sum of \$199.648 million (exclusive of GST).

Expenses and Revenue For the Year Ending 30 June 2012	Budgeted \$000 2010/11	Estimated Actual \$000 2010/11	Budget \$000 2011/12
Total Appropriation	195,490	195,490	199,648
Revenue from Crown	193,553	193,553	197,945
Revenue from Other	1,937	1,937	1,703

OUTPUT: Home Detention Sentences

This output covers sentences imposed by the courts which 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.

This output is demand driven by the Judiciary and as such the Department has very limited control over the demand for its services. The expected demand within this output is an average of 3,544 offenders serving Home Detention sentences and a total of 4,088 offenders commencing a new Home Detention sentence; these have been derived using the 2010-2020 Criminal Justice Forecast.

Performance Measures	Budgeted Standard 2010/11	Estimated Actual Standard 2010/11	Budget Standard 2011/12
Quality and Timeliness			
The percentage of offenders who have complied with their Home Detention sentence, or who have been held to account	note 1	note 1	≥90%

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.

This output is demand driven by the Judiciary and as such the Department has very limited control over the demand for its services. The expected demand within this output is an average of 50,043 offenders serving Community-based sentences and a total of 66,172 offenders commencing a new Community-based sentence; these have been derived using the 2010-2020 Criminal Justice Forecast.

Performance Measures	Budgeted Standard 2010/11	Estimated Actual Standard 2010/11	Budget Standard 2011/12
Quality and Timeliness			
The percentage of offenders who have complied with their Community-based sentence, or who have been held to account	note 1	note 1	≥90%

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 Board and Extended Supervision orders imposed by the courts, with additional special conditions set by the Board 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.

This output is demand driven by the Judiciary and the Board and as such the Department has very limited control over the demand for its services. The expected demand within this output is an average of 6,380 offenders serving Post-release orders and a total of 7,105 offenders commencing a new Post-release order; these have been derived using the 2010-2020 Criminal Justice Forecast. On average 200 offenders will be subject to residential restrictions.

Performance Measures	Budgeted Standard 2010/11	Estimated Actual Standard 2010/11	Budget Standard 2011/12
Quality and Timeliness The percentage of offenders who have complied with their Post-release order, or who have been held to account	note 1	note 1	≥90%

Notes to Performance measures

Note #	Reference/Performance measure	Definition
1	New measure for 2011/12	These new performance measures are being introduced for the 2011/12 financial year.
2	New service delivery for 2011/12	These performance measures are not applicable for previous years and are being introduced for the 2011/12 financial year; these relate to the introduction of the private prison.
3	The percentage of reports provided to agreed standards (judiciary)	<p>Probation reports</p> <p>Reports are completed to formal standards as set out in the Community Probation Service Quality Assurance System (QAS). Specific guidelines are provided in respect of each of the individual report types that are included under the heading of 'Probation' reports.</p> <p>Psychological reports</p> <p>Psychological reports are completed to formal standards as set out in the Psychological Services Operations Manual (Chapter 3, Section 2) including:</p> <ul style="list-style-type: none"> • Report is concise, logical and grammatically correct; • The source and referral reason are clearly stated; • All relevant and appropriate information is included; • Sources of information are well-documented (and verified); • Report contains a clear statement of appropriate recommendations; • Report documents appropriate care for rights of offenders, as specified in the Psychological Services Operations Manual; • Report is signed by the indicated parties or written explanation is given if signatures are missing.
4	The percentage of reports provided to court within agreed timeframes before sentencing	<p>Probation reports</p> <p>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 reports</p> <p>Psychological Services provide 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>
5	The percentage of reports provided to agreed standards (NZPB)	<p>Parole Assessment reports</p> <p>Quality standards are set by Rehabilitation and Reintegration Services. The Parole Assessment report is completed to the quality standard as identified in the Parole Assessment report quality assurance checklist including:</p> <ul style="list-style-type: none"> • The report accurately reflects information available about the prisoner's progress whilst in prison (including behaviour and attitude and progress made against planned rehabilitation and reintegration activities); • The report provides consistent information, with sufficient detail to minimise the likelihood of clarification questions from the NZPB; • The report responds to recommendations and questions posed by the NZPB at previous hearings; • Spelling, grammar and presentation are of a high standard.

Note #	Reference/Performance measure	Definition
5	The percentage of reports provided to agreed standards (NZPB)	<p>Parole Progress reports Reports are completed to formal standards as set out in the Community Probation Service QAS.</p> <p>Psychological reports Psychological reports are completed to formal standards as set out in the Psychological Services Operations Manual including:</p> <ul style="list-style-type: none"> • Report is concise, logical and grammatically correct; • The source and referral reason are clearly stated; • All relevant and appropriate information is included; • Sources of information are well-documented (and verified); • Report contains a clear statement of appropriate recommendations; • Report documents appropriate care for rights of offenders, as specified in the Psychological Services Operations Manual; • Report is signed by the indicated parties or written explanation is given if signatures are missing.
6	The percentage of reports provided to agreed timeframes (NZPB)	<p>Parole Assessment reports Parole Assessment reports are provided to the NZPB at least 15 working days prior to the hearing date.</p> <p>Parole Progress reports Parole Progress reports are provided to the NZPB at least 10 working days prior to the hearing date.</p> <p>Psychological reports Psychological reports are prepared for the NZPB at least five weeks prior to the hearing date.</p>
7	The percentage of registered victims who are notified as per Department and legislative requirements	<p>Victims' Rights Act 2002 (Date of assent 17 October 2002) Part 3 – Provisions relating to rights of victims of certain offences. Responsibility of Corrections in relation to victims who have asked for notice and given their current address.</p>
8	The percentage of offenders who are notified as per the NZPB requirements	<ul style="list-style-type: none"> • Offenders are notified of an impending hearing no later than 14 days from the date of the hearing • Offenders are notified of a Board decision no later than 14 days following receipt of the signed decision
9	The percentage of victims who are notified as per the NZPB requirements	<ul style="list-style-type: none"> • Victims are notified of an impending hearing no later than 28 days from the hearing • Victims are notified of a Board decision no later than 14 days following receipt of the signed decision
10	The third party provider has made available to the Department all information as required under the contract	<ul style="list-style-type: none"> • Monthly reporting • Quarterly reporting • Contractor performance reports • Notices issued • Meeting minutes • Performance notices
11	Routine relationship engagement surveys are conducted in line with the relationship principles as set out in the contract	<ul style="list-style-type: none"> • Service approach • Teamwork • Risk sharing • Service evolution • Innovation • Transparency

Note #	Reference/Performance measure	Definition
12	Develop a structured approach with the third party provider to review and implement innovative improvement opportunities which can support sustainable cost savings and service improvements	The development of the structured approach will be based on the following areas: <ul style="list-style-type: none"> • Idea generation • Concept development • Business analysis • Testing • Implementation
13	Non-compliance events in relation to the third party provider are managed in accordance with the contract	<ul style="list-style-type: none"> • Performance notices issued • Un-remedied performance notices issued
14	All information relative to the contract is provided to the third party provider in a timely manner to enable them to deliver the Department's key strategies as per the requirements of the contract	<ul style="list-style-type: none"> • Vote Corrections performance measures and standards • Statement of Intent (medium term focus of the Department) • Strategic business plans • Other accountability documents
15	The percentage of policy advice delivered to the Minister of Corrections that meets agreed standards	<ul style="list-style-type: none"> • Includes a clear statement of purpose • Is accurate and uses sound information • Presents a clear, concise and logical argument, with explicit assumptions and supported by facts • Draws on professional knowledge and appropriate methodologies • Examines comparative material • Presents options • Uses a clear conceptual and well-articulated framework • Considers resource, legal and human rights, implication and implementation issues/practicability • Considers evaluation • Considers issues for Māori and Pacific peoples • Considers risk, costs and benefits
16	The percentage of policy advice delivered to the Minister of Corrections within agreed timelines	Each policy advice item requested is subject to timelines agreed between the Minister and the Department.
17	Breakout escape	Where a prisoner has breached security measures and the prisoner has physically left the area contained by the outermost perimeter fence or, if there is no such fence, prison buildings, police cell, court complex or other place of custodial control.
18	Other escape	Where low security prisoners walk away from their place of supervision and escapes while under the supervision of officers during escorted outings including escorts to and from court.
19	Serious assault	An act of physical violence that involves either: sexual assault of any form and degree, bodily harm requiring medical intervention by medical staff followed by overnight hospitalisation in a medical facility or bodily harm requiring ongoing medical intervention.
20	Unnatural death	Unnatural deaths include apparent suicide, homicide, drug overdose and accident.
21	Self-harm threat-to-life	Intentional acts of harm to which would most probably have led to death if there was no immediate intervention.
22	The percentage of eligible prisoners who are referred for a specialist health assessment within seven days of reception to a prison	The numbers of new receptions who have been assessed as requiring a cardio vascular risk assessment (CVRA) and have consented to a CVRA. The number of prisoners who are in continuous custody and have received a CVRA within eight weeks of consent.
23	The total number of drug tests sampled	Include: Voluntary Participant (manual), Reasonable Cause (manual), Identified Drug User Voluntary Participant (manual), Temporary Release (random), Identified Drug User (random), General Random (random)

Note #	Reference/Performance measure	Definition
24	The percentage of initial offender plans which meet the agreed quality standards	<p>Quality standards are set by Rehabilitation and Reintegration Services and are assessed using a QA checklist in the Offender Management manual.</p> <p>An offender plan is completed to standards as identified in the 'Offender Plan Quality Assurance Checklist', including:</p> <ul style="list-style-type: none"> • The plan correctly identifies the prisoner's 'needs' (i.e. the needs in the offender plan match the identified needs from the assessment); • The plan contains appropriate activities to address those needs (activities match the need and the prisoner is eligible to participate in the activity); • There is clear evidence to explain why the need and activities have been identified; • All necessary information and instructions have been given to other staff in the staff briefing sheet.
25	The percentage of initial offender plans which are completed to agreed timeframes	<p>Corrections Act 2004, Section 51 – Management Plans</p> <ul style="list-style-type: none"> • For remand prisoners – within 56 days of a continuous period of remand (measure is percentage of plans that have not been created by day 57). • For short-serving prisoners, i.e. with time to serve between 28 days and 26 weeks – within 28 days of sentence commencement date (measure is percentage of plans that have not been created on day 29). • For longer serving prisoners, i.e. time to serve is more than 26 weeks – within 60 days of sentence commencement date (measure is percentage of plans that have not been created on day 61).
26	The percentage of prisoners entitled to receive an offender plan that received one	<p>Corrections Act 2004 – Section 51. Management Plans</p> <p>This section applies to every prisoner who is:</p> <ul style="list-style-type: none"> • sentenced to imprisonment for a term of more than 2 months; or • in custody for a continuous period of more than 2 months on remand.
27	The percentage of prisoners that start classroom based adult literacy and numeracy education who met the selection criteria	<p>Prisoners who do not meet the cut score on the post sentencing "Skills Check" screening tool are eligible to undertake specialist diagnostic assessment. Suitability to start the programme is determined by the provider at the assessment stage.</p> <p>Prisoners are eligible if they:</p> <ul style="list-style-type: none"> • Have been identified by the Department as having a literacy and/or numeracy need on their Offender Plan, and • Are subsequently identified by a literacy and numeracy specialist, following an Initial Diagnostic Assessment (IDA), as having a relevant level of literacy and/or numeracy need, and • Are motivated and have agreed to undertake the programme. <p>Note: Of these selection criteria only those prisoners identified with a literacy and numeracy need following an IDA will be measured.</p>
28	The percentage of prisoners who started classroom based adult literacy and numeracy education who demonstrate measurable improvements in literacy and numeracy skills as measured by the Tertiary Education Commission Literacy and Numeracy for Adults Assessment Tool	<p>Prisoners will be regularly assessed using the Literacy and Numeracy for Adults Assessment Tool after each period of 32 hours of tuition.</p> <p>Measurable improvements are where there is a statistically significant increase based on the Literacy and Numeracy for Adults Assessment Tool.</p>

Note #	Reference/Performance measure	Definition
29	The number of qualifications achieved by prisoners through Corrections Inmate Employment	<ul style="list-style-type: none"> • 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. • 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. • 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. • Trade Ticket – qualification underpinned by unit standards indicating trade currency and competency. Examples: 4711 Welding Ticket or Electrical Limited Regulation Ticket. • Drivers license – qualification composed of unit standards authorising individuals to drive prescribed types of vehicles. • Health and Safety – qualification sanctioned by ITO's, underpinned by or containing unit standards. Examples are: first aid, Grow Safe and Site Safe.
30	Compliance with Health and Safety management	An indication of the performance of CIE in managing its training and businesses in a safe and effective manner for prisoners and employees. The measure is based on the satisfactory completion of one annual assessment completed by ACC and two self assessments. These will be to secondary level standard according to the ACC standards. The measure includes any Department of Labour (DoL) on-site review following an accident being given a rating that incorporated approval to continue operating.
31	Offence focused interventions	The Department delivers a number of interventions to both prisoners and offenders. These are targeted at addressing factors relating to offending. Offence-related interventions require offenders to examine the causes of their offending and develop specific skills and strategies to reduce the likelihood of their re-offending in the future.
32	Other rehabilitative interventions	The Department delivers a number of interventions to both prisoners and offenders. These are targeted at addressing factors relating to offending. Rehabilitative interventions which are not specifically offence focussed encourage offenders to develop the motivation to change and learn new skills and strategies to enable them to modify their behaviour and reduce the likelihood of their re-offending in the future.
33	The percentage of psychological reports provided to the agreed quality standards	<p>Reports are completed to formal standards as set out in the Psychological Services Operations Manual:</p> <ul style="list-style-type: none"> • Report is concise, logical and grammatically correct; • The source and referral reason are clearly stated; • All relevant and appropriate information is included; • Sources of information are well-documented (and verified); • Report contains a clear statement of appropriate recommendations; • Report documents appropriate care for rights of offenders, as specified in the Psychological Services Operations Manual; • Report is signed by the indicated parties or written explanation is given if signatures are missing.
34	The percentage of psychological reports provided within the agreed timeframe	As described in Chapter 3 of the Psychological Services Operations Manual: Reports must be written and provided to Prison Services / Community Probation Service within 10 working days following completion of assessment and completion or termination of treatment.

Impact measure performance and baseline comparison

Outcome	Impact	Impact Measure
Public Safety	The integrity of sentences and orders is maintained and offenders are held to account	More offenders complying with their sentences and orders, or being held to account
		Decreased rates of escapes from custody <ul style="list-style-type: none"> • Breakout escapes • Other escapes
		A decreased percentage of positive general random drug tests within prisons <ul style="list-style-type: none"> • Remand • Sentenced
		Decreasing rates of serious prisoner assaults, both on staff and on other prisoners <ul style="list-style-type: none"> • Prisoner/Prisoner • Prisoner/Staff
	Risks of harm to others are minimised	Reductions in community offenders' risk of harm to others
		Reduced rates of re-offending committed by offenders on parole or Home Detention
	The Judiciary and Parole Board make informed decisions	Improved reports to the Judiciary and the Parole Board - more reports provided within agreed timeframes and to agreed standards pursuant to the Judiciary's and the Parole Board's requirements
		All offenders being notified as per the NZPB requirements
		All victims being notified as per the NZPB requirements
Re-offending is reduced	Offenders have the skills and support to lead law-abiding lives	Reduced re-offending rates for key rehabilitative programmes
		Reduced likelihood and seriousness of offending for community-based offenders
		More skills being gained by prisoners including: <ul style="list-style-type: none"> • increased average number of credits achieved under the National Qualification framework • increased percentage of prisoners who demonstrate measurable increases in literacy and numeracy after starting classroom-based adult literacy and numeracy course
		More prisoners finding stable employment on release from prison, including: <ul style="list-style-type: none"> • increased percentage of Release To Work prisoners with secured employment on release • increased percentage of prisoners employed post-release (to be developed during 2011/12)
		More prisoners finding stable accommodation on release from prison (measure to be developed during 2011/12)
	Offenders' health and wellbeing is maintained	Decreased rates of unnatural deaths of offenders
		Fewer incidents of self-harm by offenders
		Fewer justified complaints to the Corrections Inspectorate
		The proportion of prisoners with health needs that have been managed during their time in prison
		Fewer justified complaints by prisoners relating to the provision of health services

Outcome	Outcome Measure
Reducing Re-offending	Reduction in percentage of released prisoners reconvicted within 12 months of release
	Reduction in percentage of released prisoners reimprisoned within 12 months of release
	Reduction in percentage of offenders on community sentences and orders rates reconvicted within 12 months of sentence/order commencement
	Reduction in percentage of offenders on community sentences and orders rates imprisoned within 12 months of sentence/order commencement

	2007/08			2008/09			2009/10			2010/11 Budget Standard	2011/12 Budget Standard	Directional movement
	Māori	Non-Māori	Total	Māori	Non-Māori	Total	Māori	Non-Māori	Total			
										≥90%	↔	
	0.33	0.26	0.29	0.20	0.10	0.15	0.12	0.09	0.11	0.23	0.20	↓
	0.03	0.15	0.09	0.10	0.03	0.06	0.07	0.00	0.04	0.09	0.08	
	0.31	0.10	0.20	0.10	0.08	0.09	0.05	0.09	0.07	0.14	0.12	
	16%	11%	13%	15%	8%	11%	13%	7%	10%	–	≤16% ≤10%	↓
	0.46	0.31	0.38	0.52	0.55	0.53	0.41	0.35	0.38	0.36	0.35	↓
	0.10	0.05	0.08	0.10	0.18	0.14	0.02	0.02	0.02	0.09	0.09	
										≤90%	≤90%	↑
			100%			92%			96%	100%	100%	↔
			100%			97%			88%	100%	100%	↔
									27	24	27	↑
	0.03	0.10	0.06	0.02	0.10	0.06	0.02	0.12	0.07	0.08	0.08	↓
	0.36	0.33	0.34	0.42	0.40	0.41	0.36	0.37	0.37	0.60	0.30	↓
			84			93			57	–	–	↓
												↓
			2			0			1	–	≤3	↓

	2007/08			2008/09			2009/10			2010/11 Budget Standard	2011/12 Budget Standard	Directional movement
	Māori	NZE*	Total	Māori	NZE*	Total	Māori	NZE*	Total			
	47.9	38.3	43.5	52.3	41.8	47.6	52.2	43.4	47.5	47.5	45.1	↓
	30.5	23.3	27.2	31.0	24.1	27.6	32.6	24.3	28.4	28.4	27.0	↓
	36.5	30.6	32.5	36.6	30.8	32.5	37.2	31.7	32.8	32.8	31.2	↓
	9.6	6.7	7.9	8.0	5.3	6.3	7.5	5.1	6.0	6.0	5.7	↓

* NZE – New Zealand European

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