



### **PART 3**

## **SUPPORTING INFORMATION**

# PART 3 - SUPPORTING INFORMATION

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# TRIPLE BOTTOM LINE REPORTING

## INTRODUCTION

The Department of Corrections has begun work on developing a process of reporting its activities within the framework of sustainable development reporting – the Triple Bottom Line (TBL). Once in place the TBL framework will allow the reporting of the social, environmental and economic impacts associated with the Department’s operations.

The development of a complete set of TBL indicators and the capability to report against them will take some time. During the course of the 2004/05 financial year, the Department will review the most effective way to report its TBL performance on an ongoing basis. Work will continue to identify the relevant social, environmental and economic performance aspects and indicators against which the Department’s TBL performance will be assessed.

## ALIGNING TRIPLE BOTTOM LINE REPORTING WITH THE DEPARTMENT’S PURPOSE

In order for the Department’s TBL framework to be at its most effective, it will need to be aligned with the Department’s core purpose. The Department directly contributes to the justice sector outcome of safer communities through its contribution to the two secondary outcomes of protecting the public and reducing re-offending. Measurements of effectiveness are already being developed through the outcome measurement process that will remain the principal means of determining the Department’s effectiveness in any wider TBL reporting framework.

What the development of a TBL framework will add to outcome measurement is a richer picture of how the Department’s activities contribute to the even broader goal

of sustainable development. This is because TBL will assist the Department to assess the full impact of its operations in wider social, environmental and economic terms.

## RECOGNISED PERFORMANCE ASPECTS AND INDICATORS

The Department has identified several social, environmental and economic aspects and performance indicators that may be relevant to its TBL performance measurement and reporting. These aspects and associated performance indicators have been included in tables under each of the three measures.

### Social

The TBL framework will enable the Department to identify and report the social impact of, and social issues arising from, its operations.

Potential indicators are outlined in the following table.

## SOCIAL PERFORMANCE ASPECTS AND INDICATORS

Social Performance Aspects	Social Performance Indicators
Staff employment	Ethnicity, gender, staff absences, successful grievances and annual turnover of Department staff
Staff health and safety	The Department’s health and safety policies, procedures, annual compliance and results
Staff training and education	The Department’s training policies for staff including the number and type of training and education programmes and initiatives and their respective success rates
Offender health and safety	The Department’s health and safety policies, procedures, annual compliance and results
Offender training and education	The Department’s training policies for offenders including the number and type of training and education programmes and initiatives and their respective success rates
Impact on the community	Measures taken by the Department to maintain relationships with families of offenders (through initiatives such as the Department’s Whanau Involvement Plan) and wider communities including consultation processes, the operation of a number of service level agreements with other agencies to assist with the reintegration of offenders into society, open days and presentations

The Department will continue to build on research already completed into the impacts of corrections facilities on communities and to use this information to inform future development and the ongoing management of the Department.

Environment

The Department is increasingly moving towards measurement of

outcomes from its environmental activity. The Department manages 11,800 hectares of land and is responsible for land management as well as for river and stream protection when intensively farming or occupying adjacent land.

The Department has audited, and will continue to audit, all current and potential prison sites for both legislative compliance and

environmental effects. Performance has been assessed against ISO 14001 Standard and this has been effective in identifying the need for stronger planning and reviews, and reinforced the need to actively manage all sites to mitigate environmental issues.

Potential indicators are outlined in the following table.

ENVIRONMENTAL PERFORMANCE ASPECTS AND INDICATORS

Environmental Performance Aspects	Environmental Performance Indicators
Energy efficiency	Summary of energy sources and energy used throughout the Department, initiatives regarding cleaner fuels, energy efficiency and relevant targets
Biodiversity	The location and size of the land owned, leased or managed by the Department including that used for production purposes, the impact of operations on sensitive areas, policies ensuring the effective management of land and waterways and compliance with relevant standards
Environmental effects	Departmental greenhouse gas emissions by source, total waste including recycling and emission minimising initiatives and other effects covered by resource consents

Economic

The TBL framework will enable the Department to measure and report against the economic impact of, and economic issues arising from, its operations as opposed to solely reporting its financial performance. The Department’s principal social purpose needs to be borne in mind

when measuring and reviewing the economic impacts and issues in contributing to the justice sector outcome of safer communities. Simply by virtue of managing such significant resources, decisions by the Department will also have direct economic impacts, not least through the greater part of the departmental

expenditure being on personnel. Decisions on how and where the Department’s resources are located, will continue to have economic impacts on local communities. Potential indicators are outlined in the following table.

ECONOMIC PERFORMANCE ASPECTS AND INDICATORS

Economic Performance Aspects	Economic Performance Indicators
Upskilling of inmates	The provision of training-related programmes and work experience that educate inmates and provide them with employable skills and potential employment once released from prison
Economic benefits to local communities	The benefits experienced by communities as a result of the operations of the Department in a community and through the provision of offenders to local organisations to assist with the running of their activities

THE WAY AHEAD

The information provided does not present a complete picture of the Department’s social, environment and economic framework. Rather, it signals the path that the Department is heading down in order to develop a customised TBL framework that effectively informs all stakeholders of its performance on an ongoing basis.

## DEPARTMENTAL STRUCTURE

**AS OUTLINED PREVIOUSLY, THE DEPARTMENT IS RESPONSIBLE FOR THE PROVISION OF INFORMATION TO COURTS AS PART OF THE SENTENCING PROCESS AND THE MANAGEMENT OF OFFENDERS SENTENCED TO EITHER A CUSTODIAL OR COMMUNITY-BASED SENTENCE INCLUDING THE DESIGN AND DELIVERY OF REHABILITATION AND REINTEGRATION INTERVENTIONS.**

To provide these services the Department is organised into service delivery and support functions with a particular focus on working together in a cohesive manner across the organisation to improve overall performance. This focus is enhanced by Regional Management Committees responsible for ensuring that operational management and service delivery are well integrated at the interface between the two key delivery arms of Probation and Offender Services and the Public Prisons Service (PPS).

### SERVICES

The **Public Prisons Service** is responsible for the safe, secure and humane containment of sentenced and remand inmates. Sentenced inmates are those imprisoned following conviction. Remand inmates are those who have been charged with an offence and are being held in custody pending plea, trial or sentencing. The service is also responsible for managing the sentences of each sentenced inmate,

including rehabilitation and reintegration.

**Probation and Offender Services** incorporates the Community Probation Service (CPS), the Psychological Service and Intervention Services.

- The **Community Probation Service** provides information and reports to judges (to assist them when sentencing offenders) and provides information to prison management and the New Zealand Parole Board (NZPB). The service manages community-based sentences and orders including supervision, community work, parole, home detention, and release from prison on conditions. CPS contracts with community providers for community-based rehabilitative and reintegrative programmes for offenders.
- The **Psychological Service** provides specialist clinical treatment and assessment advice for offenders, and training and education for departmental staff

and community groups. The service provides specialist pre-assessment reports to courts and specialist risk assessment reports to the NZPB. The service undertakes research and is responsible for monitoring the integrity of assessments and programmes delivered within the Department.

- **Intervention Services** provides programmes to offenders serving prison terms and those on community-based sentences or orders. The service manages the Department's programme delivery requirements for criminogenic and some motivational programmes. Programme facilitators work closely with staff managing sentences in the other services. Intervention Services provides training to prison and probation staff on criminogenic needs assessment tools. Intervention Services will be operational from 1 July 2004.

**Facilities**

As at May 2004, the Department operated 18 Public Prisons Service institutions and the Auckland Central Remand Prison (managed by GEO Australia Pty Limited). During this financial year the Department will be commissioning the Northland Region Corrections Facility.

The Department’s Community Probation Service operates out of 12 areas (with staff at 144 locations);

there are eight Psychological Service offices and from 1 July 2004 Intervention Services will begin operating across the country.

In conjunction with Child, Youth and Family, Corrections is piloting a programme designed to reduce re-offending by youth, which operates in Auckland and Christchurch.

The Department operates six special treatment units located in prisons:

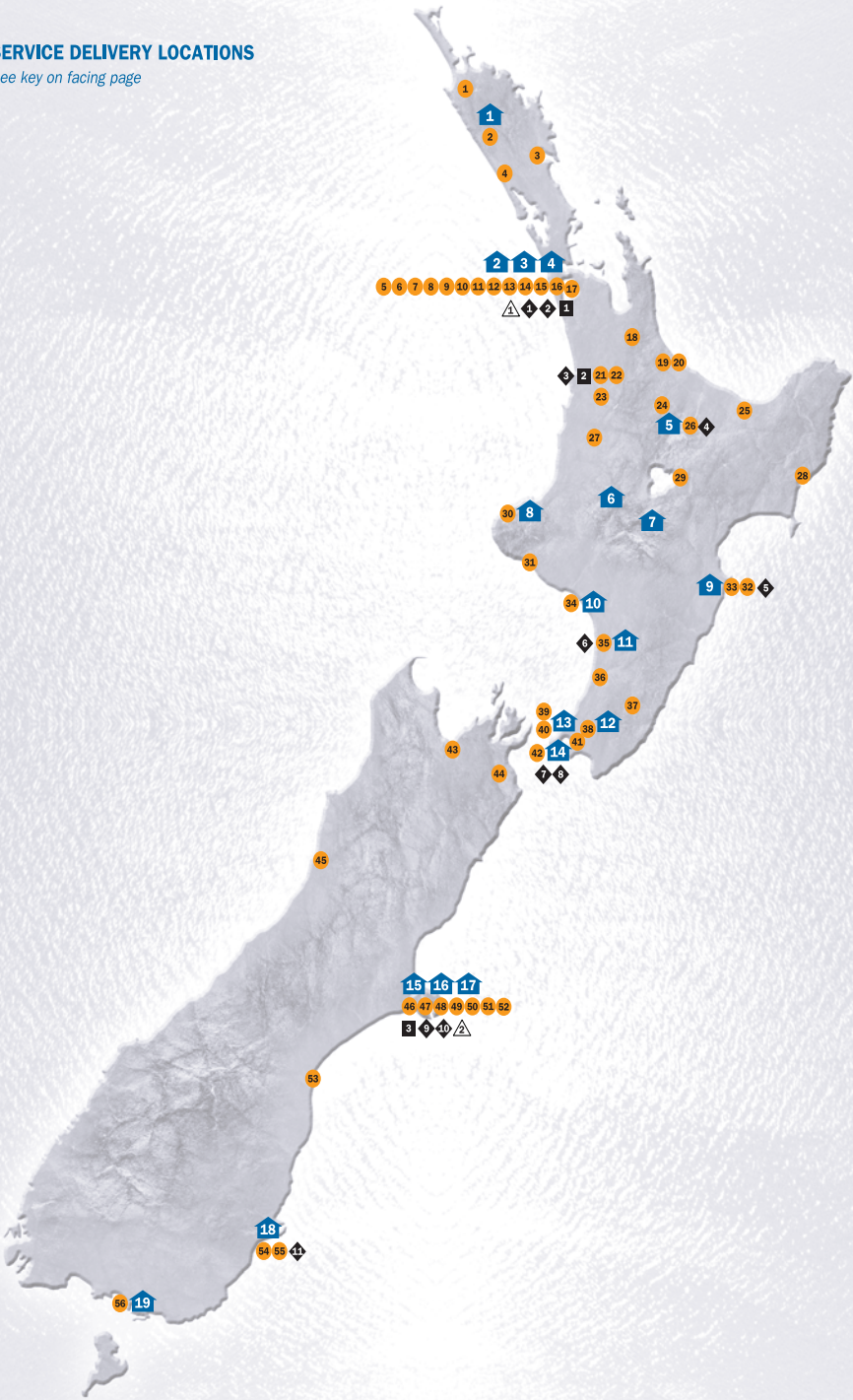
- two sex offender treatment units
- three drug and alcohol treatment units
- one violent offender treatment unit.

There are also prison units with a specific focus:

- five Māori focus units
- five self-care units
- four youth units
- one faith-based unit.

SERVICE DELIVERY LOCATIONS

See key on facing page



KEY



PUBLIC PRISONS SERVICE

Northern Region

- 1 Northland Region Corrections Facility\*
- 2 Auckland Prison
- 3 Mt Eden Prison
- 4 Mt Eden Women's Prison

Waikato/Central Region

- 5 Waikeria Prison
- 6 Ohura Prison
- 7 Tongariro/Rangipo Prison

Midland Region

- 8 New Plymouth Prison
- 9 Hawkes Bay Regional Prison
- 10 Wanganui Prison
- 11 Manawatu Prison

\* operational in third quarter of 2004/05

Wellington Region

- 12 Rimutaka Prison
- 13 Arohata Women's Prison
- 14 Wellington Prison

Southern Region

- 15 Christchurch Prison
- 16 Christchurch Women's Prison
- 17 Rolleston Prison
- 18 Dunedin Prison
- 19 Invercargill Prison

CORRECTIONS INMATE EMPLOYMENT

Corrections Inmate Employment (CIE) operates at each of the prisons.

PUBLIC PRISONS SERVICE REGIONS



PROBATION AND OFFENDER SERVICES



COMMUNITY PROBATION SERVICE

Northern Region Service Centres

- 1 Kaitia
- 2 Kaikohe
- 3 Whangarei
- 4 Dargaville
- 5 Waitakere
- 6 North Shore
- 7 Auckland - Albert St
- 8 Mt Eden
- 9 Onehunga
- 10 Mangere
- 11 Otahuhu
- 12 Otara
- 13 Panmure
- 14 Manurewa
- 15 New Lynn
- 16 Papakura
- 17 Franklin

Central Region Service Centres

- 18 Paeroa
- 19 Tauranga - John St
- 20 - Cameron St
- 21 Hamilton - Anglesea St
- 22 - Tristram St
- 23 Te Awamutu
- 24 Tokoroa
- 25 Whakatane
- 26 Rotorua
- 27 Te Kuiti
- 28 Gisborne

- 29 Taupo
- 30 New Plymouth
- 31 Hawera
- 32 Napier
- 33 Hastings
- 34 Wanganui
- 35 Palmerston North
- 36 Levin

Southern Region Service Centres

- 37 Masterton
- 38 Upper Hutt
- 39 Porirua - Hagley St
- 40 - Prosser St
- 41 Lower Hutt
- 42 Wellington
- 43 Nelson
- 44 Blenheim
- 45 Greymouth
- 46 Christchurch - Cnr Durham & Armagh Sts
- 47 - Peterborough St
- 48 - Stanmore Rd
- 49 - Pages Rd
- 50 - Kingsley St
- 51 - Winston Ave
- 52 - Victoria St
- 53 Timaru
- 54 Dunedin - King Edward St
- 55 - Lower Stuart St
- 56 Invercargill

COMMUNITY PROBATION SERVICE AND INTERVENTION SERVICES REGIONS



INTERVENTION SERVICES

Operational from 1 July 2004

Northern Region

- 1 Auckland Regional Office

Central Region

- 2 Hamilton Regional Office

Southern Region

- 3 Christchurch Regional Office



REDUCING YOUTH OFFENDING PROGRAMME

This programme is run in conjunction with Child, Youth and Family

- 1 Auckland
- 2 Christchurch



PSYCHOLOGICAL SERVICE

Northern Region

- 1 Auckland Office
- 2 Te Piriti Special Treatment Unit (Auckland Prison)
- 3 Hamilton Office
- 4 Rotorua Office
- 5 Hawkes Bay Office
- 6 Palmerston North Office

Southern Region

- 7 Violence Prevention Unit (Rimutaka Prison)
- 8 Wellington Office
- 9 Christchurch Office
- 10 Kia Marama Special Treatment Unit (Rolleston Prison)
- 11 Dunedin Office

PSYCHOLOGICAL SERVICE REGIONS



## GROUPS

**Policy Development** provides policy advice, strategic and trend analysis, develops correctional policy, contributes to legislative reviews and coordinates policy with other government agencies. The group incorporates the following units.

- The Strategic Analysis Unit provides analysis of forecasts and trends, manages the Department's research and evaluation work programme and calculates the Department's externally reported outcome measures.
- The Māori and Pacific Policy Unit provides strategic and operational advice leading to improved outcomes for Māori and Pacific peoples.
- The Treaty Relationships Unit works to support the development and ongoing management of the Department's Treaty relationships with Māori.
- The Strategic and Legislative Policy Unit provides advice and input on any legislative development impacting on the Department.
- The Operational Policy Unit is responsible for ongoing development of the Department's key operational business processes.

**Corporate Management** provides a range of services and advice to the Department.

- Information and Technology is responsible for the development and ongoing implementation of the Information Technology strategy, business critical

applications and the implementation of the Department's Knowledge Management strategy.

- Planning and Monitoring is responsible for the Department's strategic and business planning and reporting processes, output/outcome monitoring and international benchmarking activities.
- Corporate Services is responsible for contract management with key external providers, the provision of national systems and service descriptions and specifications that ensure the consistent delivery of core Corrections services, compliance monitoring, the victim notification system and support services within Head Office.
- Corporate Management also provides administrative support and training services for the New Zealand Parole Board (NZPB).

**Strategic Services** provides specialist advice and services to help run the Department. The group incorporates the following units.

- The Strategic Human Resources Unit is responsible for the development of the Department-wide human resource strategy, policy and procedures.
- The Communications Unit is responsible for the communications strategy, project support, publications and media management.
- The Internal Audit Unit provides assurance to the Chief Executive

on key statutory accountabilities and the operation of the Department's Risk Management Framework.

- The Prison Inspectorate provides assurance to the Chief Executive on the fair, safe, secure and humane treatment of offenders as well as the maintenance of the integrity of sentences imposed by the courts.

**Corporate Finance** provides the Department with the following range of services.

- Corporate financial services provides accounting and payroll services, the management of the budget process and the Department's interface with the Treasury.
- Corrections Inmate Employment manages inmate employment in prisons throughout New Zealand. Inmates work and receive training under the supervision of instructors, in areas such as joinery, catering, farming and forestry.
- The assets and property team manages the land and buildings with a current value of approximately \$850 million. It also establishes the suitability of available sites on which to build prison facilities.
- The Regional Prisons Development Project team works towards the design, commissioning and construction of prisons once prison sites are available for use.

## SENIOR MANAGEMENT TEAM

Corrections' senior management team comprises the Chief Executive and General Managers (GMs) of the Services and Groups.



**Pictured from left (front row) are:** Katrina Casey, GM Probation and Offender Services; Mark Byers, Chief Executive; Phil McCarthy, GM Public Prisons Service; and from left (back row): Mike Martelli, GM Strategic Services; Jared Mullen, GM Policy Development; Bob Calland, GM Corporate Management; Richard Morris, Chief Financial Officer.

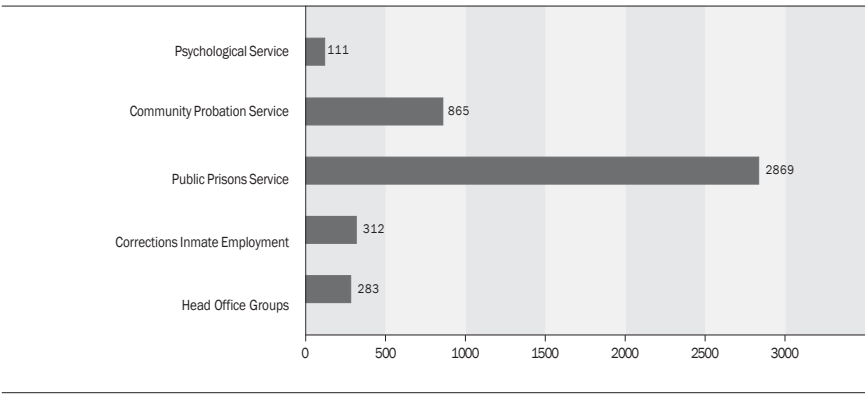
The Director Internal Audit is part of the Strategic Services Group but has a direct relationship with the Chief Executive.

# KEY HUMAN RESOURCE STATISTICS

## FULL-TIME EQUIVALENT STAFF

As at 31 December 2003 the Department of Corrections employed 4,440 full-time equivalent (FTE) staff. The distribution of staff throughout the services and head office groups is shown below.

Number of full-time equivalent staff



Of the 4,440 FTE staff 72 percent are frontline staff employed in the administration of community-based and custodial sentences. They include: Probation Officers, corrections officers, psychologists, instructors and the first line managers (managers to whom frontline staff report). Work party supervisors (382), who are also frontline staff, are not included in this statistic.

## STAFF-RELATED COSTS

For 2004/05 the Department's Annual Operating Budget is \$536.509 million. Of this amount 48.6 percent is budgeted for staff-related costs.

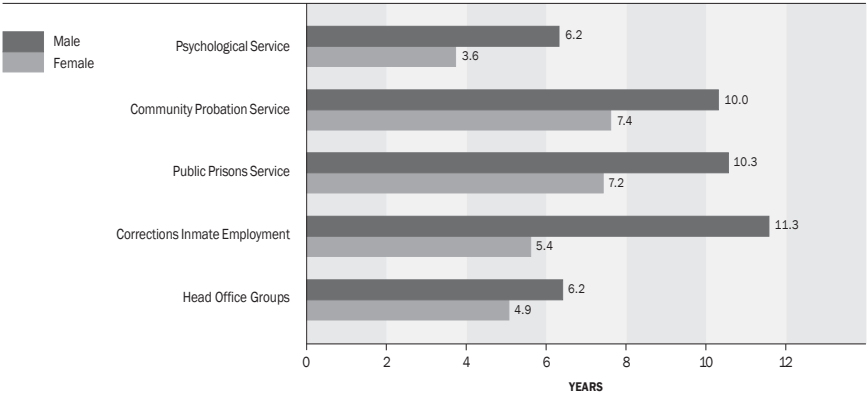
## TOTAL EMPLOYEES BY GENDER AND ETHNICITY

As at 31 December 2003, of the 4,440 FTE staff, 65 percent were male and 35 percent female; 22 percent were Maori, 5 percent were Pacific peoples and 73 percent were other.

AVERAGE LENGTH OF SERVICE

The graph below shows the average length of service of staff by service or group, and by gender, as at 31 December 2003.

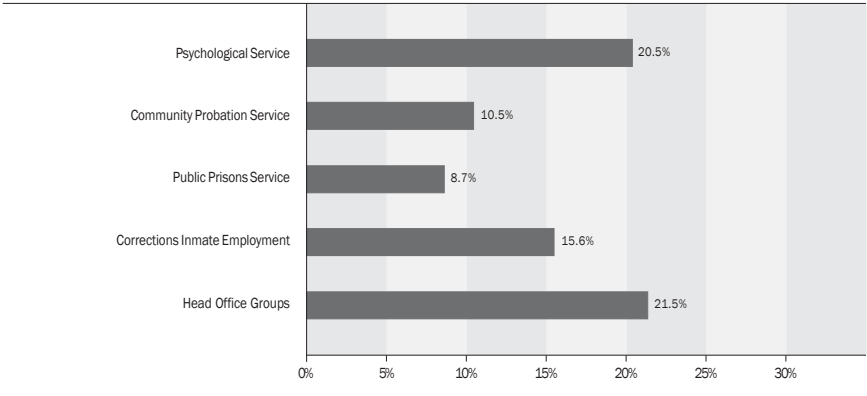
Average length of service



TURNOVER

The following graph shows the percentage turnover for each service and the Head Office groups for the year ended 31 December 2003.

Turnover



The overall percentage turnover for the Department for this period was 10.5 percent.

## GOVERNANCE, ADVICE AND RELATIONSHIP ARRANGEMENTS

### ASSURANCE BOARD

The Assurance Board assists the Chief Executive to ensure that the Department's risk management framework is operating effectively. In particular that:

- internal control and quality assurance environments are robust and enhanced where necessary
- operational, legal, financial, information technology, human resource management and security systems' risks are identified and managed
- management of the offender environment is maintained with issues appropriately addressed where they arise.

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

The board is chaired by the Chief Executive and includes five external members: Gerry Conroy; David Henry; June McCabe; Brian Roche; and Steve Ruru.

### CHIEF EXECUTIVE'S MĀORI ADVISORY GROUP

The Chief Executive's Māori Advisory Group provides advice and feedback to the Chief Executive on Māori issues. The group ensures that the Chief Executive is given advice on the strategic, policy and operational issues that affect Māori. Issues concerning the Department and affecting the Māori community are raised with the Chief Executive. The group also provides feedback from the Māori community in relation to departmental activities.

The group is chaired by the Chief Executive and includes six external members: Hori Martin; Haami Piripi; Amster Reedy; June Robinson; Althea Vercoe; and Tui Warmerhoven.

The Māori Advisory Group supports the development of initiatives that meet the Department's aim to be more responsive to Māori. Its work contributes to the Department's second theme: improving responsiveness to Māori.

### CHIEF EXECUTIVE'S PACIFIC ADVISORY GROUP

The Chief Executive's Pacific Advisory Group (CEPAG) provides advice to the Chief Executive on both strategic policy and operational issues as part of developing formal working relationships with Pacific peoples as outlined in the Department's *Pacific Strategy*.

CEPAG gives feedback and input about the Department's work in relation to Pacific offenders, staff and the community. The group represents an important connection with the Pacific community, and assists the Department to become more responsive to Pacific peoples' needs with a focus on reducing re-offending by Pacific offenders.

The group is chaired by the Chief Executive and includes five external members: Hugh Graham; Mai Malaulau; Tiresa Siataga Ta'ase; Taliaoa Filipo Tapoai; and Edgar Tuinukuafe.

**INMATE EMPLOYMENT ADVISORY COMMITTEE**

The Inmate Employment Advisory Committee (IEAC) advises the Chief Executive on:

- the implementation of Inmate Employment policy
- the external and internal operational targets and financial performance
- and the identification and management of risks arising from the Department's inmate employment activities.

The committee is chaired by David Wolfenden, and includes: Ken Douglas; Dave Elliott; John Hamilton; Phil McCarthy; Richard Morris; Royden Motu; John Roper; and Andy Train.

**INTERAGENCY AGREEMENTS**

The Department of Corrections has in place a number of agreements with other government departments and agencies which aim to assist with achieving its goals of protecting the public and reducing re-offending. Respective responsibilities are clearly defined by entering into an agreement.

The purpose of an agreement is to create an environment of cooperation to facilitate a sharing of information to provide free-flowing access to the services each department and agency can provide.

The Department currently has in place interagency agreements with the following agencies:

- Ministry of Justice
- New Zealand Police
- Child, Youth and Family
- Ministry of Health
- Inland Revenue Department
- Accident Compensation Corporation
- Ministry of Housing
- New Zealand Housing Corporation
- Career Services
- Ministry of Social Development
- New Zealand Parole Board
- New Zealand Council of Victim Support Groups.

**INTERSECTORAL COMMITTEES**

The Department is represented on a large number of local, regional and national intersectoral committees that have been established to effect one of the government's key goals, that is, to "reduce inequalities in health, education, employment and housing". The purpose of the intersectoral committees is to achieve this goal through cooperation and participation in the wider community.

Committees the Department is represented on around the country include:

- Strengthening Families
- Safer Community Councils
- Violence Prevention Network
- Child Welfare Liaison
- Restorative Justice Committees
- Regional Forensic Advisory Committee
- Regional Intersectoral Fora
- the Pacific Island Capacity Building Project.

# NEW ZEALAND PAROLE BOARD

The New Zealand Parole Board is an independent statutory body established under section 108 of the Parole Act 2002 to perform various

functions, mostly in relation to the release from detention of offenders serving sentences of imprisonment and to consider offenders for home

detention. The Department provides administrative and training support for the NZPB.

# VICTIM NOTIFICATION SYSTEM

The Victim Notification System was set up in 1987 as a result of the Victims of Offences Act 1987. The objective of the system is to provide registered victims of certain offences notice or advice about prison inmates or offenders on home detention or parole. The Victims' Rights Act 2002 has extended this to include offenders held by district health board mental health services.

Section 29 of the Victims' Rights Act 2002 sets out the eligibility criteria for a victim of an offence to receive notice or advice. The right to receive this information applies if the offence is:

- one of sexual violation or other serious assault, or
- one that resulted in the serious injury to a person, in the death of

- a person, or in a person being incapable, or
- one of another kind that has led to the victim having ongoing fears on reasonable grounds for their physical safety or security, or, the physical safety or security of members of their immediate family.

The Police receive and verify that applications fulfil the eligibility criteria.

The Department records victim and offender information on a database and sends a confirmation letter to the victim. The victim also receives a fact sheet describing the notification processes.

The Department notifies registered victims of information such as the

escape or death in custody of offenders, release to work, temporary releases and impending release dates.

The NZPB is responsible under the Parole Act 2002 for notifying registered victims of impending parole hearings and the victim's right to make submissions to the board. Victims are also entitled to information about an inmate's sentence (including any programmes they have undertaken and completed, and their security classification) to help them prepare their submission.

More information on the Victim Notification System can be found on the Department's website.

# CORRECTIONS WITHIN THE JUSTICE SECTOR

THE JUSTICE SECTOR INCLUDES THE CORE AGENCIES OF THE MINISTRY OF JUSTICE, DEPARTMENT OF CORRECTIONS, NEW ZEALAND POLICE, CROWN LAW OFFICE AND CHILD, YOUTH AND FAMILY.

The sector works collaboratively with the Ministries of Social Development, Health, Education and Te Puni Kokiri. It also has links with a number of Crown agencies including the Legal Services Agency, Human Rights Commission, Privacy Commission, Office of the Ombudsmen, Police Complaints Authority, the Law Commission, the New Zealand Council of Victim Support Groups, the Electoral Commission and aspects of the Public Trust.

The success of the justice sector is dependent on all agencies coordinating their activities to ensure that individual issues are dealt with in the most effective way.

## JUSTICE SECTOR END OUTCOMES

In early 2003 the core agencies of the justice sector developed two sector end outcomes of:

- safer communities; and
- a fairer, more credible and more effective justice system.

These end outcomes reflect the importance of crime reduction priorities and ensuring the justice system continues to meet the needs of society.

The underlying logic, characteristics and contribution of each of these outcomes to the key government goals are as follows.

### Safer communities (being communities in which there is reduced crime and in which safety and wellbeing is enhanced through partnerships)

Community safety influences the degree to which people engage in social, productive or creative enterprises or activities. People are assured when there are core safety functions, less crime and a visible Police service that meets communities' expectations to lead safe lives. Safety is also enhanced when communities are supported in their desire to be safe through locally-based government agencies and organisations, such as Safer Community Councils.

The characteristics of safer communities require:

- the reduction of crime
- enhanced road safety
- maintenance of order and preservation of the peace
- assistance for members of the public when they call for Police services
- minimisation of threats to national security
- safe and secure management of offenders by way of compliance with sentences and orders
- assurance that those who have offended are rehabilitated and reintegrated effectively back into society

- crime prevention and safety intervention partnerships, through supporting local authorities, communities and non-government organisations to achieve common community safety and crime prevention goals
- partnerships with Māori to improve outcomes for Māori, particularly the reduction of offending by and victimisation of Māori
- the achievement of wellbeing and improved life outcomes for children, young persons and their families where criminal activity or family relationship issues are factors.

### A fairer, more credible and more effective justice system (being a system in which people's interactions are underpinned by the rule of law and justice services are more equitable, credible and accessible)

New Zealand's justice system comprises constitutional arrangements and legal frameworks, civil and criminal structures, police investigation, judicial process and dispute resolution, and offender management.

The characteristics of a fair and effective justice system require:

- laws, regulations, policies and practices that provide certainty for people in their relationships with each other and with the government and its agencies
- appropriate balance between the powers of the State and individual rights and freedoms, including the right to question the actions of public agencies
- equitable, easily accessible and credible justice services that are understood by the people using them
- timely processes and fair results
- the confidence of the public
- courts that protect the rights and freedoms of natural persons and are independent (constitutional integrity)
- the right to due process (that is, the right to be represented in court by a lawyer, have evidence heard in an open court, have cases proved beyond reasonable doubt, to appeal against a conviction, etc)

- disputes between individuals, groups and/or companies dealt with by the rule of law (business contracts, wills, tax, land and other property, cases where negligence has caused another's loss, and family matters)
- robust appointment processes for judges and a well-supported judiciary
- accountability for criminal offences through sentences that are seen to be appropriate and fair
- protection for the vulnerable
- the rights of victims being protected and their interests being taken proper account of
- fair treatment of offenders
- unimpeachable integrity from individuals and agencies within the system
- historical Treaty claims being resolved in a fair, durable and timely manner

- a Parliamentary electoral system, which is managed in a way that maintains the confidence of citizens, political parties and Parliament.

**JUSTICE SECTOR INTERMEDIATE OUTCOMES**

Further to establishing the two end outcomes of safer communities and a fairer, more credible and more effective justice system, the sector has completed initial development of specific intermediate outcomes that sit under each of these end outcomes and will demonstrate, over a three-to five-year period, the progress that the sector is making towards their achievement.

The following priority projects and interventions to reduce crime and improve the justice system have been identified and are detailed in the tables on the facing page.

**SAFER COMMUNITIES**

This outcome focuses on the Government’s long-term commitment to reduce crime. It is framed within the priorities and associated strategies of the Government’s Crime Reduction Strategy.

Intermediate Outcome	Supporting Strategy
Reduced youth offending	Youth Offending Strategy
Reduced offending by Māori	Crime Reduction Strategy and individual agency Māori strategies
Reduced violence	General Violence Reduction Strategy
Reduced family violence	The New Zealand Family Violence Prevention Strategy – Te Rito
Reduced burglary	Police and Ministry of Justice strategies
Reduced organised crime	Police Organised Crime Strategy and Methamphetamine Action Plan
Reduced serious traffic offending	2010 Road Safety Strategy
Reduced theft of and from cars	Strategy being developed jointly between the Ministry of Justice and the Police

**A FAIRER, MORE CREDIBLE AND MORE EFFECTIVE JUSTICE SYSTEM**

Key intermediate outcomes identified for this end outcome are listed below.

Intermediate Outcome	Current/planned initiatives
Improved access to and delivery of court services, and Child, Youth and Family services	The Government’s Response to <i>Striking the Balance: Review of the New Zealand Court System</i> and the Baseline Review of the Child, Youth and Family Service
Improved public confidence in the Police, judiciary and other justice institutions	Strategies to be developed. Current initiatives include restructuring of the independent Police Complaints Authority and initiatives to support the judiciary
Improved relationships between the Crown and Māori	Current emphasis on contemporary Treaty issues and progress on historical Treaty settlements
Improved laws governing family relationships and other private dealings	Strategies to be developed. Supported by a variety of Law Commission reports

**CORRECTIONS’ CONTRIBUTION**

From the Department’s four themes flow strategies and associated initiatives that will contribute to the achievement of the justice sector end outcome of safer communities. The Department makes a particular contribution to four justice sector intermediate outcomes:

- reduced youth offending
- reduced offending by Māori
- reduced violence
- reduced family violence.

Corrections also contributes to the justice sector end outcome of a fairer, more credible and more effective justice system. It does this through the delivery of effective interventions and by operating in a way which is consistent with its agreed purpose and principles thereby contributing to improved public perceptions of the fairness of the justice system.

# APPENDIX

## TERMS AND DEFINITIONS

<b>Benchmarking</b>	Using a standard point of reference to compare departmental efficiency, effectiveness and quality with other jurisdictions that have similar governance and correctional practices.
<b>Breakout escape</b>	An escape from a secured prison area that breaches a physical barrier. This definition includes an escape where an inmate has breached security measures provided the inmate has physically left the area contained by the outermost perimeter fence, or if there is no such fence, prison buildings, police cell, vehicle or court complex or other place of custodial control, or from an officer escort anywhere.
<b>Community-based sentence</b>	A sentence of supervision, community work, periodic detention, or community programme.
<b>Community residential centre</b>	An approved residential centre that operates programmes for offenders designed to identify and address the cause or causes of, or factors contributing to, their offending.
<b>Community work</b>	A community-based sentence that requires offenders to do unpaid work in the community. The sentence of community work is a new sentence combining elements of the community service and periodic detention sentences, which are being phased out in line with the Sentencing Act 2002.
<b>Criminogenic needs</b>	Features of an offender's personality, lifestyle and social circumstances that have been linked with re-offence risk.
<b>Criminogenic programmes</b>	Programmes that address offenders' criminogenic needs. By addressing these, offenders are less likely to re-offend.
<b>Custodial sentence</b>	A sentence of imprisonment.
<b>EQUIP</b>	A treatment programme provided in specialist youth units for young people with anti-social behavioural problems. The programme aims to achieve positive life outcomes for anti-social youth sentenced to prison.
<b>Final release date</b>	The date on which an offender serving a determinate sentence must be released. Subject to any liability to be recalled, an offender cannot be detained in a penal institution beyond this date.
<b>Home detention</b>	A community-based order that allows an offender to serve part of their prison sentence at home or at an approved place of residence. Offenders live at home under electronic surveillance and receive intensive supervision by a Probation Officer.
<b>Indeterminate sentence</b>	A sentence that does not have an expiry date, that is, currently life sentences and preventive detention.

<b>Kia Marama</b>	Special therapeutic unit at Rolleston Prison in Canterbury that delivers group-based treatment within a therapeutic environment for male inmates with convictions for sexual offences against children.
<b>Making Our Drivers Safer (MODS)</b>	A community-based programme for serious and high-risk driver offenders, specifically targeted at those who compulsively drive while disqualified and those who drive under the influence of drugs and/or alcohol.
<b>Māori focus unit</b>	A unit within a prison, which provides an environment and programmes that meet the specific psychological needs of Māori offenders, including preparation for their release. Māori focus units are constituted on tikanga Māori principles and operate within a tikanga Māori environment.
<b>Non-return from temporary release</b>	Where an inmate does not return to prison at the appointed time.
<b>Output Pricing Review</b>	A mechanism to determine with central agencies, resources required to sustain the medium- to long-term delivery of departmental outputs.
<b>Parole</b>	An offender is released by the New Zealand Parole Board from a term of imprisonment and is subject to standard conditions of monitoring by a Probation Officer and may be subject to special conditions of a reintegrative or rehabilitative type.
<b>Recidivism Index</b>	An index, which quantifies the rate of re-offending of a specified group of offenders over a defined follow-up period (currently 12 and 24 months), following release from a custodial sentence or commencement of a community-based sentence.
<b>Rehabilitation Quotient</b>	Measures the effectiveness of rehabilitative and other interventions in reducing re-offending.
<b>Reintegrative services</b>	Programmes that are targeted at offenders and their families/whanau to assist offenders to reintegrate effectively back into the community and workforce on release from prison. These include programmes that address areas such as family functioning and social attitudes, and life skills.
<b>Reintegrative support services</b>	Community-based services which aim to increase wellbeing and self-reliance of offenders and their families/whanau by providing intensive integrated family/whanau support for offenders returning to the community to parent children. This service is provided in Auckland and Christchurch.
<b>Release to work</b>	An initiative which allows inmates nearing their release date, and who meet certain eligibility criteria, to be temporarily released during the day to work.
<b>Remand inmate</b>	An inmate who is held in custody before sentencing.
<b>Responsivity/motivational programmes</b>	Programmes that aim to enhance an offender's ability to participate in interventions. These programmes may target offenders' willingness to participate, learning style, culture, level of literacy, and/or drug and alcohol status. These programmes include Straight Thinking and Tikanga Māori.

<b>Supervision</b>	A community-based sentence requiring regular reporting to a Probation Officer, and possibly also including attendance at an appropriate programme dealing with the cause of offending.
<b>Te Piriti</b>	Special therapeutic unit at Auckland Prison that delivers group-based treatment within a therapeutic environment for male inmates with convictions for sexual offences against children.