

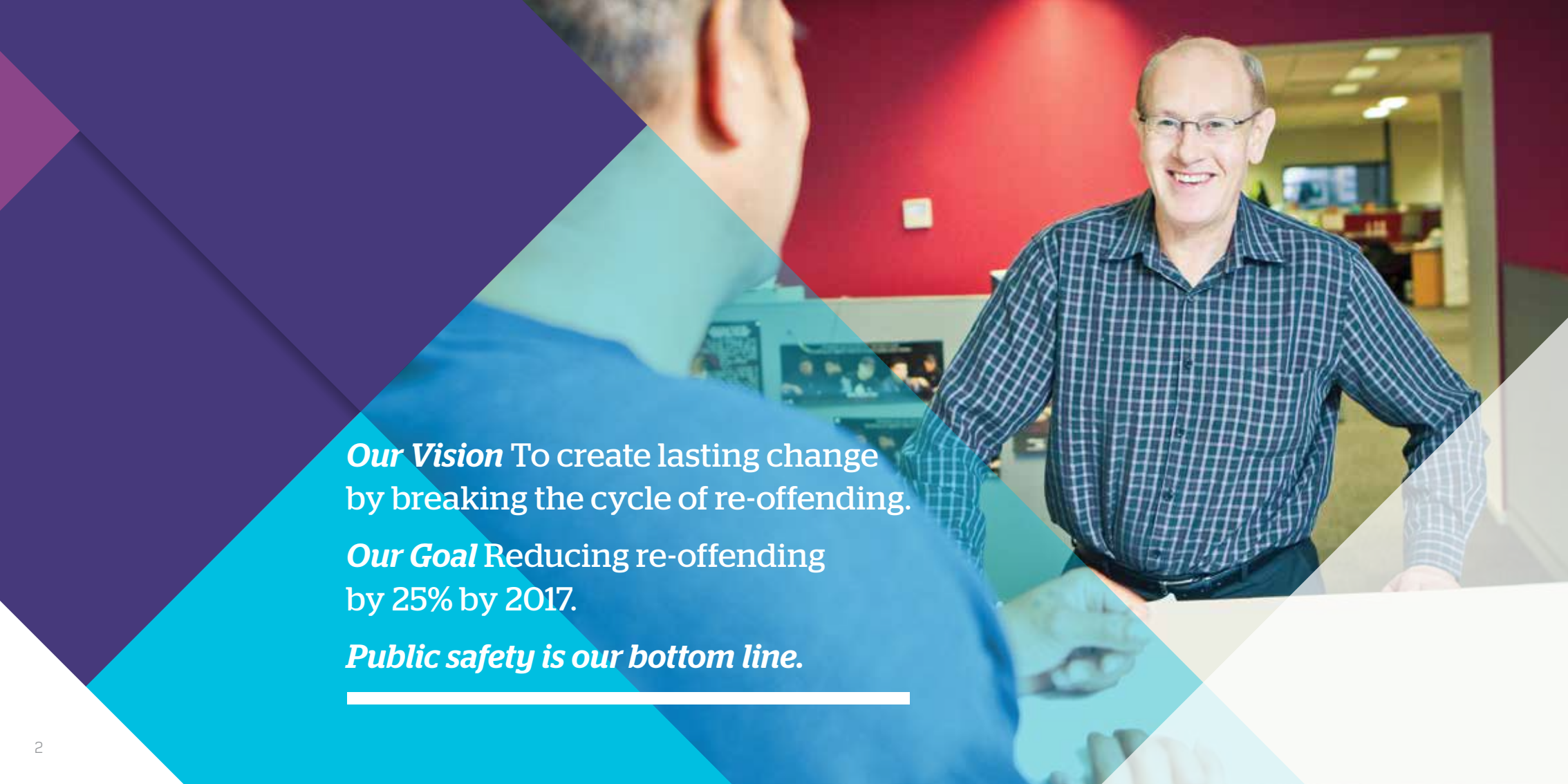


DEPARTMENT OF
CORRECTIONS
ARA POUTAMA AOTEAROA



Creating Lasting **Change**

STRATEGY 2011 – 2015 YEAR THREE



Our Vision To create lasting change
by breaking the cycle of re-offending.

Our Goal Reducing re-offending
by 25% by 2017.

Public safety is our bottom line.

Creating Lasting **change**

Too many lives in New Zealand are touched by violence and crime. At times it can feel like we're powerless to stop horrible things happening to people. But at Corrections, we're not powerless. We can make a difference and that's why we work here - to create lasting change in the lives of all New Zealanders by breaking the cycle of crime.

Creating Lasting Change sets out the Department of Corrections' vision for the future, and outlines the steps we need to take to get there.

Every offender we work with is either awaiting trial or has been convicted of a crime; and while most people serve short sentences of less than two years, there are others who have committed truly awful crimes and will spend many years in prison. Where someone is dangerous, our priority must be to protect the public, and that will always be our bottom line. We will ensure these people are housed securely and we will monitor them carefully to ensure they can't hurt anyone else. We will also work with them to address the reasons behind their offending.

When you view a snapshot of the life of an offender, all too often the image is one of brutality, addiction, ignorance and poverty. Where this is the case, we need to give offenders the help they need to overcome their past before we can look to improving their chances in the future. In doing this, we

must never lose sight of the fact that they in turn have harmed others. We need people to understand the harm they've inflicted on others and be prepared to change. Once people are willing to meet us half-way, the journey away from crime can begin in earnest.

We can't do this alone. We need family members, iwi, employers, treatment providers, our justice and public sector colleagues and local communities to be right there working alongside us. Together we can ensure that offenders and their families have the best possible chance of leading lives untainted by crime.

As we head into our third year of *Creating Lasting Change*, it is timely to acknowledge how much progress we've made, as well as look at the challenges still ahead. We can be immensely proud of how far we've come; but we can be even more proud of what we're about to do.

We've come a long way...

Creating Lasting Change is a four year plan that was launched in 2011.

Two years on, the results speak for themselves – we're Government Department of the Year and, for the first time in our recorded prison history, there have been no escapes from prison. We've reduced re-offending by 10.6% and developed more interventions across all our services to make sure this continues to increase. Impressive results like these don't happen overnight. They're the culmination of a major transformation in the way we work. For the first time since the Department was created in 1995 the organisation is working as one team. Probation, prison, offender employment and rehabilitation staff all work together with a shared vision and goal.

Our four regions have a greater say in how they operate and are tasked with finding local solutions to achieve the organisation's reducing re-offending target. Encouraging progress is being made, but there is more to be done, especially around engaging with iwi and the community to support offenders who are Māori and young offenders under 25.

While operating in a time of tight fiscal restraint, we've been able to introduce a number of challenging changes to the way we work. These changes have required a new way of thinking and operating from both staff and our partners. But our people have adapted well and embraced the changes necessary for us to achieve our goal and reduce re-offending.

The last two years have seen huge inroads into ensuring offenders receive the help they need. Whether that's assessing their mental health needs, providing treatment for drug or alcohol addiction, improving literacy levels, gaining skills that match the job market or participating in rehabilitation programmes, so much has already been done to give people a chance at a better life.

We're already achieving a reduction in re-offending, and are well on our way to creating lasting change.

\$65 million reinvested in
rehabilitation and reintegration

TACTICAL EXIT TRAINING
FOR FRONTLINE STAFF

Audio-visual links in 4 prisons, 4 Courts and
50 probation service centres, with "virtual visit"
trials operating between Whanganui Prison
and New Plymouth Probation Service Centre

NEW ZEALAND'S FIRST EVER
PUBLIC PRIVATE PARTNERSHIP –
NEW PRISON BEING BUILT AT WIRI

PUBLIC SECTOR
EXCELLENCE AWARD FOR
SMOKEFREE PRISONS

2012 AWARD FOR PROBATION
CHANGE PROGRAMME AT IPCA
CONFERENCE IN MEXICO



TRANS TASMAN'S
GOVERNMENT DEPARTMENT
OF THE YEAR 2013

727 prisoners achieved
NCEA credits in 2012

Increased access to drug and alcohol,
life skills and domestic violence programmes

Over 65,000 hours of offender labour
directly assisted the rebuild of Canterbury

Unifying our Effort – change
programme seen as model of best
practice across public sector

OPENED NEW ZEALAND'S FIRST HIGH
DEPENDENCY UNIT FOR PRISONERS
WITH SERIOUS HEALTH NEEDS

What we've **achieved** so far...

NO ESCAPES FROM PRISON

2013 IPANZ Award for Working Together
for Better Public Services as a partner
in the Joined-up Justice project

127 prisoners taking part
in Release to Work

\$87 million of savings from the Expenditure
Review to go into the Justice Sector Fund

Visible Leadership Programme
delivered to 850 managers
every three months

REGIONAL INITIATIVE FUND
SUPPORTED 27 INITIATIVES IN
2012/13 AT A COST OF \$1.2 MILLION

Right Track implemented
across prison network

We've reduced re-offending by 10.6%
(July 2013) = 1,947 fewer offenders
returning to Corrections

WORKING WITH HOUSING NEW ZEALAND
TO REFURBISH 150 HOUSES

Two years on, our four priorities still stand. By Improving Public Safety, Reducing Re-offending, providing Better Public Services and Visible Leadership, we will create lasting change in the lives of all New Zealanders.

We have the people who will make sure we get there. The 8,000 people who work at the Department of Corrections are passionate about making New Zealand a safer place. And we're not alone. When you include the wider justice sector, volunteers, providers and support agencies, we have tens of thousands of people working to reduce crime.

Every one of us has the potential to influence someone's life for the better.

The next step for us is ensuring our people have the support they need to be able to make a real contribution. We can do this by making physical changes such as improving our facilities and updating the technology we use. But there is also much we can do that goes

beyond physical changes, such as increasing co-operation within and outside the Department and enhancing the training that is available to staff and managers. We work with dangerous and volatile people, but we must be able to carry out our role without fear of harm. Staff safety is always a key focus for us, as is developing strong leaders who can inspire their teams and build relationships based on mutual respect.

Year Three of *Creating Lasting Change* expands on the excellent achievements of the last two years and develops the initiatives we know work best. This is no time to ease up on the pedal, in fact there will be more work, more engagement, more innovation and more opportunities than ever to create lasting change.

We're setting a course that takes us beyond 2015, beyond the reducing re-offending target date of 2017, and into what we want Corrections to look like into the next decade. If the last few years are an indication of what's to come, we're in good shape. We're going to continue to see a reduction in re-offending and will continue to improve the way we manage the people in our care. We're helping make New Zealand a safer place to be.

➤ Where to next?





improving

Public Safety

For every offender there is at least one victim, that's why crime is so pervasive in its affect on the lives of the individuals and families it touches. Improving Public Safety will always be our bottom line because it's at the heart of the expectations New Zealanders have of our service.

1. EFFECTIVE MONITORING

We will make use of proven technology to better protect the public and monitor those **offenders who pose the highest risk**. Following its successful introduction last year, **GPS tracking** will be expanded in the next 12 months to monitor more people.

Valuable **intelligence** can come from our own people. We will continue to hone our skills in identifying the signs that risks are escalating and draw on each other's experience to stay one step ahead.

Our priority to improve public safety is strengthened when we **work closely with other agencies**. Together with Police, we will introduce a **new shared services model for Electronically Monitored Bail** that will mean we can keep a closer eye on people on bail. At a local level, we will ensure there is greater **collaboration between Police and Corrections staff** with more information sharing.





2. STRONGER PRISONS

Stronger prisons are more than just secure, they operate according to a world-leading standard with a focus on safety and rehabilitation.

With a stable prisoner population and the continued redevelopment of our facilities, we have an opportunity to **manage our muster** in a way that maximises safety by placing prisoners in prisons that best suit their classification.

Our **classification system needs to be streamlined and simplified**, and we need to provide more flexibility for the management of remand prisoners. Decision making also needs to be strengthened to ensure our classification decisions support the safety of staff and allow prisoners to take up rehabilitation options.

Greater flexibility is required in the **rostering and matching of staff** to ensure staff can work where they are needed most, at the times they are needed most. This will help us better

manage our prisoners on any given day.

Smarter shift patterns like the one being trialled at Otago Corrections Facility (10 hour shifts) have been well received by staff and could form the basis for a significant change in prisoner management.

Our specialist staffing groups such as the Advanced Control and Restraint Team and Prison Negotiators have proven themselves in responding to dangerous situations. We must continue to **build the capability** of these teams and promote their leadership skills and disciplines for the benefit of the whole prison service.

This year we will begin the rollout of our clear plastic **TV rental programme** for prisoners. Innovations like this enhance security and safety by reducing contraband and allowing for the broadcasting of two educational channels that will enhance rehabilitation.

improving

► **Public Safety continued...**

We can improve public safety by ensuring that when people are sentenced to prison or are on remand they are held securely and receive help to reduce their chance of re-offending. With 80% of offenders serving their sentence in the community, the public has a right to feel safe in the knowledge we are doing everything we can to minimise an offender's risk of re-offending.

3. MANAGEMENT OF HIGH NEED OFFENDERS

Managing our most challenging offenders requires a **multidisciplinary approach** to the development of action plans and the delivery of services that will impact positively on behaviours.

Expanding the use of our **High and Complex Needs Panel** into each region will ensure that our highest risk prisoners and offenders in the community have their plans overseen by Corrections' most senior professionals. These panels will widen their gaze to include health, education, Police and welfare experts in their consideration of plans that can meet both the security and rehabilitation needs of this group.

Gang membership continues to be one of the strongest predictors of ongoing violence and criminal activity among the population we work with. Finding new ways to break the inter-generational cycle of gang association is critical to improving public safety, so focusing on offenders with gang connections and working closely with Police is an important step to be taken this year.

We will build on the **success of the High Dependency Unit** at Rimutaka Prison, increasing its occupancy this year to allow more prisoners with age-related illnesses to receive appropriate care.

4. NEW LEGISLATION

Corrections does not make the laws, but we do support our **Justice Sector partners and the Government** in the development of legislation that increases public safety.

Over the coming year we will be working on an **alcohol and drug testing regime for community-based offenders**. We will continue to support the passing of the **Parole Amendment Bill** to alleviate stress on victims of crime, and the introduction of **Public Protection Orders** to ensure offenders at a very high risk of imminent serious sexual or violent re-offending are able to be detained.





reducing

➤ Re-offending

The majority of people who offend have complex and deep-seated health and social problems. The knock-on effects of their offending can span generations; it is a tragic fact that there are 23,000 children with a mother or father in prison, and children with a parent in prison are seven times more likely to end up in prison. If we can break that cycle, then we give this next generation a chance to lead a life free from violence, neglect and crime.

reducing

➤ Re-offending *continued...*

1. EDUCATION, TRAINING AND EMPLOYMENT

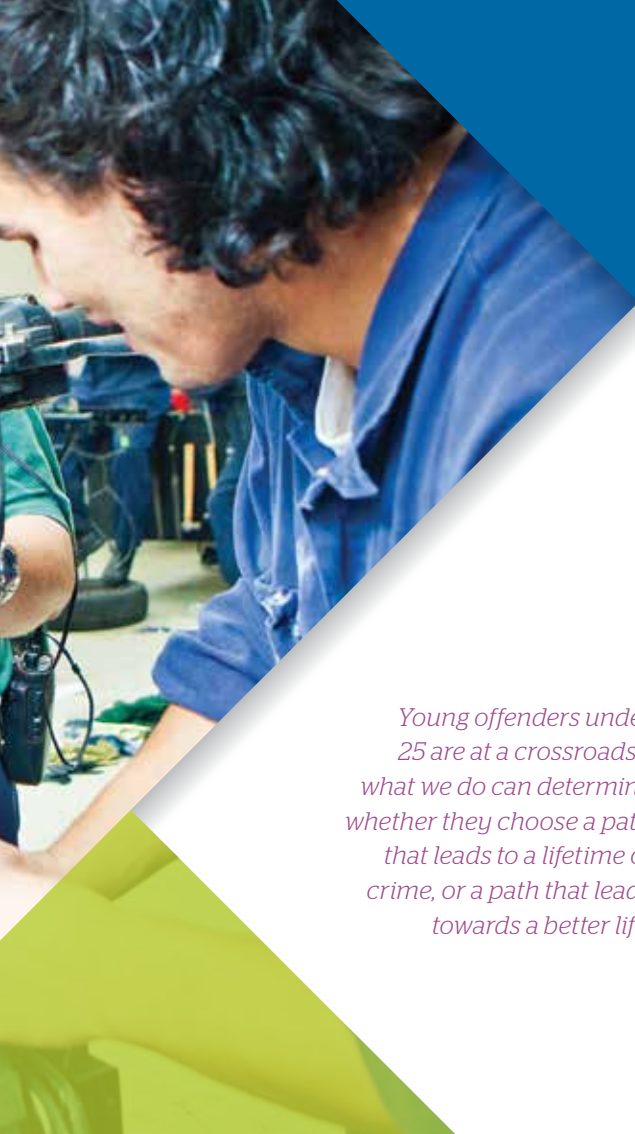
After extensive security testing, **online education** was introduced to 30 young offenders at Christchurch Prison's Youth Offender Unit. The controlled access to five external websites enables them to work in a safe, supportive environment on skills such as **numeracy and literacy**, to ultimately gain an **NCEA accreditation**. This will be rolled out across the prison estate.

Adult learning is a corner-stone of creating lasting change. We will improve access to all levels of education and reinforce its importance through the **Future State Service Model**. This model includes preparing **education and training assessments** for all prisoners that form the basis for a learning pathway they will follow throughout their sentence.

We know that individuals are less likely to continue to commit offences if they have a job, so we must concentrate on giving people the skills they need to get and keep a job. This means further developing our **Working Prisons**, and expanding on the good work of our offender employment teams in increasing offenders' **participation in education, training and employment**.

The regions will lead our efforts to **improve our employment services**, working with prisoners and key partners such as work brokers to ease the transition from training to employment. Across the country, we will **encourage more employers and more people in industry** to provide real jobs for offenders serving community sentences or about to leave prison.





Young offenders under 25 are at a crossroads – what we do can determine whether they choose a path that leads to a lifetime of crime, or a path that leads towards a better life.

2. REHABILITATION

Of course, having the right training or experience to get a job isn't enough to stop people offending. The factors that see people offending in the first place must also be dealt with. Over the next 12 months we will ensure that all offenders who need **drug or alcohol treatment** have access to it.

Domestic violence leaves a trail of victims, yet it often goes unreported and unacknowledged. Through better, more targeted **anti-violence programmes** we will make it clear that domestic violence is not okay and provide people with the coping skills they need to stop lashing out.

Probation officers manage many different types of offenders, ranging from those serving short, community work sentences to released prisoners who may still pose a risk to the public. We will continue to develop and roll-out **direct intervention rehabilitation services delivered by probation staff**.

Anyone who has experienced the impressive sight of young men from the Youth and Māori Focus Units performing the haka will understand the awesome power of reconnecting with one's culture. The **new therapeutic model in our Māori Focus Units** will be implemented nationwide to lift the achievement level of these units to an elite standard.

Intervening early by addressing drug and alcohol issues, providing education and training, as well as employment opportunities, makes a huge difference with young offenders. We will implement our **Youth Action Plan**, which targets how we work within Corrections, who we partner with outside Corrections and what key actions must be taken to stop young offenders becoming career criminals.

3. RESPONSIVE COMMUNITY SERVICES

We need community-based services that are open for business more than the nine-to-five work day. We will create more **responsive community services**, where services follow the offender rather than the other way around. We're already operating late-night and weekend reporting, programmes and psychological interventions at more flexible times. This allows offenders to meet their sentence plan targets without jeopardising training, employment or family responsibilities.

More flexible service delivery means more **flexible staffing arrangements** and we will develop this as best practice. We will review our probation **staff allocation models** to ensure we can meet peak demand for services, and deliver to the highest standard of practice.

We will also work with partner agencies and providers to address the unmet **housing needs of high risk and high need offenders**. Together, we will work to provide more **supported accommodation** to ensure that offenders can reside in appropriate and safe homes.

reducing

➤ Re-offending continued...

4. SUPPORTING FAMILIES AND REINTEGRATION

For those leaving prison, getting somewhere to live, finding a job and reconnecting with family and community can be extremely difficult, and the more difficult it is for people to reintegrate, the more likely it is they will re-offend. This is why having **support in the community** is so important.

Before, during and after sentencing, we will provide **more guidance for families** of offenders so they can maintain or restore their family bond. We know that **maintaining a link with a parent in prison** is particularly important for children. We must make it easier for prisoners to spend time with their children in a safe and child-friendly environment. This not only supports the prisoner's rehabilitation, but contributes to the child's welfare as well.

We will **engage with whānau and communities** to help them prepare for and reintegrate prisoners near the end of their sentence.

Corrections has been allocated \$10 million from the Justice Sector Fund to establish **Out of Gate**, a navigation service to help short-serving and remand prisoners readjust to life beyond the prison walls. We will contract providers to assess people's reintegrative needs and 'navigate' offenders to a range of existing community services. The focus will be on employment, accommodation, education and training, living skills, health and wellbeing, whānau and community links. Case managers and probation officers will have a key role in referring and supporting offenders to take up Out of Gate services.





better

◆ **Public Value**

Creating lasting changes in people's lives doesn't come cheap. But stopping people from re-offending is the best investment we can make. Not only does it reduce the financial costs by not having to manage a repeat offender for many years, it also reduces the human cost of further victims. On top of this, if people have a job then they're able to give back and contribute to a community that they took so much from.

1. COMMERCIAL PARTNERS

By 2015, approximately 25% of Corrections' core custodial work will be managed under contract in the private sector. Serco took over the running of Mt Eden Corrections Facility in 2011 and will operate the new men's prison in Wiri currently being constructed as a **Public Private Partnership**.

Having a commercial partner provides a benchmark for us to compare ourselves to in terms of safety, security, recidivism outcomes, efficiency and staff culture.

The long run performance of New Zealand's prison system will be enhanced by the competition for ideas that this environment creates. The quarterly **Prisons Performance League Tables** allow us to compare results and learn from those high performing teams.

better

➤ **Public Value continued...**

2. JUSTICE SECTOR PARTNERS

Nearly 22,000 people work in the justice sector and approximately **\$4 billion** per year is spent ensuring justice services are delivered. The **Better Public Service** results the justice sector is charged with delivering – reducing crime and reducing re-offending – require Police, Courts and Corrections to work together for the benefit of all New Zealanders.

Initiatives like the Hutt Valley **local solutions to justice programme** are a model for the rest of the country of how we can work together to make real change on the ground.

The opening of the New Plymouth Police Station, which includes a **Corrections Remand Centre**, our investment in the rebuild of Christchurch with the development of a **Justice Sector Precinct** housing all justice services, along with the \$30 million expansion of **Audio Visual Link (AVL)** facilities between prisons and courts, are all tangible examples of a sector working together.

3. MODERNISING SERVICES

Many of our community probation facilities are unsatisfactory and don't support results-focused delivery. That's why we're committed to a four year **community corrections development programme** that will bring our community-based services together into modern facilities.

At the same time, we are **increasing the options for mobility** with the rollout of smart cellphone technology and the introduction of tablets where they make sense. The progressive upgrade of desktop applications and our core IOMS platform continues to ensure we can get more value from the systems we all use every day.

We will continue our significant investment in our facilities, e.g. seismic work underway across many sites, the redevelopment of Auckland East, our maximum security facility, and **major redevelopment projects** at Tongariro/Rangipo, Invercargill, Rolleston and Whanganui Prisons.

4. EXPENDITURE REVIEW (PHASE II)

Corrections continues to play its part in supporting the Government's fiscal plans by **living within our baseline funding** and delivering savings.

The first phase of the Expenditure Review yielded total **savings of \$103 million** through reducing our corporate costs (like travel and the use of contractors or consultants), closing our "end of life" prison facilities and restructuring the Department's leadership structure into a one team model.

This year we will begin **Phase II of the Expenditure Review** as we continue to look for areas to make savings that ensure better public value for the taxpayer and allow us to continue to deliver for communities and our staff.





visible

➤ Leadership

Within Corrections, visible leadership embodies the expectation that managers will be strong and active leaders who inspire their teams. Beyond Corrections, visible leadership is about us taking a lead role across the public sector and demonstrating to our partners how we can work together to reduce re-offending.

Having access to the right tools is essential, but ultimately, it is our people who we must invest in.

1. STAFF SAFETY

Each and every one of our staff wants and deserves a work environment that is safe and free from violence. The reality is that many offenders see using violence and threats as a normal part of life. We will create 'a new normal', one that challenges and changes violent and anti-social behaviour.

By implementing the **Staff Safety Action Plan "Keeping Each Other Safe"** we will improve safety through a determined focus on **visible leadership, training our staff, effective communication, enhanced resources, appropriate tools and improved processes.**

Staff want workplace safety to be driven from the frontline, and it will be. **Strong frontline leaders** will lead teams that have the training, resources and tools they need to stay safe at work. We will improve how we share information to enhance our safety and we will send a strong message to offenders that **violence is not an option**; not in prison, not in our service centres, not in people's homes, not anywhere.

2. COMMUNITY ENGAGEMENT

It's not enough to lead only inside Corrections. Reducing re-offending provides the opportunity to engage with local communities to work on problems that concern everyone.

Getting more people on board to support the change we all seek with offenders requires us to reach out more to groups who have not traditionally worked with us. This means becoming **more active within our local communities**, with our local councils, with local business and industry, and among the many social service providers and networks that deliver support services.

*All of us have a role to play in **telling our story** so that more people understand the important work we do and are motivated to get in behind our efforts.*

3. REGIONAL FLEXIBILITY

Bringing the Department's operations together into a one team structure, under the leadership of four Regional Commissioners, was an important step in decentralising accountability for service delivery. The challenge now is to **increase the flexibility that each commissioner and their regional teams have** to deploy resources to achieve our four priorities.

At the regional level this means strengthening our **business planning, financial management, and governance capabilities**. Delivering more value through **new ways of working** and the introduction of initiatives that lift our overall performance are all part of a growing set of leadership expectations.

At the National Office level we must work to **free up the system** so that the environment regional staff work in is increasingly responsive to the needs and expectations of local communities. **Supporting regions to introduce initiatives** that shift our service forward, and delivering **good policy and programmes** for nationwide implementation will ensure we keep moving ahead as one team.

4. LEADERSHIP DEVELOPMENT

The 2013 Your Say Survey confirmed that most staff at Corrections are **actively engaged** in the work they do. Where staff are not as engaged as they should be, we'll ensure they have **strong leadership, better resources and a more supportive work environment**.

*We will set **clear expectations of our people, develop performance and hold people to account** where their performance is unacceptable.*

We will grow people's management capabilities through the **Visible Leadership, emerging senior leaders and regional emerging leaders** programmes.

Managers will **listen to our people** and one team co-operation will be encouraged by **building virtual networks** where staff can come together to discuss and develop new approaches.





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