

STATEMENT OF INTENT

1 JULY 2014 – 30 JUNE 2018

TABLE OF CONTENTS

Foreword – Minister of Corrections	2
Introduction from the Chief Executive	4
Nature and Scope of Function	6
The Justice Sector	7
Corrections’ Role within the Justice Sector	8
Strategic Direction	9
Managing in a Changeable Environment	11
Improving Public Safety	13
Reducing Re-offending	19
Better Public Value	24
Effectively Managing Resources	25
Implementing Information and Communication Technology	26
Visible Leadership	27
Additional Statutory Reporting Requirements	29
Statement of Performance Expectations 2014/15	31
Financial Summary	32
Appendix A – Outcome and Impact Measure Performance and Baseline Comparison	50

FOREWORD – MINISTER OF CORRECTIONS

The Department of Corrections is making considerable progress with its contribution to achieving a wider public service target of reducing re-offending by 25 percent by 2017. At February 2014, a 12.6 percent reduction in re-offending (equating to 2,319 fewer offenders and 9,300 fewer victims of crime each year compared to the baseline of 30 June 2011) had been achieved. Prisoner numbers have decreased and are approximately two percent lower than at the same time last year.

The drive for further success will continue over the next four years, as the Department enhances its focus on addressing the drivers of crime. More offenders will receive effective rehabilitation programmes that include drug and alcohol treatment and domestic violence interventions. The provision of greater access to NCEA will be of particular benefit to young offenders, and the wider offender population will be connected with real jobs, training and employment through the Department's working prisons and relationships with Work and Income New Zealand, local job brokers and other training providers. The safety of the New Zealand public will remain central to the work Corrections does.

The Department will make greater use of technology that reduces the risks associated with transporting prisoners, and which improves the monitoring of high-risk offenders on community sentences or parole. Legislative changes will see the expansion of Extended Supervision Orders (ESOs) for child sex offenders beyond their current ten year time frame for those who pose a high risk of serious re-offending. ESOs will also be extended to include the management of high risk sex offenders and very high risk violent offenders. Meanwhile, the introduction of Public Protection Orders will ensure offenders at a very high risk of imminent serious sexual or violent re-offending can be detained.

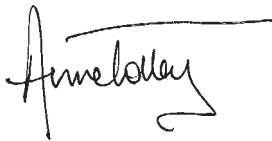
The Department's strategic management and use of its facilities play an increasingly important role in reducing re-offending. Prison site redevelopment and investment is being linked with offender training and working prison opportunities, while Community Corrections sites are progressively being replaced and upgraded to better accommodate the focus on turning offenders' lives around. This work will continue in the years ahead.

New insights from private sector innovation and expertise have already been learned from the contract managed prison at Mount Eden, and having a commercial partner operate the new men's prison in Wiri will provide a benchmark for the Department to compare itself to in terms of safety, security, recidivism outcomes, efficiency and staff culture.

Careful use of resources provides an assurance to the New Zealand public that it has a corrections system that is using taxpayers' resources wisely. The Department's Expenditure Review is transforming its business model and operations and will play a key role in lifting efficiency and cost effectiveness over the next four years.

I am confident Corrections can not only reduce re-offending further, but is well placed to maintain a lower rate of re-offending beyond 2017. Close working relationships with justice sector partners, other government agencies, as well as community and voluntary organisations have already played a key role in the Department's success in a results-driven public service, and will continue to do so.

I am satisfied that the information on future operating intentions provided by the Department in this statement of Intent is consistent with the policies and performance expectations of the Government.

A handwritten signature in black ink, appearing to read 'Anne Tolley', with a long horizontal line extending from the top of the signature.

Hon Anne Tolley
Minister of Corrections

INTRODUCTION FROM THE CHIEF EXECUTIVE

Each year, the Department of Corrections sets out for Parliament and the public what our primary focus will be in this, our Statement of Intent.

As it happens, our intent has been steadfast for many years now. We have always held fast to two very strong priorities – to keep the people of New Zealand safe from those who pose a risk, and to make every effort to rehabilitate those in our care. What has changed is our ability to adapt and refocus as an organisation in order to achieve these priorities. Corrections' goal is to achieve a 25 percent reduction in re-offending by 2017 and in order to achieve this target we are transforming the way we work. Much has been done already, but 2014 is going to be a pivotal year as we begin to see the results of a number of ground-breaking initiatives and programmes aimed at turning people's lives around.

Essential building work at Corrections sites across the country will ensure we have Community Corrections sites and prisons that meet the needs of a modern corrections service. First and foremost they must be secure; but they must also be places that encourage rehabilitation. Offenders need to be able to participate in employment, training, drugs and alcohol and life skills programmes that will help them turn away from crime. These needs will be met by the refurbishments underway at a number of existing sites and in the new men's prison that is taking shape at Wiri.

The improvements we are making to our prisons and community sites will also enhance the safety of our people. In 2013 we launched a Staff Safety Plan in response to several serious assaults by prisoners on our staff. The plan is underpinned by a zero-tolerance for violence stance and touches all areas of our operation as well as the personal safety of staff outside work. We have already seen a drop in serious assaults and as we move into 2014, we will all play our part to ensure our workplaces are safe and violence-free environments, even though we work with the most dangerous people in the country.

Central to our work this year across our four regions will be a commitment to education, reducing youth offending, addressing mental and physical health needs, employment and increased support for people leaving prison or in the community. We will continue to reach out to community groups, employers and agencies that can help us make a difference.

At a national level, the next phase of our Expenditure Review will examine in detail how we can reach our reducing re-offending targets and function at a high-level within our existing baseline funding.

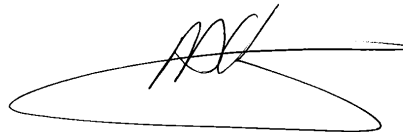
Our commitment to reducing crime is a shared commitment, and together with our partners in the justice sector we will work with offenders to break the cycle of their offending, always keeping victims and the safety of the public at the front of our minds.

Chief Executive's statement of responsibility

In signing this statement, I acknowledge that I am responsible for the information contained in the Statement of Intent for the Department of Corrections. This information has been prepared in accordance with the *Public Finance Act 1989*. It is also consistent with the proposed appropriations set out in the Estimate of Appropriations 2014/15, and with existing appropriations and financial authorities.



Ray Smith
Chief Executive



Neil Cherry
**General Manager Finance,
Technology and Commercial**

NATURE AND SCOPE OF FUNCTION

In New Zealand at any given time, approximately 8,500 individuals are in prison, and a further 30,000 offenders are serving a community sentence or order. The Department ensures the integrity of those sentences and orders¹ is upheld, contributes to a reduction in crime and re-offending and thereby improves public safety. Working collaboratively with our sector partners we aim to reduce re-offending by 25 percent by 2017. Achieving this will prevent 18,500 fewer victims of crime per year.

The Department employs more than 8,000 people² who work in our 17 prisons³ and over 140 Community Corrections sites throughout the country. The work of the Department is performed in accordance with the purposes and principles set out in sections five and six of the *Corrections Act 2004*.

Improving public safety and contributing to the maintenance of a just society

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

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

The principles we observe

In meeting this purpose, we uphold the following principles:

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

¹ Community-based sentences are imposed by the Courts. Community-based orders include Extended Supervision Orders, orders for release from prison on parole, and orders for conditional release following a term of imprisonment where the imprisonment component of the sentence has been served.

² Equivalent to 7,651 full time established positions

³ This figure includes one privately managed prison, operated by Serco.

THE JUSTICE SECTOR

Collectively, the justice sector provides accessible justice to a safe and just society where people enjoy civil and democratic rights. Justice sector Ministers and agencies work together to achieve the best outcomes. The justice sector is reducing the overall crime rate by 15 percent by 2017 as part of a series of Better Public Services goals that include reducing the violent crime rate by 20 percent, the youth crime rate by 25 percent and the re-offending rate by 25 percent.

A Sector Leadership Board drives performance across the justice system, coordinating the major change programmes underway, and collectively planning to modernise the sector, reduce costs, improve services, and further enhance public safety. The Board is chaired by the Secretary for Justice and comprises the Chief Executives of the Ministry of Justice, Department of Corrections and the Commissioner of Police.

Sector priorities

The overall outcome for the justice sector is to provide a safe and just society. This outcome is supported by the following five shared priority areas that guide planning and activity across the sector:

1. Reduce the harm caused by crime
2. Reduce the volume of crime and re-offending
3. Maintain strong institutions
4. Improve services
5. Manage investment.

Sector agencies are committed to reducing the volume of crime and the harm that it causes, to maintaining high levels of confidence and trust in the justice system, to delivering services that are modern, accessible and people-centred, and to provide the Government with a more cost-effective justice system.

Performance

The sector reports performance quarterly across three Key Performance Indicators:

- > the numbers of people entering the criminal justice system
- > the time it takes for cases to proceed through the court system
- > the rate of recidivism.

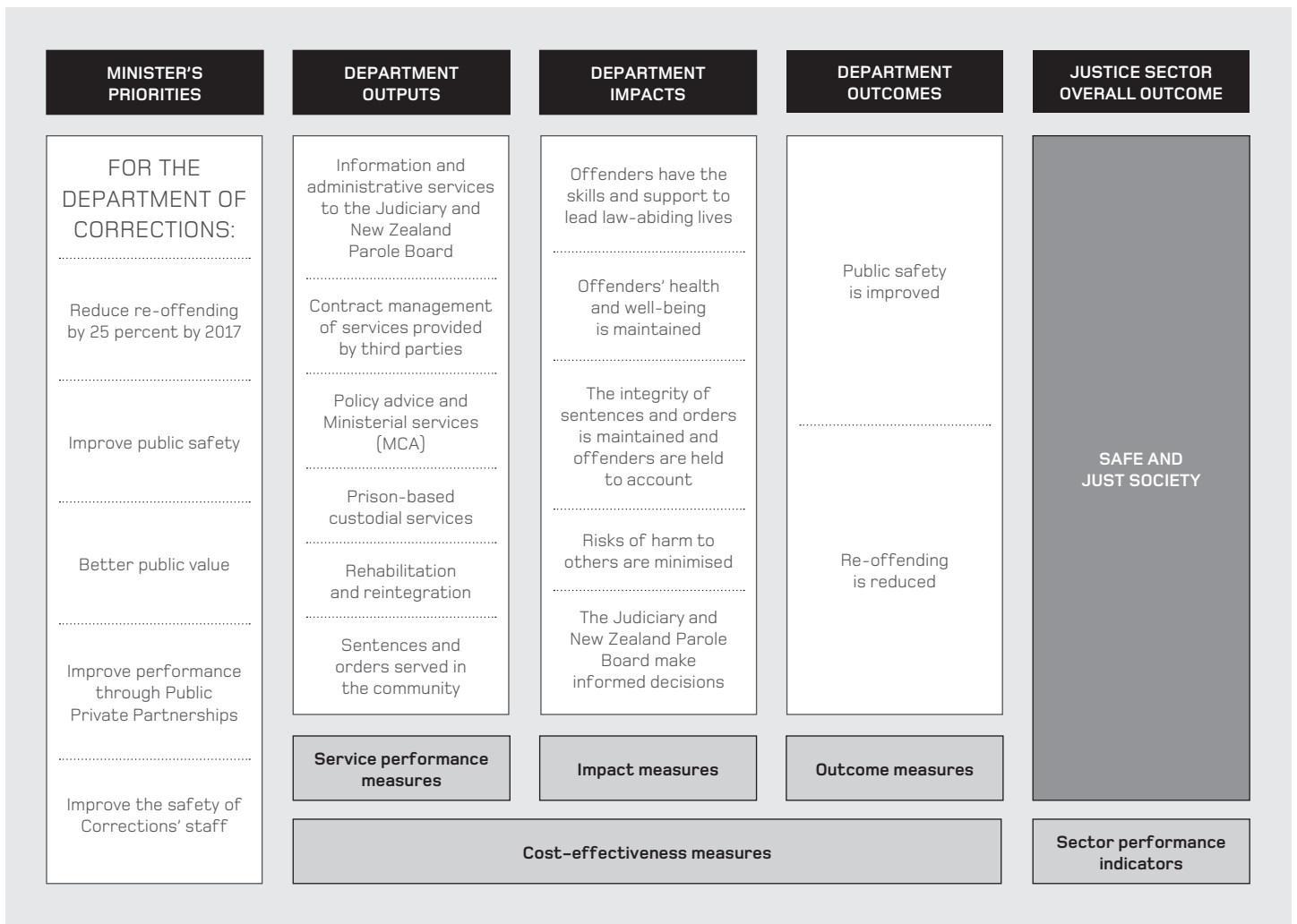
CORRECTIONS' ROLE WITHIN THE JUSTICE SECTOR

Our management of correctional facilities and Community Corrections sites contributes to trust in the justice system, and our rehabilitative and reintegrative work with offenders reduces crime and its impact, leading to safer communities and a safe and just society.

As a key service in the justice sector, the Department is focused on two specific outcomes for New Zealand society:

- > to improve public safety
- > to reduce re-offending.

The following diagram illustrates these two outcomes, the specific impacts we want to have on society, and the outputs under which our day-to-day activities sit. The outcomes and impacts are described in the following sections.



STRATEGIC DIRECTION

The Department is well-placed to ensure that New Zealand communities are kept safe from the offenders that we manage. We place offenders at the centre of our efforts to achieve our outcomes; ensuring public safety and reducing re-offending. Our work therefore has a positive impact on the lives of all New Zealanders.

We are a results-driven organisation. We have set ourselves goals that are clearly linked to the outcomes our work contributes to. The performance of programmes of activity designed to reduce re-offending and to keep the public safe are regularly monitored and their effectiveness is evaluated. Our activity is undertaken with access to international research and with an understanding of local knowledge about 'what works' to keep the public safe and to reduce re-offending. We provide offenders with skills that reduce their risk of re-offending and improve their successful reintegration into the work force and community.

The Department efficiently and effectively responds to the changing demands of the environment in which we work. We respond quickly to performance information and evaluation of our intervention activities to ensure we do the right work, with the right people at the right time, in order to achieve our outcomes. Two years on from our 'Unifying Our Effort' initiative to improve the way we work, we continue to enhance our organisational systems, processes and structure thereby lifting our productivity and performance.

Our intentions for the next four years will enable the Department to continue with a considered programme of activities that contribute to a reduction in re-offending. At the end of February 2014 we had achieved a 12.6 percent reduction in re-offending; half-way to our overall target of 25 percent by 2017. We will continue to build on that success. Our four year plan ensures that we will contract and have access to appropriate assets and capability to achieve our outcomes.

As we create lasting change in offenders' lives, the safety of the public and our people will remain our top priority. Our prisons will be more secure, our escape and contraband levels will remain extremely low, and we will ensure our staff are safer, more engaged, and better equipped to provide motivation and encouragement to prisoners and to offenders on community sentences and orders.

Working with others to create lasting change

Working closely with our justice sector partners will enable us to make a positive difference in offenders' lives, leading to a reduction in crime. Collaboration with the New Zealand Police provides opportunities to share facilities and therefore share the reduced costs of doing so. At the frontline it will enable us to better share operational intelligence to keep the public safe.

We will continue to develop opportunities for sustainable employment for offenders through our work with the Ministry of Social Development, and through our partnerships with employers and industries. Strong relationships with the Ministry of Health and District Health Boards will enable us to ensure that community based offenders have access to appropriate drug and alcohol harm reduction programmes.

Outputs from the Department's work also contribute to other results areas in the public sector. Offenders are provided with education programmes which contribute to NCEA achievement results and our programmes of activity to reduce re-offending will contribute to reductions in domestic violence, violent crime and youth crime. Offenders at Rolleston Prison work in the site's construction yard to refurbish houses to assist with the rebuild of Canterbury. We will continue to forge positive relationships with other public sector agencies to enhance the benefit the Public Sector plays in supporting our communities.

We will bring together our non-government and community partners, and set mutual goals, learn from each other's strengths, share capability, and deliver results. We will work side-by-side with iwi and Māori communities to rehabilitate and reintegrate Māori offenders. Interventions targeted at Māori offenders will provide a tikanga Māori reintegrative environment, and show increased success levels.

Enhancing our use of technology to improve the way we work

The rapidly changing nature of technology presents opportunities for new solutions to be trialled and adopted. We will continue to embrace these opportunities where they provide more efficient and effective ways to ensure the public is kept safe and re-offending is reduced.

Global Positioning System (GPS) monitoring of high risk offenders in the community and our use of Audio Visual Link (AVL) technology to reduce court appearance volumes have enabled us to increase public safety whilst providing better public value. Over the next four years we will expand our use of these proven technologies.

In 2013/14 the Department commenced a new television rental scheme within prisons, using televisions with transparent casings. The transparent casings ensure there is one less place where contraband items can be hidden by prisoners. The scheme will be rolled out across the prison estate over the next year. Over the next four years we will be exploring options for the provision of educational content on dedicated television channels in prison to support our more traditional education and training interventions.

MANAGING IN A CHANGEABLE ENVIRONMENT

New Zealand is emerging from the global financial crisis. During this period we have been operating in a tight financial environment. As a result the Department has had to develop innovative approaches to reduce re-offending while keeping the public safe. We expect the constraint of a tight fiscal environment to continue over the next four years, but we are now better placed to respond to that challenge. We will continue to operate effectively and efficiently within our planned financial and human resource levels.

The Department continues to adapt to changes in the make-up of the prison and community offender populations that we manage. Changes to legislation in 2007 have resulted in a growth in the volume of offenders serving their sentence on home detention. The prison population is tending towards longer sentenced prisoners with an increasing average age. There are now fewer offenders serving a sentence at the lesser end of the scale, a reflection of the overall drop in crime rates experienced in New Zealand over the last ten years.

Overall numbers of offenders managed by the Department are expected to decrease over the coming three to five years. By 2018 the average daily prison population is forecast to reduce by around five percent to less than 8,000 prisoners. We are also expecting a drop in the community sentenced population, mainly as a result of fewer community work sentences being imposed.

Māori continue to make up around 50 percent of the prison population. In response we have developed programmes that specifically address the needs of Māori. We make a difference in the lives of these offenders through our Te Tirohanga (Māori Focus Units) which provide intensive rehabilitative interventions in a therapeutic environment that supports the use of tikanga Māori. We have recently introduced a new nationally consistent model for programme delivery in our Te Tirohanga in an effort to improve outcomes for Māori offenders and communities. We will evaluate the effectiveness of this change during the next four years and adapt our approach accordingly if appropriate to do so.

Evaluation and evolution

The Department's activities contribute directly to a reduction in re-offending. We monitor and evaluate the effect our interventions have to ensure that our programmes continue to deliver the outcomes we expect. We measure the effect of our interventions with a Rehabilitation Quotient (RQ) measure and a Recidivism Index (RI) that enable us to determine the comparative impact of intervention activity on our ability to reduce re-offending.

A continuing cycle of evaluation, learning and appropriate response combined with our knowledge of how the demand for our services will change allows us to plan for the future, to ensure we have the capability to meet that demand in terms of our people, and the places that they work.

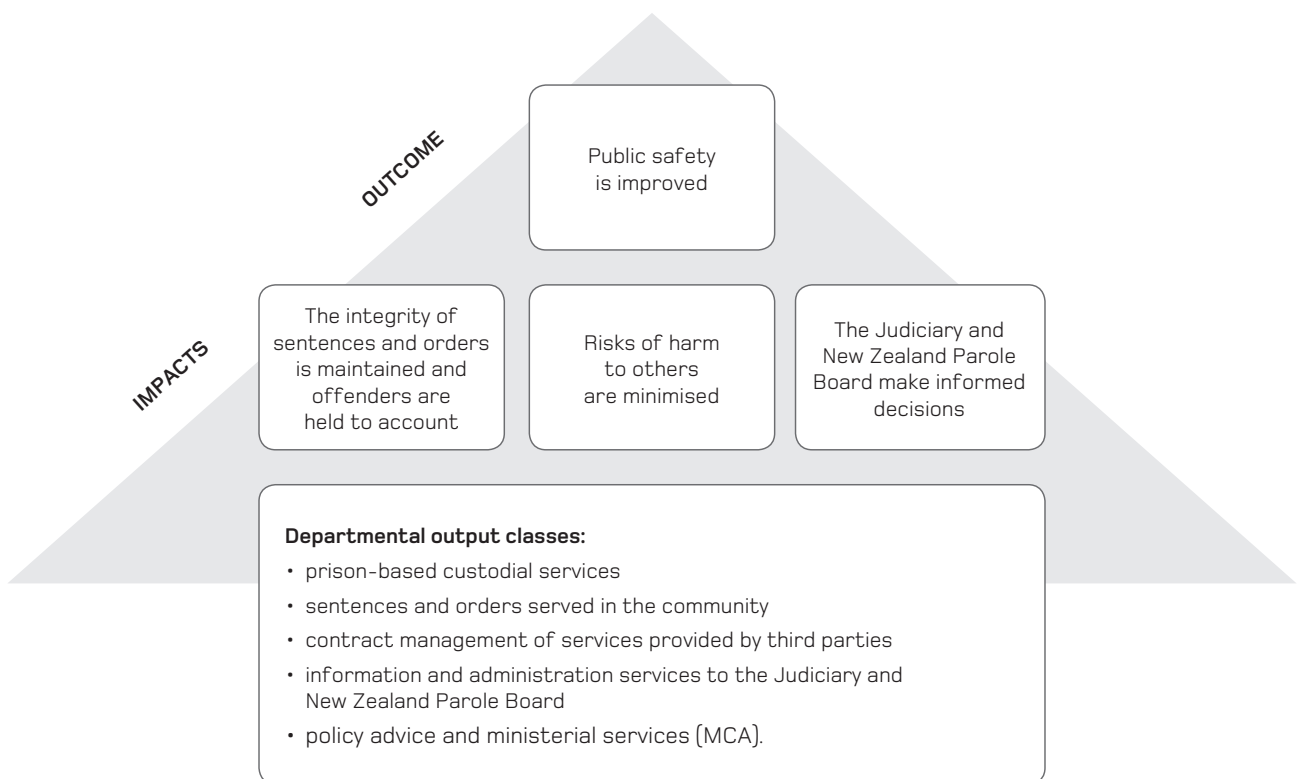
Our people

We work with some of the most challenging individuals in society. We invest in our staff to assist them to be more effective in their roles and ensure they have the appropriate skills to respond to the challenges of working with the prisoner and offender population. Enhancement of our staff safety work programme and our early response to new health and safety legislation changes will ensure we do our best to prevent harm to our people on the frontline. We will also continue to expand our Advanced Control and Restraint training activities.

Our places of work

Our places of work must be fit for the purpose that they are intended for. Prisons must be secure. Community Corrections sites and prisons must provide a safe environment in which our staff can perform their roles effectively. A new correctional facility will open in 2015 at Wiri, South Auckland, and we have a work programme to upgrade our existing facilities in order to maintain their useful life and ensure our institutions are safe and secure. These investments ensure that our services will continue to effectively meet demand. Over the next four years we will continue to strengthen our prison and community corrections network to make them even more secure, and more cost-efficient.

IMPROVING PUBLIC SAFETY



An effective justice system is fundamental to public safety in New Zealand. Keeping communities safe by ensuring offenders complete the sentences and orders handed down by our justice system will always be our bottom line.

We improve public safety by:

- > ensuring offenders comply with the sentences and orders handed down by the courts, and holding them to account when they do not
- > providing the Judiciary and New Zealand Parole Board with good quality information on which to base decisions
- > equipping our frontline staff with the skills and tools they need to do their job safely and securely
- > keeping the prison environment safe and secure.

It is our responsibility to ensure prisoners are accommodated securely and to make sure community-based offenders comply with their sentences and orders. Sentence and order compliance levels remain high, and escape rates and contraband indicator levels are at their lowest ever levels. Over the next four years we will build further on this success.

We will increase sentence and order compliance further by providing our staff with the training and resources they need to keep safe while engaging with prisoners and offenders in the community. We will continue to implement local solutions to local problems, and find ways to address the varied needs of offenders.

By 2018, we will demonstrate our success by:

- > ensuring more than 97 percent of offenders in the community comply with their sentences and orders, or are held to account
- > ensuring that prisoners are lawfully detained in custody by ensuring that no breakout escapes occur.

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

The integrity of sentences and orders is maintained when prisoners are accommodated securely, when crime within prisons (such as introduced contraband) is prevented, and when offenders in the community comply with their sentences and orders.

In recent years, we have greatly reduced escape and contraband levels in our prisons. There were no breakout escapes in the 2012/13 financial year, a trend which has continued into 2013/14. The percentage of random drug tests in prisons returning a positive result has remained low at 4.3 percent for the last two years. Over the next four years we will maintain the integrity of sentences and orders and hold offenders accountable by:

- > implementing a consistent set of security regimes across the prison network
- > investing in prison upgrades to achieve a common set of security standards
- > modernising our prison facilities to ensure they remain suitable for safely managing our prison population
- > expanding Global Positioning System (GPS) use to better monitor high-risk offenders who are serving community sentences or on parole
- > providing a range of drug and alcohol interventions to prisoners and community-based offenders.

By 2018, we will demonstrate our success through ensuring:

- > escape from custody volumes are minimised, and that no breakout escapes from custody occur
- > fewer than six percent of general random drug tests show positive results
- > more than 97 percent of offenders comply with their community-based sentence, or are held to account (including home detention)
- > more than 97 percent of offenders comply with their post-release order, or are held to account.

Risks of harm to others are minimised.

We manage offenders in ways that minimise their risk of harming others. We manage prisoners to prevent assaults on staff and other prisoners, and we actively work to manage and reduce the levels of risk posed by community-based offenders.

Properly managing aggressive behaviour can reduce the likelihood of injury to staff, offenders and the general public, so we are providing staff with more tools and training that will allow them to effectively handle situations that have the potential to cause harm.

Our use of Audio Visual Link (AVL) technology reduces the security risks associated with transporting prisoners to court. Expanding our use of this technology will allow more prisoners to engage in court processes and other activities without leaving prison.

Improving staff safety

Over the next four years we will:

- > place the safety of our staff at the core of all the work we do and any new initiatives that we undertake
- > explore options to introduce the use of on-body cameras and implement an appropriate option that enhances staff safety
- > enhance mental health awareness for frontline staff
- > introduce a Physical Readiness Assessment to ensure all custodial staff are fit and able to perform their role
- > ensure staff attending incidents with the potential for harm have the best possible support to de-escalate the situation and have access to post-incident support
- > continue our anti-violence campaign to send all offenders a consistent message that violence is unacceptable
- > continue to implement the recommendations of the staff safety Expert Advisory Panel to achieve a safer work environment.

Minimising risk of harm to the public

Over the next four years we will:

- > continue to work with the Ministry of Justice to:
 - introduce a civil order for the detention of offenders who have completed a finite prison sentence and are assessed as posing a very high risk of imminent and serious sexual or violent re-offending
 - introduce legislation that will expand the scope and duration of Extended Supervision Orders. This will minimise the risk of serious harm posed to the public by high risk sex offenders, as well as very high risk violent offenders

- > introduce legislation that will provide the Department with the ability to test offenders and bailees in the community for alcohol and drug use where being drug and alcohol free is a condition of their bail, home detention, or community sentence
- > support Police to advance a Whole of Government Gangs Operating Strategy to improve our combined justice sector response to prevention, enforcement and reduced recidivism
- > expand AVL technology in prisons, courtrooms and Community Corrections sites to reduce the risks associated with transporting prisoners
- > explore options for improved real-time tracking of our vehicle fleet.

By 2018, we will demonstrate our success by achieving:

- > an overall reduction in the rate of serious prisoner assaults on staff
- > a decrease in the severity of injuries to staff as a result of assault related incidents
- > a decrease in staff work days lost through workplace injuries
- > a reduction in the rate of serious prisoner assaults on other prisoners
- > a reduction in the rate of offenders who started a community sentence or order and then committed a new against-the-person offence during the following period of management, compared to the previous year
- > a reduction in the rate of offenders who started home detention or parole and then committed a new offence during the following period of management, compared to the previous year.

The Judiciary and New Zealand Parole Board make informed decisions.

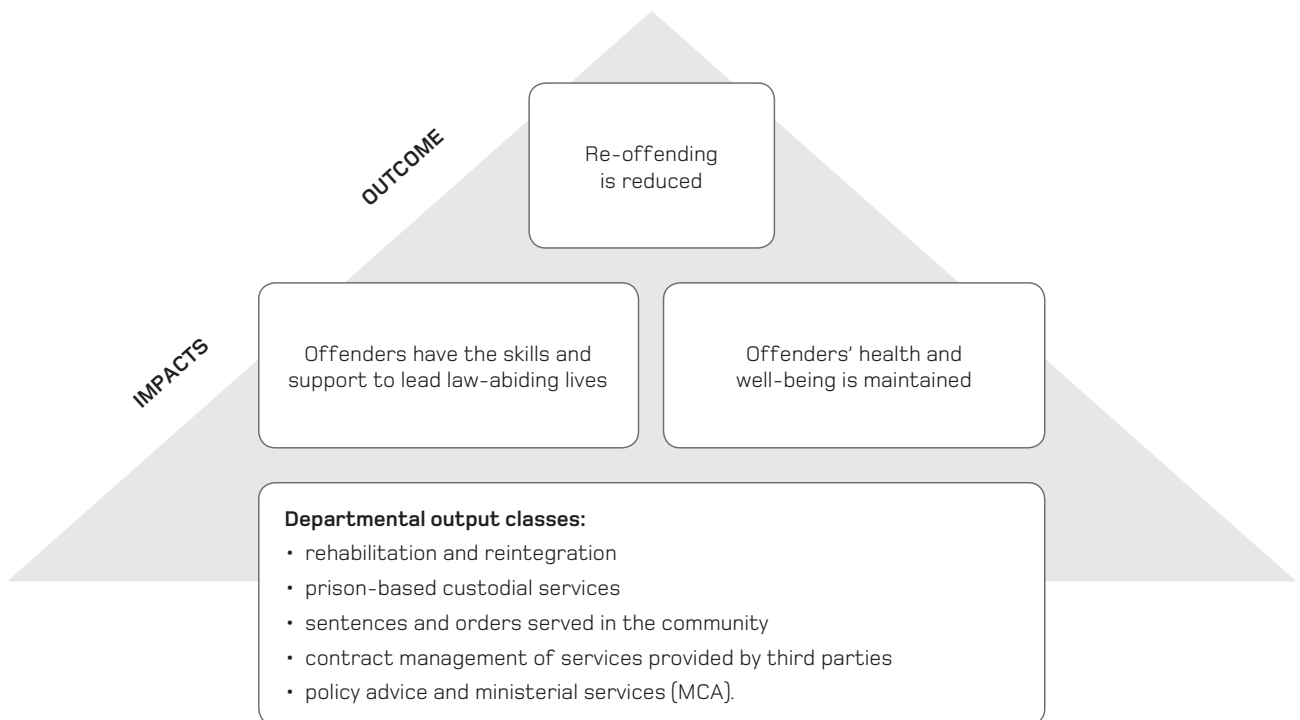
We provide the Judiciary and New Zealand Parole Board (NZPB) with timely information to help them make informed decisions about the offenders we manage. We also keep victims at the centre of our concern, informing them about offender hearings and releases.

Over the next four years we will:

- > provide serious crime victims the opportunity to stay informed about Board decisions relating to the person who offended against them
- > extend our victim notification services in line with the requirements likely to be enacted when the Victim Reforms Bill, currently before parliament, is passed
- > improve prisoners' readiness for parole through improved case management and better release planning
- > work with the New Zealand Parole Board to ensure the Board is provided with improved information about offenders, to assist the Board's decision-making process.

By 2018 we will demonstrate our success by ensuring we receive no justified complaints from victims about victim notification services provided on behalf of the New Zealand Parole Board.

REDUCING RE-OFFENDING



The Department is committed to deliver on its target of reducing re-offending by 25 percent by 2017. Achieving this target will mean that there would be 4,600 fewer offenders each year and 18,500 fewer victims each year. Reducing re-offending contributes to the safety of our communities. This is our ultimate goal.

We know the rehabilitative and reintegrative interventions we provide for offenders can create lasting change in their lives. Re-offending levels are decreasing as we expand our provision of rehabilitation, education, training, and employment opportunities. As we do so, we recognise that the impact of these activities may not be seen until the offenders have returned to the community.

Re-offending is reduced when offenders:

- > participate in interventions to address behaviours that contribute to their offending
- > receive education, training and skills to enable them to secure employment when released from prison
- > are healthy and have the skills to be positive role models
- > are managed fairly and decently whilst in our custody
- > are supported through engagement with iwi and community groups.

Building on our success will mean enhancing our case managers and probation officers' capabilities, and working with Government agencies, non-government agencies, community groups and other stakeholders.

By 2017, we will demonstrate our success through:

- > 4,600 fewer offenders re-offending.

By 2018, we will demonstrate our success through:

- > a sustained reduction in re-offending.

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

Offenders often have problems with low levels of educational attainment, poor literacy, drugs and alcohol, lack of employment skills, dysfunctional family relationships and mental health issues.

We work with offenders through planned rehabilitative interventions to help them address their offending behaviours and overcome challenges. As we do so, we monitor and evaluate our programmes to ensure the delivery and content of our interventions are of a high standard. We also develop and implement new programmes and opportunities that will help offenders to lead an offence-free lifestyle.

Helping offenders to help themselves

By 2018 more offenders will leave the corrections system having overcome their drug and alcohol problems, and having addressed their offending behaviours. They will have improved literacy and numeracy skills, and will have attained better education levels. More offenders will have been supported towards work readiness, and will have found work on release.

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

Offenders completing community-based sentences will have more opportunities to address their offending behaviour and will be provided with interventions to build motivation and life-skills. Young offenders will receive focused support to address their offending behaviours, and will benefit from greater access to work and learning opportunities.

Over the next four years, we will:

- > align interventions with offender needs through enhanced prisoner placement, intervention scheduling and a security classification review
- > configure our prison sites to maximise the impact of our 'Creating Lasting Change' strategy in the lives of offenders
- > continue the expansion of our 'Working Prisons⁴' initiative to increase offender participation in rehabilitation, education, training and employment activities
- > implement the Department's Youth Strategy to improve outcomes for young people in prisons and the community
- > further the availability and effectiveness of rehabilitation programmes, focussing on drug and alcohol treatment and domestic violence interventions

⁴ Working prisons ensure prisoners are engaged in a structured 40-hour week, working, studying, and attending rehabilitation programmes.

- > work with more prisoners before and after sentence completion to prepare and connect them with real job opportunities and employers
- > assess the learning needs of each prisoner to maximise the impact of education interventions on skills development and academic achievement
- > support every young offender to gain NCEA accreditation and improve access to all levels of education for adult learners
- > enhance the reach and effectiveness of our reintegration programmes
- > provide support to offenders to address their reintegrative needs through 'Out of Gate⁵' service navigation providers
- > foster partnerships with iwi and communities to support offenders' social and accommodation needs
- > expand the capabilities of probation staff and case managers by:
 - increasing the focus of motivational approaches, techniques and interventions that support offenders to engage in activity that will assist them to lead an offence-free lifestyle
 - enhancing relapse prevention capability
 - developing whānau engagement skills
 - developing the rehabilitation services provided directly by probation officers for higher-risk offenders completing community-based sentences.

By 2018, we will demonstrate our success through:

- > more prisoners achieving recognised qualifications than in previous years
- > more prisoners being in employment six months after release than in previous years
- > more prisoners securing employment with their Release to Work employer on release than in previous years.

⁵ Out of Gate is a reintegration initiative which ensures eligible short-serving and remand offenders have ready access to the reintegration support they need as they prepare to return to the community.

Offenders' health and well-being is maintained.

Prioritising offender health and mental well-being is an important part of creating lasting change in offender's lives. If a prisoner has their physical and mental health needs met, they are better able to focus in their rehabilitation.

We will improve our ability to provide the right services to prisoners according to their clinical needs. Primary mental health services including packages of care will be available to all prisoners, and options for screening prisoners for Hepatitis C will be explored in conjunction with the Hepatitis Foundation.

As the average age of the prison population continues to trend upwards we recognise that investment is required to meet prisoners' health needs. In 2014/15 the High Dependency Unit at Rimutaka Prison will be expanded from 20 to 30 beds.

To enable us to better manage prisoners with moderate to severe mental health needs our plans to rebuild Auckland Prison's maximum security wing, due for completion in 2017, will include specific provision to meet the needs of some of our most complex and high needs prisoners. By working closely with forensic services we will provide a therapeutic environment and approach to offenders and consequently reduce public safety risks.

By 2018, we will demonstrate our success through:

- > minimising the number of unnatural deaths of prisoners each year
- > minimising the number of self-harm threat to life by prisoners each year
- > fewer justified complaints by prisoners to the Corrections' Inspectorate (general and about health services) each year.

BETTER PUBLIC VALUE

Prioritise our resources to improve our services.

We will strive to deliver the best value to the New Zealand public in everything we do. We will build public confidence in a corrections system that is using taxpayers' resources wisely. We will ensure every activity contributes to our goal of reducing re-offending and improving public safety and provide a work environment that supports lasting change.

To achieve these goals within current baseline funding levels we have structured the Department to operate as one team across services and invested significantly in asset modernisation. Over the next four years we will build on this success by:

- > implementing the efficiency gains identified under our 2013/14 expenditure review, a continual focus in enhancing our productivity and performance
- > continuing to move providers towards results-based contracts, providing incentives to be more effective in reducing re-offending
- > applying lessons learned from private prison providers and other jurisdictions into Corrections' operating model
- > commencing services at New Zealand's first public/private partnership prison in 2015 with SecureFuture Wiri Ltd
- > modernising our prison estate to improve its efficiency and effectiveness. We will undertake the next stages of enhancing and better managing our prison estate, and the use of our Community Corrections sites, to enable us to provide the range of services delivered in the most cost effective and efficient manner.

Over the next four years we will continue to monitor our performance through:

- > our performance against budget
- > modernisation of our facilities over time
- > improved performance results within existing funding levels.

EFFECTIVELY MANAGING RESOURCES

Corrections will ensure that its capital assets are utilised effectively. We manage over \$2 billion worth of facilities, which includes 17 operational prisons and over 140 Community Corrections sites. Effective management of this portfolio is an important part of creating lasting change in the lives of offenders and in keeping our communities safe.

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

- > continuing redevelopment work at Tongariro/Rangipo, Invercargill, Rolleston and Whanganui Prisons
- > improving our facilities to engage prisoners in work or training
- > modernising Community Corrections sites, creating hubs that encourage more efficient interactions between Department staff, offenders, and service providers in the community
- > co-locating work premises with our justice sector partners, including the Christchurch Justice and Emergency Services Precinct (CJESP) where Corrections and Police will share a custodial suite designed for initial offender inductions and court servicing
- > implementing Expenditure Review work streams and strategies to address our future cost pressures
- > incorporating centralised services and outcomes based contracting to ensure resources are used efficiently in the work we do with offenders
- > achieving savings through a greater cohesion between Corrections, New Zealand Police, the Courts and the New Zealand Parole Board
- > developing long-term plans for shifting resources and operations as offender numbers and locations change.

IMPLEMENTING INFORMATION AND COMMUNICATION TECHNOLOGY

We use information and communication technology to support our management of offenders, to keep the public safe and to ensure offender information is reliable, appropriately accessible and secure. We will consider new developments in technology, and where appropriate, use them to work faster, smarter and more efficiently to reduce re-offending and ensure public safety.

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

- > continuing to expand Audio Visual Links (AVL) in prisons and courtrooms to reduce the costs associated with offender transportation and escorting to court
- > encouraging offenders to take personal responsibility for their offending and engagement with the Department through electronically monitored bail, home detention and community detention monitoring and through providing educational content on prisoner televisions
- > continuing to upgrade Corrections' core business system for offender management support
- > expanding our use of Global Positioning System (GPS) technology as a tracking tool for high risk offenders
- > trialling restricted internet access facilities for specified education purposes and trialling the provision of IT training to young offenders.

VISIBLE LEADERSHIP

Working with other Government agencies and community organisations is vital to reducing re-offending. We will clearly outline our goals, develop our understanding of their work, and collaborate with them to find new and better ways of creating lasting change in the lives of offenders.

A professional and engaged workforce is equally important. We will ensure staff are supported in their efforts to reduce re-offending and ensure sentence compliance. We will improve our interaction with offenders, as well as the systems and processes that support this work.

We will share our story about our work to clearly demonstrate our progress towards reducing re-offending and improving public safety.

Supporting and encouraging our people

As a modern and sustainable department, we will:

- > develop tools and guidelines to support our staff to use their professional judgement to make the right decisions
- > develop our leaders' skills through leadership training and emerging leaders' groups
- > strengthen regional management by implementing district and regional plans
- > ensure performance measures are appropriate, robust, and comprehensive
- > develop safer work practices, training and equipment.

Strengthening our partnerships to deliver our shared objectives

We must work with our partners to set mutual goals, share capability and deliver results. Over the next four years our partnerships with justice sector partners and other agencies will see us:

- > support Child, Youth and Family in preventing young people who are likely to offend from becoming adult offenders through the implementation of a Youth Strategy
- > work alongside Work and Income to help recently released prisoners to find work
- > work with non-government organisations to develop their contribution to our focus on offender rehabilitation and reintegration
- > improve our provision of offender healthcare in partnership with the Ministry of Health
- > inform development of our education interventions through consultation with the Ministry of Education and Tertiary Education Commission
- > continue to work with Housing New Zealand on accommodation options for offenders post-sentence, as well as with the refurbishment of houses for Christchurch.

We will demonstrate our success by:

- > having an engaged workforce
- > unifying our efforts to achieve results
- > developing strong relationships with our partners
- > sharing our story.

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(1)(a)

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

Section 190(1)(b)

A report on the work undertaken by the inspectors of Corrections, including statistical information about the disposition of complaints made by people under control or supervision and comment on issues arising from complaints or visits.

Section 190(1)(c)(d)(e)

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

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

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

Section 190(1)(f)

A report on measures to reduce drug and alcohol use by prisoners and the effectiveness of those measures, random-testing programmes and the results of those programmes.

Section 190(1)(g)

A report on the operation of every security contract in force for the whole, or any part, of the year to which the Annual Report relates, including:

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

Section 190(1)(h)

A report on the operation of every contract prison in operation in whole or in part in the year, including:

- > a summary of reports forwarded to the Chief Executive under section 199D (1A), (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.

Section 15A of the *Parole Act 2002*

- > Section 15A(4) of the *Parole Act 2002* requires the Department of Corrections to include in its Annual Report information about the use of electronic monitoring. The information required covers:
 - > the number of offenders who were at any time subject to an electronic monitoring condition
 - > the average number of offenders who were subject to an electronic monitoring condition and the average duration of the condition
 - > the percentage of offenders who offended, while subject to an electronic monitoring condition attached to an extended supervision order, were convicted for a breach of the condition, or convicted of any other offence
- > a description of processes and systems relating to electronic monitoring that were in place during the year reported on.

STATEMENT OF PERFORMANCE EXPECTATIONS 2014/15

For the Year Ending 30 June 2015

As part of the Information Supporting the Estimates 2014/15
BUDGET 2014

FINANCIAL SUMMARY

The following financial highlights for the Department of Corrections present a performance forecast for the year ending 30 June 2015.

In 2014/15 Corrections expects to earn total income of \$1,185.489 million:

- > \$1,153.604 million in revenue from the Crown
- > \$31.885 million in revenue from other sources.

Corrections expects to incur \$1,185.489 million of expenditure over its six output classes, as follows:

- > \$727.636 million (61.38 percent of the Vote) for the provision of custodial services for offenders lawfully required to be detained in custody. This includes remand prisoners (people awaiting trial, and offenders convicted but not yet sentenced), those offenders sentenced to imprisonment, and any other offender required to be lawfully detained in custody
- > \$218.470 million (18.43 percent of the Vote) for the management and delivery of sentences and orders served in the community
- > \$178.742 million (15.08 percent of the Vote) for the provision of case management and interventions designed to address the underlying causes of criminal re-offending
- > \$53.277 million (4.49 percent of the Vote) for the provision of information about offenders to: victims of crime, the Judiciary and the New Zealand Parole Board, and the provision of administrative, financial and secretariat services to the New Zealand Parole Board
- > \$4.135 million (0.35 percent of the Vote) for the provision of advice (including second opinion advice and contributions to policy advice led by other agencies) to support decision-making by Ministers on government policy matters
- > \$1.755 million (0.15 percent of the Vote) to prepare and manage contracts for services provided by third parties, and;
- > \$1.474 million (0.12 percent of the Vote) for Department responses to ministerial correspondence and parliamentary questions.

Summary of estimated expenditure to 30 June 2018

	2014/15 TOTAL BUDGET \$000	2015/16 ESTIMATED \$000	2016/17 ESTIMATED \$000	2017/18 ESTIMATED \$000
Output Expenses	1,179,880	1,249,876	1,232,656	1,232,656
MCA ⁶ Output Expenses	5,609	5,578	5,578	5,578
Capital Expenditure	319,715	201,102	197,010	125,279
Total Expenditure	1,505,204	1,456,556	1,435,244	1,363,513

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

Further information on Corrections' performance is located on pages 34-48. It includes: output expenses, quality, timeliness and quantity of services provided by the Department.

6 MCA – Multi Category Appropriation

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

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

ANNUAL EXPENSES AND REVENUE	BUDGETED \$000 2013/14	ESTIMATED ACTUAL \$000 2013/14	BUDGET \$000 2014/15
Total Appropriation	54,213	54,194	53,277
Revenue from Crown	54,193	54,193	53,277
Revenue from Other	20	20	–

OUTPUT: INFORMATION SERVICES TO THE JUDICIARY

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

PERFORMANCE MEASURES	BUDGETED STANDARD 2013/14	ESTIMATED ACTUAL STANDARD 2013/14	BUDGET STANDARD 2014/15
Quality			
The percentage of probation reports provided to court that met quality standards	≥90%	97%	≥90%
Timeliness			
The percentage of reports provided to court within agreed timeframes before sentencing (note 3):			
> probation reports	≥95%	≥95%	≥95%
> psychological reports (note 2)	≥95%	≥95%	≥95%

ACTIVITY INFORMATION	BUDGETED VOLUME 2013/14	ESTIMATED ACTUAL OUTCOME 2013/14	BUDGET VOLUME 2014/15
Number of Reports and Hours			
The number of reports provided to court:	50,540	45,533	44,557
> probation reports	50,290	45,393	44,332
> psychological reports (note 2)	250	140	225
The number of court attendance hours	103,586	110,705	99,227
The number of Electronic Monitoring Bail (EM Bail) applications submitted to court (note 1)	New measure for 2014/15	New measure for 2014/15	2,500

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.

PERFORMANCE MEASURES	BUDGETED STANDARD 2013/14	ESTIMATED ACTUAL STANDARD 2013/14	BUDGET STANDARD 2014/15
Quality The percentage of parole progress reports provided to agreed quality standards pursuant to NZPB requirements	≥90%	92%	≥90%
Timeliness The percentage of reports provided to agreed timeframes pursuant to NZPB requirements (note 4):			
> parole assessment reports (note 2)	≥75%	≥75%	≥75%
> parole progress reports	≥95%	≥95%	≥95%
> psychological reports (note 2)	≥90%	≥90%	≥90%

ACTIVITY INFORMATION	BUDGETED VOLUME 2013/14	ESTIMATED ACTUAL OUTCOME 2013/14	BUDGET VOLUME 2014/15
Number of Reports The number of reports provided to the NZPB:	7,335	7,735	6,868
> parole assessment reports (note 2)	5,699	6,191	5,369
> parole progress reports	436	344	299
> psychological reports (note 2)	1,200	1,200	1,200

OUTPUT: INFORMATION AND ADMINISTRATIVE SERVICES TO VICTIMS

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

PERFORMANCE MEASURES	BUDGETED STANDARD 2013/14	ESTIMATED ACTUAL STANDARD 2013/14	BUDGET STANDARD 2014/15
Quality and Timeliness			
The number of justified complaints about notification services received from registered victims (note 5)	Nil	1	Nil
ACTIVITY INFORMATION	BUDGETED VOLUME 2013/14	ESTIMATED ACTUAL OUTCOME 2013/14	BUDGET VOLUME 2014/15
Number of Victims			
The number of victim referrals received from the New Zealand Police (note 22)	≥700	900	≥1,800

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

The Department provides administrative services to the Board.

PERFORMANCE MEASURES	BUDGETED STANDARD 2013/14	ESTIMATED ACTUAL STANDARD 2013/14	BUDGET STANDARD 2014/15
Quality			
The percentage of offenders who are notified as per NZPB requirements (note 6)	≥98%	≥98%	≥98%
The percentage of victims who are notified as per NZPB requirements (note 7)	≥98%	≥98%	≥98%
Timeliness			
The percentage of all cases to be heard by the NZPB that are scheduled no later than 16 weeks from the date of the hearing	≥98%	≥98%	≥98%
ACTIVITY INFORMATION	BUDGETED VOLUME 2013/14	ESTIMATED ACTUAL OUTCOME 2013/14	BUDGET VOLUME 2014/15
Number of Hearings			
The number of NZPB hearings where administrative support was required	8,500	8,400	8,500

APPROPRIATION – CONTRACT MANAGEMENT OF SERVICES PROVIDED BY THIRD PARTIES

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

ANNUAL EXPENSES AND REVENUE	BUDGETED \$000 2013/14	ESTIMATED ACTUAL \$000 2013/14	BUDGET \$000 2014/15
Total Appropriation	2,288	1,788	1,755
Revenue from Crown	2,288	2,288	1,755
Revenue from Other	–	–	–

OUTPUT: CONTRACT MANAGEMENT

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

PERFORMANCE MEASURES	BUDGETED STANDARD 2013/14	ESTIMATED ACTUAL STANDARD 2013/14	BUDGET STANDARD 2014/15
Quality Undertake audits of the contracts through the year, and report on the audits (note 8)	Achieved	Achieved	Achieved

APPROPRIATION – POLICY ADVICE AND MINISTERIAL SERVICES (MULTI CATEGORY APPROPRIATION)

CATEGORY: POLICY ADVICE

This category is limited to the provision of advice (including second opinion advice and contributions to policy advice led by other agencies) to support decision-making by ministers on Government policy matters.

CATEGORY: MINISTERIAL SERVICES

This category is limited to the provision of responses to ministerial correspondence and parliamentary questions.

ANNUAL EXPENSES AND REVENUE ⁷	BUDGETED \$000 2013/14	ESTIMATED ACTUAL \$000 2013/14	BUDGET \$000 2014/15
Total Appropriation	5,702	5,702	5,609
> <i>Policy Advice</i>	4,216	4,216	4,135
> <i>Ministerial Services</i>	1,486	1,486	1,474
Revenue from Crown	5,702	5,702	5,609
> <i>Policy Advice</i>	4,216	4,216	4,135
> <i>Ministerial Services</i>	1,486	1,486	1,474
Revenue from Other	–	–	–
> <i>Policy Advice</i>	–	–	–
> <i>Ministerial Services</i>	–	–	–

PERFORMANCE MEASURES	BUDGETED STANDARD 2013/14	ESTIMATED ACTUAL STANDARD 2013/14	BUDGET STANDARD 2014/15
Quality The office of the Minister of Corrections is satisfied with the level of quality of policy advice, and of draft ministerial correspondence, provided by the Department (determined by an annual survey of satisfaction) (note 23)	n/a	n/a	≥84%

⁷ 2013/14 financial figures are supplied based on the Multi-Class Output Appropriation (MCOA) of that year.

CATEGORY: POLICY ADVICE

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

PERFORMANCE MEASURES	BUDGETED STANDARD 2013/14	ESTIMATED ACTUAL STANDARD 2013/14	BUDGET STANDARD 2014/15
Quality			
The technical quality of the Department's policy advice will be externally assessed from a representative sample by a third party assessor (measured through an annual review) (note 9)	≥70%	≥70%	≥70%
The office of the Minister of Corrections is satisfied with the quality of policy advice provided, including quality of the written material and quality of the advice provided (measured through an annual survey) (note 10)	≥78%	≥78%	≥78%
Cost			
Total cost per output hours of professional staff time devoted to policy advice and other policy functions (note 11)	≤\$105	≤\$126	≤\$126

CATEGORY: MINISTERIAL SERVICES

The Department provides responses to ministerial correspondence and parliamentary questions.

PERFORMANCE MEASURES	BUDGETED STANDARD 2013/14	ESTIMATED ACTUAL STANDARD 2013/14	BUDGET STANDARD 2014/15
Quality			
The percentage of ministerial draft correspondence that is signed without changes	≥90%	≥90%	≥90%
Timeliness			
The percentage of all responses to parliamentary questions that are completed with five working days	≥98%	≥98%	≥98%
The percentage of responses to ministerial draft correspondence that are completed within 20 working days	≥98%	≥98%	≥98%

APPROPRIATION – PRISON-BASED CUSTODIAL SERVICES

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

ANNUAL EXPENSES AND REVENUE	BUDGETED \$000 2013/14	ESTIMATED ACTUAL \$000 2013/14	BUDGET \$000 2014/15
Total Appropriation	761,520	757,722	727,636
Revenue From Crown	752,900	752,900	725,445
Revenue From Other	8,620	8,620	2,191

OUTPUT: CUSTODIAL SERVICES

This output provides custodial services for prisoners and ensures offenders complete the correct imposed order/sentence and comply with the specific restrictions and requirements of their order/sentence, are not harmed, and are treated fairly and their legitimate needs are met. This output also provides for drug testing of prisoners while in prison. This is complemented by other drug control activities such as checkpoints, dogs, and cell searches.

PERFORMANCE MEASURES	BUDGETED STANDARD 2013/14	ESTIMATED ACTUAL STANDARD 2013/14	BUDGET STANDARD 2014/15
Quality			
The number of non-serious/no injury prisoner/prisoner assaults (note 2 & 12)	≤800	≤685	≤750
The number of non-serious/no injury prisoner/staff assaults (note 2 & 12)	≤300	≤289	≤300
The number of general random drug tests sampled (note 2)	≥4,200	≥4,233	≥4,200
The percentage of initial offender plans completed within required timeframes (note 1)	New measure for 2014/15	New measure for 2014/15	≥85%

ACTIVITY INFORMATION	BUDGETED VOLUME 2013/14	ESTIMATED ACTUAL OUTCOME 2013/14	BUDGET VOLUME 2014/15
Number of Offenders			
The average prison population (note 2)	8,634	8,400	8,246
The maximum number of prisoners held (note 2)	8,793	8,637	8,393

OUTPUT: HEALTH

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

PERFORMANCE MEASURES	BUDGETED STANDARD 2013/14	ESTIMATED ACTUAL STANDARD 2013/14	BUDGET STANDARD 2014/15
Quality			
The percentage of new receptions who have been assessed as requiring a cardio-vascular risk assessment (CVRA), and receive a CVRA within eight weeks of identification	≥90%	≥93%	≥90%
The number of identified Health Centres achieving Cornerstone accreditation (note 13)	4	4	1
The number of Health Centres that retained their Cornerstone accreditation status following completion of an annual review (note 1)	New measure for 2014/15	New measure for 2014/15	15
The percentage of newly received prisoners who have a reception health triage assessment on the day of reception (note 2)	≥95%	≥98%	≥95%

ACTIVITY INFORMATION	BUDGETED VOLUME 2013/14	ESTIMATED ACTUAL OUTCOME 2013/14	BUDGET VOLUME 2014/15
Number of Prisoners			
The number of prisoners who require a health screening upon reception (note 2)	30,500	29,424	30,500
The total number of health consultations with healthcare staff (note 2 & 24)	264,000	178,018	124,300

APPROPRIATION – REHABILITATION AND REINTEGRATION

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

ANNUAL EXPENSES AND REVENUE	BUDGETED \$000 2013/14	ESTIMATED ACTUAL \$000 2013/14	BUDGET \$000 2014/15
Total Appropriation	177,671	168,806	178,742
Revenue from Crown	141,967	141,967	149,048
Revenue from Other	35,704	35,704	29,694

OUTPUT: CASE MANAGEMENT

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

PERFORMANCE MEASURES	BUDGETED STANDARD 2013/14	ESTIMATED ACTUAL STANDARD 2013/14	BUDGET STANDARD 2014/15
Quantity The percentage of prisoners entitled to receive an offender plan that received one (note 2 & 14)	≥95%	≥95%	≥95%

OUTPUT: INTERVENTIONS – TRAINING AND EDUCATION

This output focuses on providing prisoners with industry recognised training and education that improves 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 2013/14	ESTIMATED ACTUAL STANDARD 2013/14	BUDGET STANDARD 2014/15
Quality The percentage of prisoners who demonstrate measurable gains with literacy and numeracy (note 15)	≥75%	≥75%	≥75%
Quantity The number of prisoners participating in education programmes in prisons (note 16)	2,969	2,969	2,969
The total number of qualifications achieved by prisoners while in prison (note 17)	2,800	3,505	3,505

OUTPUT: INTERVENTIONS – OFFENDER EMPLOYMENT

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

PERFORMANCE MEASURES	BUDGETED STANDARD 2013/14	ESTIMATED ACTUAL STANDARD 2013/14	BUDGET STANDARD 2014/15
Quantity			
The number of prisoners who have engaged in employment activities (note 18)	11,435	11,435	11,460

OUTPUT: INTERVENTIONS – REHABILITATION

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

PERFORMANCE MEASURES	BUDGETED STANDARD 2013/14	ESTIMATED ACTUAL STANDARD 2013/14	BUDGET STANDARD 2014/15
Quality			
The percentage of offenders who start and complete a rehabilitation programme:			
> prisoners	≥75%	≥75%	≥75%
> community-based offenders	≥65%	≥65%	≥65%
Quantity			
The number of offenders who start a rehabilitation programme (note 21):	14,135	12,575	13,247
> prisoners	7,856	6,929	7,911
> community-based offenders	6,279	5,646	5,336

OUTPUT: INTERVENTIONS – REINTEGRATION

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

PERFORMANCE MEASURES	BUDGETED STANDARD 2013/14	ESTIMATED ACTUAL STANDARD 2013/14	BUDGET STANDARD 2014/15
Quality			
The number of offenders referred by case managers through to Out of Gate providers (note 1 & 19)	New measure for 2014/15	New measure for 2014/15	4,300

APPROPRIATION – SENTENCES AND ORDERS SERVED IN THE COMMUNITY

This appropriation is limited to the management and delivery of sentences and orders in the community, and electronic monitoring of people on bail.

ANNUAL EXPENSES AND REVENUE	BUDGETED \$000 2013/14	ESTIMATED ACTUAL \$000 2013/14	BUDGET \$000 2014/15
Total Appropriation	217,835	215,778	218,470
Revenue from Crown	217,767	217,767	218,470
Revenue from Other	68	68	–

OUTPUT: HOME DETENTION SENTENCES

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

PERFORMANCE MEASURES	BUDGETED STANDARD 2013/14	ESTIMATED ACTUAL STANDARD 2013/14	BUDGET STANDARD 2014/15
Quality and Timeliness			
Compliance with mandatory standards for home detention sentences (note 20)	≥98%	≥95%	≥98%

ACTIVITY INFORMATION	BUDGETED VOLUME 2013/14	ESTIMATED ACTUAL OUTCOME 2013/14	BUDGET VOLUME 2014/15
Number of Offenders			
The total number of new home detention sentences commenced	3,275	3,525	3,552
The average number of home detention sentences being served	2,478	2,831	2,896

OUTPUT: COMMUNITY-BASED SENTENCES

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

PERFORMANCE MEASURES	BUDGETED STANDARD 2013/14	ESTIMATED ACTUAL STANDARD 2013/14	BUDGET STANDARD 2014/15
Quality and Timeliness			
Compliance with mandatory standards for community-based sentences (note 20)	≥98%	≥94%	≥98%

ACTIVITY INFORMATION	BUDGETED VOLUME 2013/14	ESTIMATED ACTUAL OUTCOME 2013/14	BUDGET VOLUME 2014/15
Number of Offenders			
The total number of new community-based sentences commenced	67,666	50,695	49,786
The average number of community-based sentences being served	31,349	29,497	27,239

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 New Zealand Parole 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.

PERFORMANCE MEASURES	BUDGETED STANDARD 2013/14	ESTIMATED ACTUAL STANDARD 2013/14	BUDGET STANDARD 2014/15
Quality and Timeliness			
Compliance with mandatory standards for post-release orders (note 20)	≥98%	≥98%	≥98%

ACTIVITY INFORMATION	BUDGETED VOLUME 2013/14	ESTIMATED ACTUAL OUTCOME 2013/14	BUDGET VOLUME 2014/15
Number of Offenders			
The total number of new post-release orders commenced	5,901	5,824	5,714
The average number of post-release orders being served	6,155	5,997	5,916

NOTES TO PERFORMANCE MEASURES

NOTE #	REFERENCE/PERFORMANCE MEASURE	DEFINITION
1	New measure for 2014/15	These new performance measures are being introduced for the 2014/15 financial year.
2	Performance measure includes both the Department and private prison	The aggregated standard (budget and actual) includes performance results for the Department and private prisons.
3	The percentage of reports provided to court within agreed timeframes before sentencing	<p>Probation reports are completed to timeframes defined by the Community Probation Mandatory Standards. 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 are provided to court at least two working days before sentencing where a request is received, allowing an agreed minimum timeframes as set out in the Psychological Operations Manual.</p>
4	The percentage of reports provided to agreed timeframes pursuant to NZPB requirements	<p>Parole assessment reports are provided to the NZPB at least 15 working days prior to the hearing date.</p> <p>Parole progress reports are provided to the NZPB at least 10 working days prior to the hearing date.</p> <p>Psychological reports are prepared for the NZPB at least five weeks prior to the hearing date.</p>
5	The number of justified complaints about notification services received from registered victims	<p>The <i>Victims' Rights Act 2002</i> imposes clear obligations on specified agencies to provide information and offer assistance to victims of offences.</p> <p>The Department works towards minimising the number of complaints from registered victims who have chosen to register on the Victim Notification Register.</p> <p>This measure demonstrates that the Department is meeting its legislative requirements and providing victims with notification of events relating to those who offended against them.</p>
6	The percentage of offenders who are notified as per NZPB requirements	<p>Offenders are notified of an impending hearing no later than 14 days from the date of the hearing.</p> <p>Offenders are notified of a Board decision no later than 14 days following receipt of the signed decision.</p>
7	The percentage of victims who are notified as per NZPB requirements	<p>Victims are notified of an impending hearing no later than 28 days from the date of the hearing.</p> <p>Victims are notified of a Board decision no later than 14 days following receipt of the signed decision.</p>
8	Undertake audits of the contracts through the year, and report on the audits	All audits will be undertaken by 30 June 2015, with reports being completed within two months of the completion of the audit.
9	The technical quality of Corrections' policy advice will be externally assessed from a representative sample by a third party assessor (measured through an annual review)	This indicator provides a standardised score for the policy technical quality reviews undertaken by the third party assessor, in this case, the New Zealand Institute of Economic Research.
10	The office of the Minister of Corrections is satisfied with the quality of policy advice provided, including quality of the written material and quality of the advice provided (measured through an annual review)	<p>This indicator is a quantitative representation of the Minister of Correction's satisfaction with the policy advice provided by the Department of Corrections against the following standards:</p> <ul style="list-style-type: none"> > completeness/alignment > timeliness > robustness > value for money > likelihood to recommend > overall satisfaction > possible improvements in the delivery of policy advice.

NOTE #	REFERENCE/PERFORMANCE MEASURE	DEFINITION
11	Total cost per output hours of professional staff time devoted to policy advice and other policy functions	This indicator provides the total cost of an hour of professional staff time devoted to both policy advice and other policy unit outputs. Total cost includes labour, overhead, support staff, direct costs, and outsourced work to support output production.
12	The number of non-serious / no injury assaults	Non-serious assault – An act of physical violence that resulted in physical injuries that may, or may not, have required attention, but not overnight hospitalisation or on-going medical treatment. No injury assault – An act of physical violence that did not result in physical injuries or require any form of medical treatment.
13	The number of identified Health Centres achieving Cornerstone accreditation	To demonstrate that the level of care in prison meet the standards of care that are available in the community, all health centres are aiming to be accredited under the Cornerstone process. The accreditation process demonstrates that prison Health Centres meet the Royal New Zealand College of General Practitioners Aiming for Excellence for New Zealand general practice.
14	The percentage of prisoners entitled to receive an offender plan that received one	<i>Corrections Act 2004 – Section 51 Management Plans</i> This section applies to every prisoner who is: a. sentenced to imprisonment for a term of more than two months, or b. in custody for a continuous period of more than two months on remand.
15	The percentage of prisoners who demonstrate measurable gains with literacy and numeracy	Measures the percentage of prisoners participating in adult literacy and numeracy classes that demonstrate improvement as measured by the providers use of the Tertiary Education Commission Literacy and Numeracy for Adults Assessment Tool ('the TEC tool').
16	The number of prisoners who receive literacy and numeracy programmes	Education participation is a planned intervention that is scheduled and undertaken as part of an offender's plan. Ensuring every offender has an offender plan will assist in education being undertaken. The timing and sequencing of education will take into account an offender's needs as well as the other interventions the offender has planned. Literacy and numeracy programmes include: > Adult literacy and numeracy education provided in prisons > Embedded adult literacy and numeracy education delivered as part of trade and technical training.
17	The total number of qualifications achieved by prisoners while in prison	This measure is an indication of the quality of training being provided to prisoners through the Department's programmes of skills and employment training, and the quality of education being delivered through secondary schooling and self-directed learning. Each qualification reported is on the New Zealand Qualifications Framework (including NCEA), and is of specific value and relevance to prospective employers. > New Zealand Qualifications framework (NZQF) National Certificates and other NZQF certificates at level 2,3 or above as a complete qualification > Limited Credit Programmes and Modularised Training Programmes –short programmes which are parts of NZQA qualifications but have been divided into smaller sections to make them achievable within shorter timeframes, but can add up to National Certificates if enough programmes are achieved > Trade tickets (industry specific licence to practice e.g. welding) > Vocational driver's licenses > Health and Safety qualifications accredited by Industry Training Organisations (ITOs), e.g. First Aid, Grow Safe and Site Safe > NCEA qualifications completed while in prison.

NOTE #	REFERENCE/PERFORMANCE MEASURE	DEFINITION
18	The number of prisoners who have engaged in employment activities	<p>Provision of prisoner employment, including the provision and administration of work experience and training opportunities designed to help address the underlying causes of criminal re-offending. The Department provides employment and work-based training with assessment of New Zealand Qualifications Framework (NZQF) unit standards and qualifications to prisoners.</p> <p>Eligible prisoners are provided with work related training to support their reintegration into the community on release from prison. Prisoners nearing their release date and who meet eligibility criteria, work outside the prison boundaries during the day in supervised work parties or on Release to Work to support their reintegration back into the community.</p>
19	The number of offenders referred by case managers through to Out of Gate providers	<p>Out of Gate is a navigation service to support the reintegration of offenders sentenced to two years' imprisonment or less, or those in custody on remand, into the community.</p> <p>These offenders are known to face a range of difficulties on release, including getting access to the help they need before or as soon as they leave prison. Out of Gate focusses on addressing employment, accommodation, education and training, living skills, health/well-being, whānau, family and community links.</p>
20	Compliance with mandatory standards	<p>Mandatory standards set the bottom line and the starting point for the level of service to be delivered by probation officers. There are up to 13 mandatory standards for each of the different community-based orders and sentences. The Department's purpose is to contribute to safer communities by holding offenders to account and managing them to: comply with their sentences and orders, reduce their likelihood of re-offending, and minimise their risk of harm to others. Each mandatory standard links to at least one of the three elements of the the Department's purpose providing a rationale for that standard. A set of definitions is provided to probation officers to ensure consistency of understanding and application.</p> <p>Mandatory standards are part of the Department's drive to improve performance across all sentences and orders served in the community. They are designed to ensure probation officers are doing the basics correctly and effectively, and enable them to focus their time on making supported decisions about how to reduce the risk of re-offending and how to minimise the risk of harm to others posed by medium and high risk offenders.</p>
21	The number of offenders who start a rehabilitation programme	<p>In 2013/14 a Regional Initiative Fund was created to support local initiatives to provide activities to offenders that support a reduction in re-offending. A significant volume of activities that contribute to that reduction are more accurately described as reintegration, education and employment activities rather than rehabilitation programmes. To enable transparent performance reporting in 2014/15 any activities other than true rehabilitation programmes have been removed from this output measure.</p>
22	The number of victim referrals received from the New Zealand Police	<p>Expected legislative changes in 2014/15 will provide for victim notification eligibility to widen. An increase in notification services is expected.</p>
23	The office of the Minister of Corrections is satisfied with the level of quality of policy advice, and of draft ministerial correspondence, provided by the Department (determined by an annual survey of satisfaction).	<p>An annual survey of ministerial satisfaction will be developed to encompass both dimensions of this multi-category appropriation.</p>
24	The total number of health consultations with healthcare staff.	<p>An apparent decrease in volume activity reflects the introduction of a clearer definition of what constitutes a full health consultation, with either a Medical Officer or Registered Nurse.</p>

APPENDIX A – OUTCOME AND IMPACT MEASURE PERFORMANCE AND BASELINE COMPARISON

OUTCOME: REDUCING RE-OFFENDING

Key Performance Indicator	
Fewer offenders re-offending	
Impact: Offenders have the skills and support to lead law-abiding lives	More prisoners achieving recognised qualifications
	More prisoners in employment six months after release
	More prisoners securing employment with their Release to Work employer on release
Impact: Offenders' health and well-being is maintained	Fewer incidents of unnatural deaths of prisoners
	Fewer incidents of self-harm threat to life by prisoners
	Fewer justified complaints by prisoners to the Corrections' Inspectorate (general and about health services)

OUTCOME: IMPROVING PUBLIC SAFETY

Key Performance Indicator	
No breakout escapes from prison	
Offenders in the community complying with their sentences and orders, or being held to account	
Impact: The integrity of sentences and orders is maintained and offenders are held to account	Fewer escapes from custody
	Fewer general random drug tests showing positive results
	Offenders complying with their home detention sentence, or being held to account
	Offenders complying with their community-based sentences, or being held to account
	Offenders complying with their post-release orders, or being held to account
Impact: Risks of harm to others are minimised	Reduction in the rate of serious prisoner assaults on staff
	Reduction in the rate of serious prisoner assaults on other prisoners
	A decrease in the severity of injuries to staff as a result of assault related incidents
	A decrease in staff work days lost through workplace injuries
	Offenders serving community-based sentences, against whom an alert has been raised are convicted of a violent offence
Impact: The Judiciary and New Zealand Parole Board make informed decisions	Level of re-offending by offenders on parole or home detention, compared to the baseline of the previous year

Actual Standard					Estimated Actual Standard	Budget Standard				
2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	
			1,072	1,533	2,300	3,067	3,833	4,600	4,600	
				2,000	2,200	>2,200				
			26%	27%	28%	29%	30%	31%	32%	
51%	37%	39%	47%	50%	48%	49%	50%	51%	52%	
0.06 per 100 prisoners (5)	0.07 per 100 prisoners (6)	0.14 per 100 prisoners (12)	0.06 per 100 prisoners (5)	0.02 per 100 prisoners (2)	<0.02 per 100 prisoners (≤2)	<0.02 per 100 prisoners (<2)	<0.02 per 100 prisoners (<2)	<0.02 per 100 prisoners (<2)	<0.02 per 100 prisoners (<2)	
0.41 per 100 prisoners (33)	0.37 per 100 prisoners (31)	0.26 per 100 prisoners (23)	0.07 per 100 prisoners (6)	0.10 per 100 prisoners (8)	<0.14 per 100 prisoners (≤12)	<0.09 per 100 prisoners (<8)	<0.09 per 100 prisoners (<8)	<0.09 per 100 prisoners (<8)	<0.09 per 100 prisoners (<8)	
3.32% (93)	2.34% (57)	2.53% (70)	1.51% (48)	0.35% (10)	2.72% (43)	<2.72% (<43)				

Actual Standard					Estimated Actual Standard	Budget Standard				
2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	
2	3	2	3	0	0	0	0	0	0	
-	-	-	97%	97%	≥97%	≥97%	≥97%	≥97%	≥97%	
0.15 per 100 prisoners (12)	0.11 per 100 prisoners (9)	0.05 per 100 prisoners (4)	0.12 per 100 prisoners (10)	0.01 per 100 prisoners (1)	0.01 per 100 prisoners (1)	0.00 per 100 prisoners	0.00 per 100 prisoners	0.00 per 100 prisoners	0.00 per 100 prisoners	
11.4%	9.6%	7.0%	4.3%	4.3%	≤6%	≤6%	≤5%	≤5%	≤5%	
		95%	98%	97%	≥97%	≥97%	≥97%	≥97%	≥97%	
		96%	96%	97%	≥97%	≥97%	≥97%	≥97%	≥97%	
			98%	97%	≥97%	≥97%	≥97%	≥97%	≥97%	
0.14 per 100 prisoners (11)	0.02 per 100 prisoners (2)	0.13 per 100 prisoners (11)	0.21 per 100 prisoners (18)	0.18 per 100 prisoners (15)	<0.06 per 100 prisoners (5)	<0.06 per 100 prisoners (<5)				
0.53 per 100 prisoners (43)	0.38 per 100 prisoners (32)	0.55 per 100 prisoners (48)	0.56 per 100 prisoners (48)	0.78 per 100 prisoners (65)	<0.46 per 100 prisoners (39)	<0.46 per 100 prisoners (<39)				
						New measure – Baseline to be established at 30 June 2014				
						New measure – Baseline to be established at 30 June 2014				
			1.1%	1.0%	≤1%	≤1%	≤1%	≤1%	≤1%	
Home Detention 5.85% Parole 12.60%	Home Detention 4.82% Parole 12.31%	Home Detention 5.39% Parole 10.45%	Home Detention 4.68% Parole 10.83%	Home Detention 4.70% Parole 10.90%	Home Detention ≤4.70% Parole ≤10.90%	Home Detention ≤4.70% Parole ≤10.90%				

Department of Corrections, Mayfair House, 44-52 The Terrace, Wellington
Phone: (64 4) 460 3000 Fax: (64 4) 460 3208 www.corrections.govt.nz

newzealand.govt.nz