



Statement of Intent

1 July 2010 - 30 June 2013

The Department's vision is:

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

To improve public safety, we will:

- ensure sentence compliance
- reduce re-offending.

and to achieve those priorities we will:

- enhance capability
- strengthen partnerships.

To succeed overall we must succeed with Māori offenders.

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Foreword from the Minister of Corrections

The Department of Corrections' role is to manage the requirements of the sentences and orders of the courts and the Parole Board, work to reduce re-offending through rehabilitation and reintegration programmes, support the victims of crime and ensure offenders are managed safely and humanely.

The Government's priorities for the 2010/11 year reflect its commitment to a Department that continues to improve public safety, expand and improve prisoner rehabilitation, ensure there is adequate prison capacity and utilise partnerships with the private sector.

Greater private sector involvement in the design, construction, financing and management of prisons is a major initiative to bring innovation and greater cost-effectiveness to the corrections system. The Government has asked the Department to lead the work exploring the advantages of a public-private partnership for a new prison in South Auckland.

The Department will continue progressing initiatives designed to ensure there is adequate prison capacity. These include increased double bunking, completion of the trial of container cells and the continued Mount Eden/Auckland Central Remand Prison site redevelopment.

The Government is looking for effective management of community-based offenders. I look forward to further progress in the coming months as stages one and two of the parole redesign work are implemented.

Rehabilitation and reintegration remain a key Government priority in its drive to reduce re-offending. There are significant initiatives underway in the Department including the establishment of a dedicated rehabilitation and reintegration services group to co-ordinate the Department's activities in this area.

The Government remains committed to increasing by 1,000 the number of prisoners gaining skills and work experience by 2012 and increasing the literacy and numeracy of prisoners. This is in addition to increasing those able to receive drug and alcohol treatment to 1,000 by completing the two remaining Drug and Alcohol Units at Wanganui Prison and Auckland Prison.

The establishment of two Māori reintegration units through the Whare Oranga Ake initiative introduced by Hon Dr Pita Sharples will help address the high levels of Māori re-offending. These units will provide a kaupapa Māori environment to support prisoners to reconnect with their culture and identity, and address their reintegrative needs, particularly employment, accommodation and whānau relationships.

Alongside these priorities, the Government will support The Way Forward programme to ensure world-class levels of service delivery and innovation, a culture of professionalism and excellence, and a corrections system that is cost-effective and efficient.

I am satisfied that the information on future operating intentions provided by my department in this Statement of Intent and the Information Supporting the Estimates is in accordance with sections 38, 40 and 41 of the Public Finance Act 1989 and is consistent with the policies and performance expectations of the government.



Hon Judith Collins
Minister of Corrections

Introduction from the Chief Executive

Over the period covered by this Statement of Intent, Corrections will continue to reposition itself to better deliver against the Government's priorities in a cost-efficient and effective way. This is against a backdrop of continuing fiscal restraint, continuing growth in offender numbers and the need to sustain Government and public confidence.

Considerable progress has been made over the last year in terms of meeting the Government's expectations around improving service delivery and the overall performance of the Department. The Way Forward performance improvement programme was established in mid 2009 and is the key co-ordination point for the major change initiatives across Corrections. These initiatives spanning a three year period include realignment of internal structures, the redesign of service delivery, improving corporate performance and support to the frontline and delivering cost efficiencies.

2010/11 will see redesign work continuing in some areas such as Community Probation Services which is entering the second year of a three year change programme. Phase one and two of new parole standards will have been completed before the end of 2010. Staff compliance with parole policies and procedures has already increased markedly.

A number of other key initiatives will reach implementation phase. A new corporate structure designed to better support our front line services will be fully in place by the end of the year. It will be underpinned by a new strategic planning framework and an enhanced and more clearly defined risk and assurance framework. A new prison site management structure will be implemented and for other operational arms there will be new practice frameworks and service delivery processes in various stages of completion.

Following a review in late 2009, the Department has developed an agreed set of principles for how it will approach rehabilitation and reintegration and now the focus is shifting to how we apply these principles to offender management. Rehabilitation and reintegration is a key priority area for the Government. Three additional Drug Treatment Units will come on stream before the end of 2011 and work will continue on improving the literacy and numeracy of prisoners and increased employment opportunities and training.

Ensuring the Department is able to manage with the continued growth in offender numbers remains a key focus over the coming year. By the end of September 2010, additional double bunking will be in place in all new regional prisons and a 60 bed container cell unit opened at Rimutaka Prison. Stage one construction of the redevelopment of Mount Eden/Auckland Central Remand Prison site will be completed by the end of 2010 ready for occupation by March 2011.

During 2010/11 work will be completed on the tender process for the contract management of prisons with a preferred supplier being identified for the contract management of an existing prison and work on a public private partnership for the building and management of a new prison at Wiri in South Auckland. These partnerships will provide important opportunities for leveraging international experience and to drive innovation across the prisons services. Ensuring a focus on improving outcomes for Māori will also be a key objective of these partnerships.

The period covered by this Statement of Intent will be an exciting one for Corrections and one which will see the Department better placed to meet current and future demands on its services and to fully contribute to its overall priority of improving public safety. How successful it is will ultimately depend on the quality of the work of those in the frontline and how well supported they are by the rest of the Department as they go about their duties. I am confident that the changes underway across the Department will significantly contribute to quality service delivery and support as we go about effectively and efficiently meeting the Government's expectations.

Much of what Corrections does in prisons, the community, and through the programmes delivered is reliant on external providers and volunteers. Strengthening our relationships with iwi, providers, volunteers, other government agencies and interested parties will continue to be an important aspect to improving our service delivery.

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 Appropriations (2010/11 Estimates) Bill, as presented to the House of Representatives in accordance with section 13 of the Public Finance Act 1989, and with existing appropriations and financial authorities.



Barry Matthews

Chief Executive



John Bole

General Manager
Finance, Systems and Infrastructure

Nature and scope of functions

The Department of Corrections administers the corrections system in a way designed to improve public safety and contribute to the maintenance of a fair and just society.

The Department manages:

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

The Department ensures that sentences and orders are administered in a safe, secure, humane and cost effective manner. Its facilities are operated in accordance with rules set out in the Corrections Act 2004, listed under sections 70-82, and regulations made under that Act in line with the United Nations Standard Minimum Rules for the Treatment of Prisoners.

In order to reduce the likelihood of further offending, the Department takes into account the cultural background, ethnic identity, faith, and language of offenders to assist in their rehabilitation and reintegration back into the community and in carrying out sentence planning and offender management.

The Department provides rehabilitation programmes to help offenders address and resolve the factors related to their offending; education and employment opportunities to improve skills and gain employment on release from prison; and services to help offenders reintegrate back into society.

The Department provides the Judiciary with reports on offenders to assist judges in making sentencing decisions. It provides administrative services and information to the Parole Board, to assist its decisions on whether offenders should be released, when, and under what conditions.

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

Sections 5 and 6 of the Corrections Act 2004 set out in more detail the purpose of the corrections system and principles under which the Department must operate.

Strategic direction



The Department contributes to the justice sector end outcome of a 'safe and just society' whereby there are 'safer communities' and 'civil and democratic rights and obligations are enjoyed'.

Through a focus on core service delivery and strengthening our partnerships with others, we contribute to the following Department outcomes:

- compliance with sentences and orders is ensured;
- re-offending is reduced;
- sentence options are used effectively;
- victims of crime are supported; and
- offenders are managed safely and humanely.

Our contribution to these outcomes is shaped by the external environment, demand pressures in the system and the need to continuously build capability and capacity. Over the next three years, the Department will be managing increased volumes while at the same time implementing major programmes of change aimed at improving its practices and approaches as well as efficiency and effectiveness.

It is projected that:

- community offender volumes will rise by 18%. This increase will be absorbed and managed within existing resources until 2012;
- the prisoner population will increase by 10%;
- there will be a growth in the rate of violent crime,¹ particularly by young offenders, and gang affiliation and gang-related crime which is likely to present increasing challenges to offender management;

¹ Violence offences grew by 24% over the three years to 2008, and continuing growth at a similar rate appears likely.

- a large proportion of offending will be committed under the influence of drugs or alcohol with a high proportion of sentenced prisoners having recently been identified as having ongoing drug and alcohol related problems². This will lead in turn to greater demand for alcohol and drug treatment programmes;
- higher rates of reconviction and re-imprisonment will be maintained for Māori (last year, 64% reconvicted and 42% re-imprisoned within 24 months), which is markedly higher compared to other population sub-groups (average 52% and 31% respectively);
- there will be ongoing public concern about crime and justice issues;
- fiscal restraint will continue across the public sector due to economic conditions; and
- efficiencies in the delivery of services will be a continued focus.

To meet these challenges, the Department's key priorities for 2010/11 include:

Improving public safety through effective management of community-based offenders

The Department is redesigning the management of sentences and orders served in the community through the implementation of the Community Probation Services (CPS) in New Zealand: Change Programme 2009–2012.

The changes to CPS will focus on managing the offender and providing different levels of service that relate to the offender's risk of harming others and the likelihood of their re-offending. The Department will continue to ensure that offenders comply with sentences and orders and are held to account for not doing so.

Staff will be supported with risk assessment tools to make sound professional decisions about how to minimise the risk offenders present. The CPS changes will also ensure staff are clear about the mandatory standards that must be followed consistently in managing every offender.

Continuing to expand and improve offender rehabilitation

The Department has established the new Rehabilitation and Reintegration Services Group to deliver all rehabilitation and reintegration programmes and activities across the Department in a fully integrated manner. The success of this new service will be critical in improving the Department's performance in reducing re-offending.

The Department will work with the health sector to ensure more sentenced prisoners have access to appropriate drug and alcohol treatment services. The Department will participate in Government-wide efforts to increase the availability of drug and alcohol treatment services for those on community sentences and those released from prison.

This includes increasing the number of prisoners who are able to receive drug and alcohol treatment to 1,000, by completing the two remaining Drug and Alcohol Units at Wanganui and Auckland prisons.

The Department will also deliver on the Government initiatives of increasing the number of prisoners gaining skills and work experience by at least 1,000 by 2012 and increasing the literacy and numeracy of prisoners.

² Survey of all prisoner sentence plans in October 2008.

The Department will establish two Māori reintegration units through the Whare Oranga Ake initiative. These will provide a kaupapa Māori environment to support prisoners to reconnect with their culture and identity, and address their reintegrative needs, particularly employment, accommodation and whānau relationships.

The Department will also implement the first intensive residential rehabilitation programme for high risk offenders on community sentences. This programme will be based on the successful special treatment units run in prisons and will be delivered by a contracted provider.

Utilising partnerships with the private sector

The Department will look for improved value for money in the overall delivery of prison services, and seek access to innovations from private contractors with international experience. The Department will tender for the contract management of one existing prison and explore a public private partnership for the build and management of a new prison at Wiri. These initiatives provide the Department with an opportunity to introduce service innovation, provide a stimulus for ongoing improvement within the prison service, increase collaboration with the private sector as a means to achieving better outcomes, and operational flexibility.

Ensuring adequate prison capacity

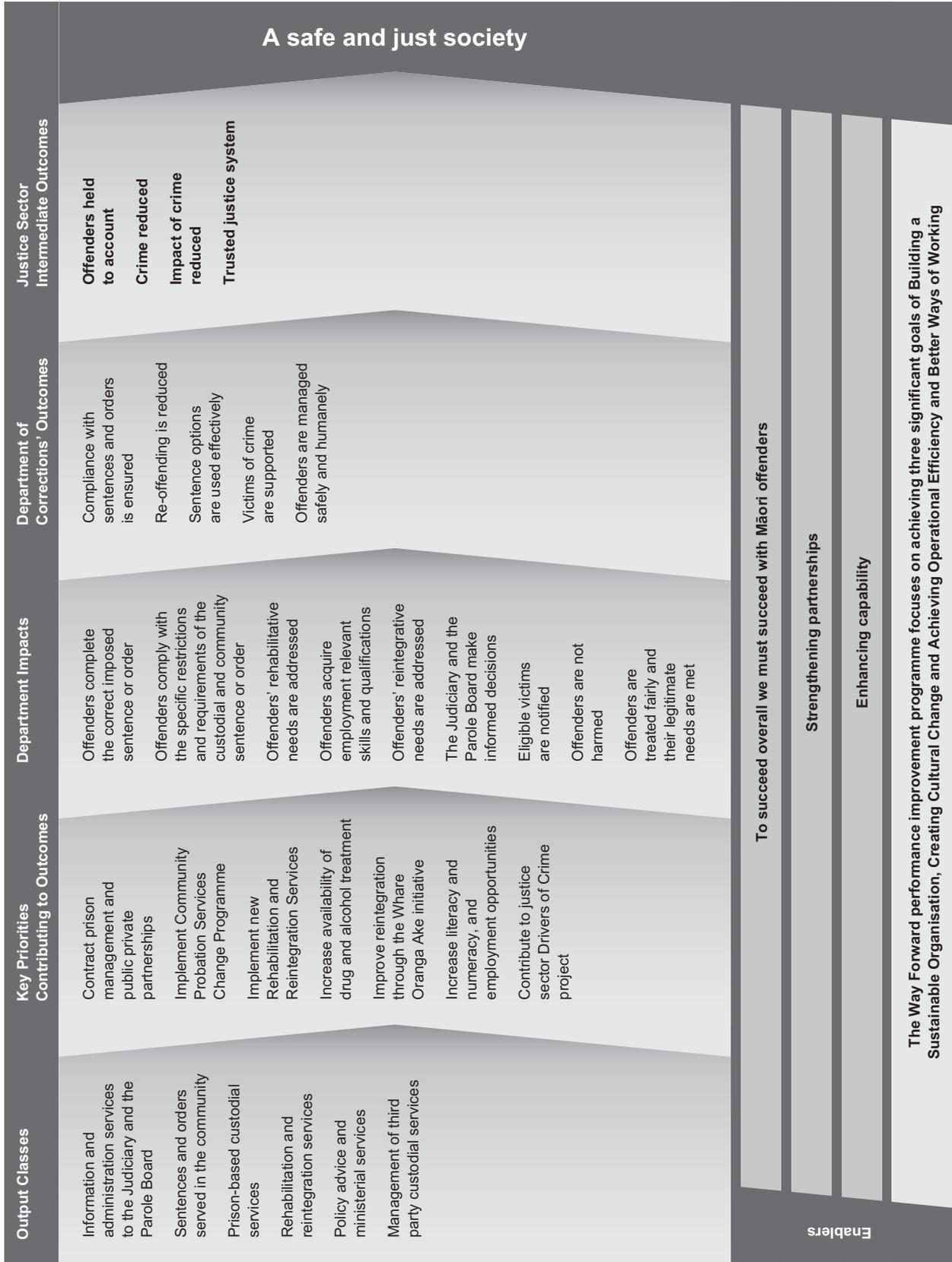
Extending double bunking will meet the immediate need for additional capacity within necessary timeframes. The Department has developed a 10 year capacity plan that will address long term capacity issues by making clear recommendations regarding alternative capacity solutions and procurement options to meet the forecast prisoner levels.

The Department will continue to contribute to the 'Drivers of Crime' project which should assist in reducing capacity pressures over the long term.

Organisational efficiency and excellence

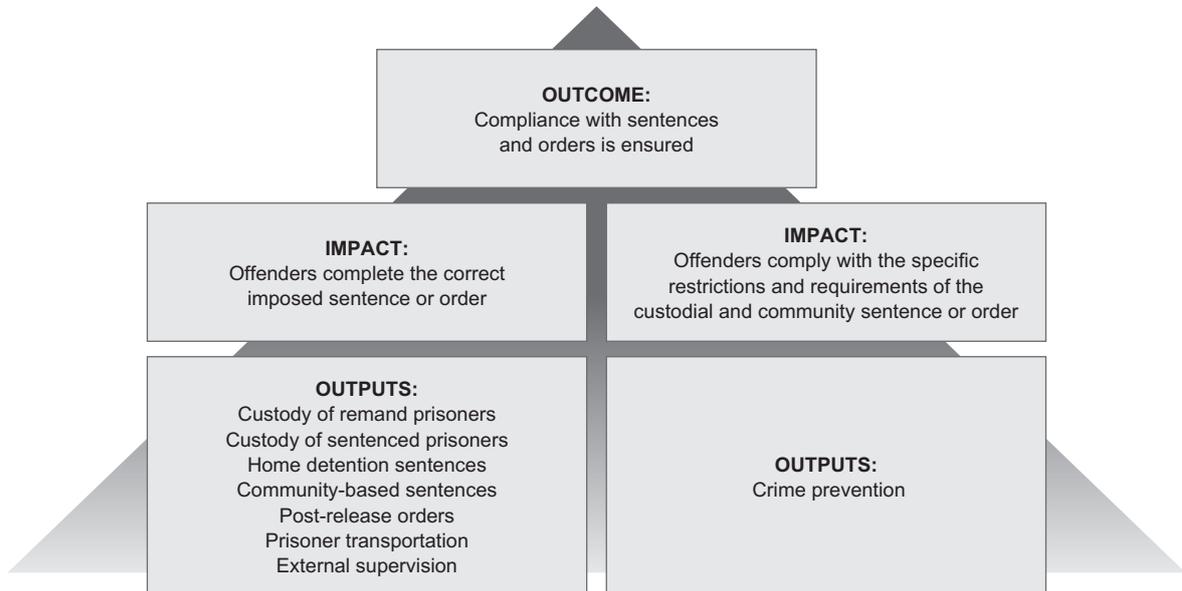
The Department will implement a three-year programme of work to improve its performance and services. The Way Forward performance improvement programme will put the Department in the best possible position to deliver a cost-effective and efficient corrections system that improves public safety, contributes to reducing re-offending, and has the trust and confidence of Government and the public.

Strategic summary



Operating intentions

OUTCOME: Compliance with sentences and orders is ensured



Ensuring sentence and order compliance is one of the Department's most fundamental duties. It is critical to the integrity of sentences and orders. To improve public safety, the Department ensures offenders complete and comply with the restrictions of their sentences and orders. Offenders will be held to account if they do not complete their sentence or order, or comply with restrictions.

Compliance with sentences and orders is ensured when:

- offenders are positively motivated to successfully complete the sentence and order;
- offenders comply with the restrictions and requirements of the sentence and order, experiencing appropriate consequences when they do not comply; and
- staff are vigilant and hold offenders to account for their breaches of sentences and orders.

IMPACT: Offenders complete the correct imposed sentence and order

What are we seeking to achieve?

To ensure offenders are positively motivated to successfully complete the correct sentence and order imposed by the Judiciary and the Parole Board.

How will we demonstrate success in achieving this?

The Department will use the following indicator to demonstrate success:

- successful completion of the sentence/order.

Progress will be demonstrated by higher rates of completion.

What will we do to achieve this?

The Department will manage sentences served in the community – home detention, community detention, intensive supervision, supervision, community work sentences, prison release orders (including parole, and those released from short prison sentences), and those high risk child sex offenders on Extended Supervision Orders.

The Department will manage offenders on remand and offenders serving custodial sentences. The Department will transport prisoners to and from court and supervise them while at court.

Initiatives

The Department will deliver the following initiatives to achieve this impact:

Initiative	Description and linkage
Community Probation Services Change Programme	The Department will redesign its approach to the management of sentences and orders served in the community through the Community Probation Services Change Programme. This redesign will ensure that probation staff not only focus on sentence compliance and holding offenders to account but that they also focus on reducing the likelihood of re-offending and reducing the offenders' risk of harming others.
Contract Management of Prisons	The Department will continue work on implementing government policy allowing for the competitive tendering of prison management.
Site Management Review	The Department will examine the breadth and depth of prison site-based management roles. This will improve the efficiency and effectiveness of the Department's resources when managing offenders.
Reducing the influence of gangs within prison	The Department will develop initiatives to limit the influence of gangs in prison to prevent criminal activity occurring in prison.

IMPACT: Offenders comply with the specific restrictions and requirements of the custodial and community sentence or order

What are we seeking to achieve?

To ensure offenders comply with the specific restrictions and requirements of the custody regime, sentence or order and experience appropriate consequences when they do not comply.

How will we demonstrate success in achieving this?

The Department will use the following indicators to demonstrate success:

- escapes from custody³;
- identified positive drug use amongst prisoners; and
- prisoner assaults on staff⁴.

Progress will be demonstrated by reducing these indicators.

3 This output measure will be used as an indicator for demonstrating success against this impact; further development of outcome indicators will continue over 2010/11.

4 This output measure will be used as an indicator for demonstrating success against this impact; further development of outcome indicators will continue over 2010/11.

The Department is developing further indicators for this impact, especially in relation to sentences and orders served in the community.

What will we do to achieve this?

The Department will maintain a secure prison environment to ensure offenders comply with the restrictions and requirements of the custody regime, sentence or order.

The Department will ensure that the integrity of sentences and orders are upheld by taking appropriate action to ensure offenders comply with the restrictions and requirements of the custody regime, sentence or order, and experience appropriate consequences when they do not.

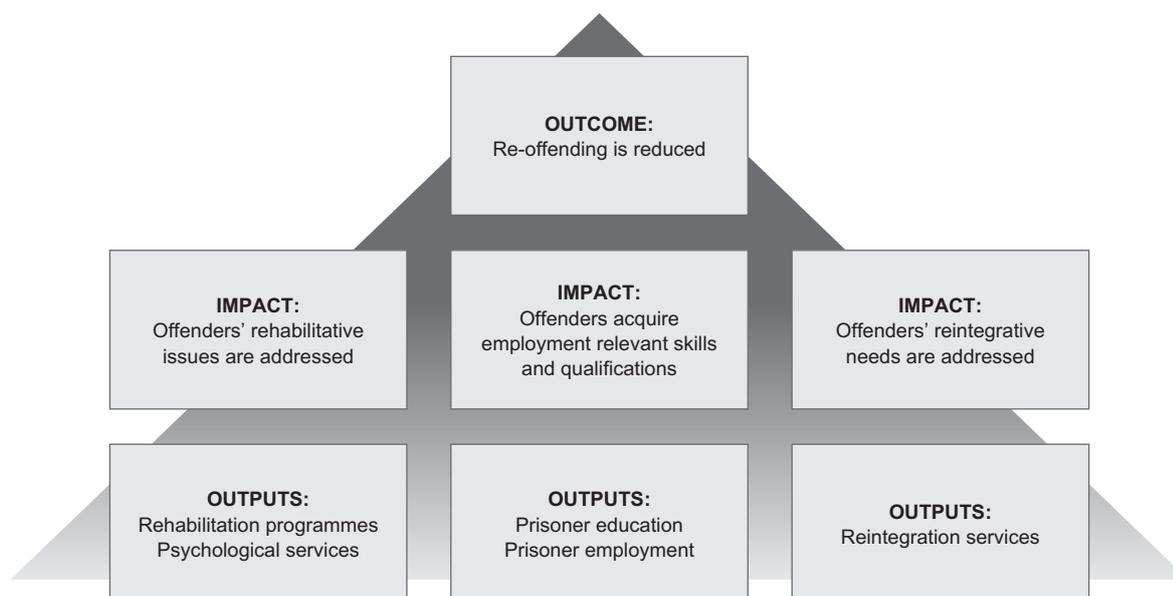
The Department will use its operational intelligence capability to reduce the impact of crime by limiting opportunities for offenders to commit offences from within prisons.

Initiatives

The Department will deliver the following initiatives to achieve this impact:

Initiative	Description and linkage
Community Probation Services Change Programme	The Community Probation Services Change Programme will ensure probation staff are clear about the mandatory standards associated with each sentence and order and make well supported decisions about offenders based on their risk of harm to others and their likelihood of re-offending.
Absorbing and managing increased volumes of sentences and provision of information work within existing Community Probation Services resources	The Department will manage the increase in community-based offender levels and improve the quality of offender management through existing resources until 2012.
Legislation to assist with compliance	A proposed Corrections Administration (Effectiveness and Efficiency) Bill includes provisions that will assist in enforcing compliance with the custody regime including measures to enhance the timeliness and effectiveness of strip searching and clarifying that prisoners may be tested for drugs or alcohol where there are reasonable grounds for suspicion. There are also proposals to improve compliance with community-based sentences and orders, including a provision that time does not run during periods of non-compliance, and to enable offenders to be sanctioned if they go beyond an “electronic boundary”.

OUTCOME: Re-offending is reduced



The likelihood of re-offending is reduced when offenders engage in a process of change which includes reducing the severity and frequency of their re-offending, with the ultimate goal of living a crime-free lifestyle.

The likelihood of re-offending is reduced when offenders:

- are assisted to address and resolve their rehabilitative needs which contribute to their offending;
- acquire employment-relevant skills and qualifications that lead to sustainable employment following their release; and
- address their reintegrative needs to enable them to reintegrate back into the community.

IMPACT: Offenders' rehabilitative issues are addressed

What are we seeking to achieve?

To address the rehabilitative issues of offenders to reduce re-offending, particularly for Māori.

How will we demonstrate success in achieving this?

The Department will use the following indicators to demonstrate success:

- Recidivism Index (RI); and
- Rehabilitation Quotient (RQ) in relation to specified rehabilitation programmes.

Progress will be demonstrated by improvements in the RI and RQ.

What will we do to achieve this?

The Department will provide specialist treatment services to offenders serving both community-based sentences and custodial sentences. The Department will provide a range of evidence-based rehabilitation programmes designed to assist participants to address the factors contributing to their offending behaviour.

These programmes require offenders to deal with the factors relating to their offending, such as substance abuse, beliefs and attitudes about crime, and associating with other criminals. The programmes assist offenders to manage these issues, learn to identify, analyse and solve problems, and make good decisions. The programmes encourage offenders to take responsibility for their offending and take positive steps towards creating a crime-free future.

The Department's psychologists and other rehabilitation staff will continue to enhance and ensure the quality of rehabilitation initiatives. These include designing and revising programmes, and monitoring the delivery of programmes. Psychologists also provide reports resulting from the referral, specialist assessments of offenders serving community and custodial sentences, provide advice on offender management, and professional training and supervision of the delivery of rehabilitation programmes.

Every interaction with an offender is an opportunity for positive influence from all probation and prison staff by modelling positive ways of behaving, under the principles of active management.

Initiatives

The Department will deliver the following initiatives to achieve this impact:

Initiative	Description and linkage
Establish new Rehabilitation and Reintegration Services	The Department will continue establishing Rehabilitation and Reintegration Services as the single mechanism for the delivery of all interventions and services. The new service will refine approaches used with offenders to ensure the most appropriate interventions are delivered at the best time across an offender's sentence. A particular focus will be meeting the needs of Māori offenders.
Develop a methodology to measure the cost-effectiveness of rehabilitation programmes	The Department will develop a method of better assessing the cost-effectiveness of rehabilitative interventions.
Availability of drug and alcohol treatment services	<p>The Department will work with the Ministry of Health to increase the availability of drug and alcohol treatment services for those on community sentences and those released from prison, and will investigate options to ensure more sentenced prisoners have access to appropriate drug and alcohol treatment services.</p> <p>The Department will also complete the remaining Drug Treatment Units at Wanganui and Auckland prisons. These are part of a Government initiative to increase the number of prisoners who are able to receive drug and alcohol treatment to 1,000 by 2011.</p>

Initiative	Description and linkage
Community Probation Services Change Programme	The Community Probation Services Change Programme will ensure probation staff focus on using the dynamic risk assessment tools and working with offenders serving sentences and orders, to make a significant difference in addressing their likelihood of re-offending and risk of harming others.
Design and implement an intensive residential programme for high-risk offenders in the community	The Department will establish an intensive residential programme for high-risk offenders serving sentences or orders in the community. This programme aims to address the particular rehabilitative needs of high-risk community-based offenders and reduce their risk of serious re-offending.
Reducing the influence of gangs within prison	The Department will develop initiatives to limit gang behaviour in prison, minimising gang recruitment, and preserving a custodial environment where rehabilitation can occur and, in addition, reduce the likelihood of further offending.
Prison site configuration planning	Site configuration planning will identify where rehabilitative programmes, employment and other activities are best placed across multiple prison sites to ensure maximum access by prisoners.

IMPACT: Offenders acquire employment-relevant skills and qualifications

What are we seeking to achieve?

To ensure offenders acquire employment-relevant skills and qualifications that lead to sustainable employment after their release and ultimately to a reduction in re-offending.

How will we demonstrate success in achieving this?

The Department will use the following indicators to demonstrate success:

- National Qualifications Framework credits (and ultimately qualifications) achieved by prisoners; and
- a measure of increasing post-release employment is being developed.

Progress will be demonstrated by higher National Qualifications Framework credits being achieved by prisoners.

What will we do to achieve this?

The Department will provide opportunities for prisoners to gain recognised trade qualifications and work experience through a range of employment-related activities and training preparing them for employment or further education or training on release.

The Department will focus on employment and training in areas of current and predicted labour market skills shortages including through prison-based job training and in trade and technical training courses provided by institutes of technology and polytechnics. The Department will also increase literacy and numeracy both through classroom-based programmes and on-the-job literacy programmes.

The Release to Work programme allows eligible prisoners to be released during the day to work for private sector employers as ordinary employees. Community service activities allow prisoners to undertake work that benefits local communities and prepare them for their ultimate release back into the community.

Initiatives

The Department will deliver the following initiatives to achieve this impact:

Initiative	Description and linkage
Prisoner Skills and Employment Strategy	The Department will raise prisoner skill levels and provide prisoners with employment experience through the Prisoner Skills and Employment Strategy 2009–2012. The strategy will result in at least 1,000 extra prisoners gaining skills and work experience by 2012. The Department will deliver literacy and numeracy to 1,300 prisoners a year in classrooms and a further 100 per year through workplace literacy.
Legislation to allow self employment	The proposed Corrections Administration (Effectiveness and Efficiency) Bill is intended to establish a regime under which certain prisoners may be self employed and as a result acquire employment experience and skills.

IMPACT: Offenders' reintegrative needs are addressed

What are we seeking to achieve?

To ensure offenders have access to programmes and services to help them reintegrate back into the community, leading to a reduction in re-offending. Offenders who face few or no major social or circumstantial problems in the community are less likely to re-offend.

How will we demonstrate success in achieving this?

A way of measuring the post release reintegration status of prisoners is being developed.

What will we do to achieve this?

The Department will assist community-based offenders to fulfil the conditions of their sentence or order, and provide programmes and services to help prisoners reintegrate back into the community.

Reintegration programmes and services emphasise living skills such as healthcare, obtaining employment, budgeting, parenting and how to live responsibly and cooperatively in a household. The Department works collectively with other government agencies and non-government organisations that are contracted or provide these services on a voluntary basis.

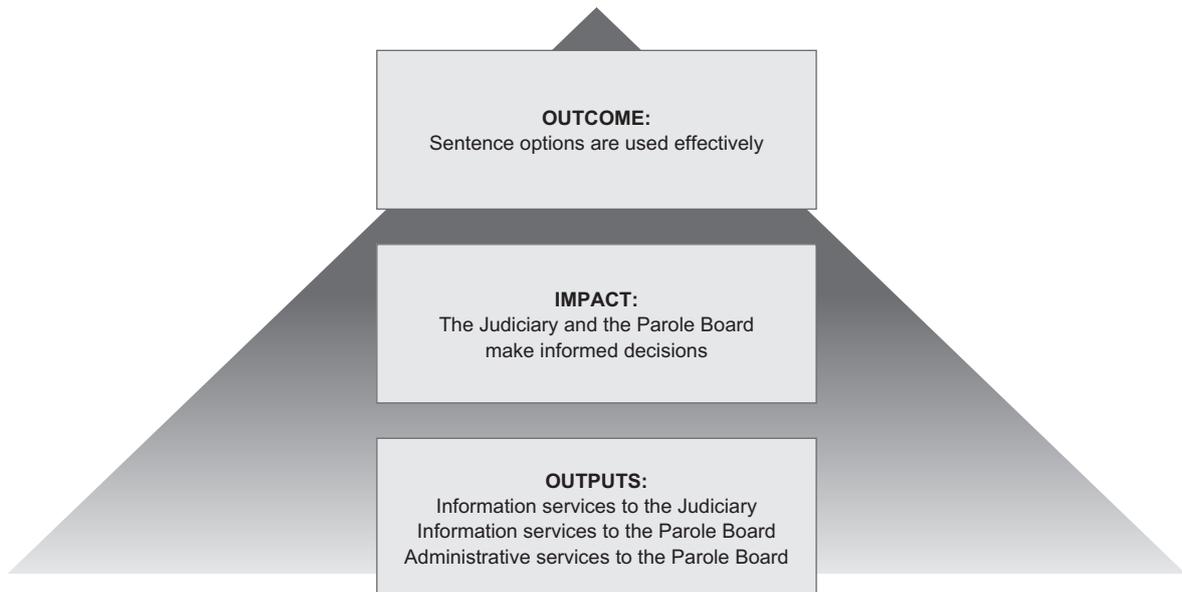
Providing prisoners with opportunities through the Release to Work programme will enable released prisoners to reintegrate more successfully into their community.

Initiatives

The Department will deliver the following initiatives to achieve this impact:

Initiative	Description and linkage
Establish Rehabilitation and Reintegration Services	The new Rehabilitation and Reintegration Services group will improve the management of offenders and result in better reintegration services and processes.
Whare Oranga Ake	The implementation of a kaupapa Māori environment to support prisoners to reconnect with their culture and identity, and address their reintegrative needs. An integrated approach involving whānau support, employment, education and housing assistance is expected to reduce the likelihood of Māori offenders returning to prior criminal activity on release from prison.

OUTCOME: Sentence options are used effectively



Sentence options are used effectively when the Department's advice assists:

- the Judiciary to impose sentences commensurate to the crimes committed, through access to advice on risks posed by the offender and their suitability for rehabilitation; and
- the Parole Board to make appropriate decisions.

IMPACT: The Judiciary and Parole Board make informed decisions

What are we seeking to achieve?

To ensure that judges and the Parole Board have appropriate information so that they are in the best possible position to make sentencing decisions.

How will we demonstrate success in achieving this?

The Department will develop outcome measures to demonstrate effectiveness.

What will we do to achieve this?

The Department will provide detailed reports and information on offenders to assist judges in making sentencing decisions. The Department will actively liaise with the Police to enhance the quality of advice.

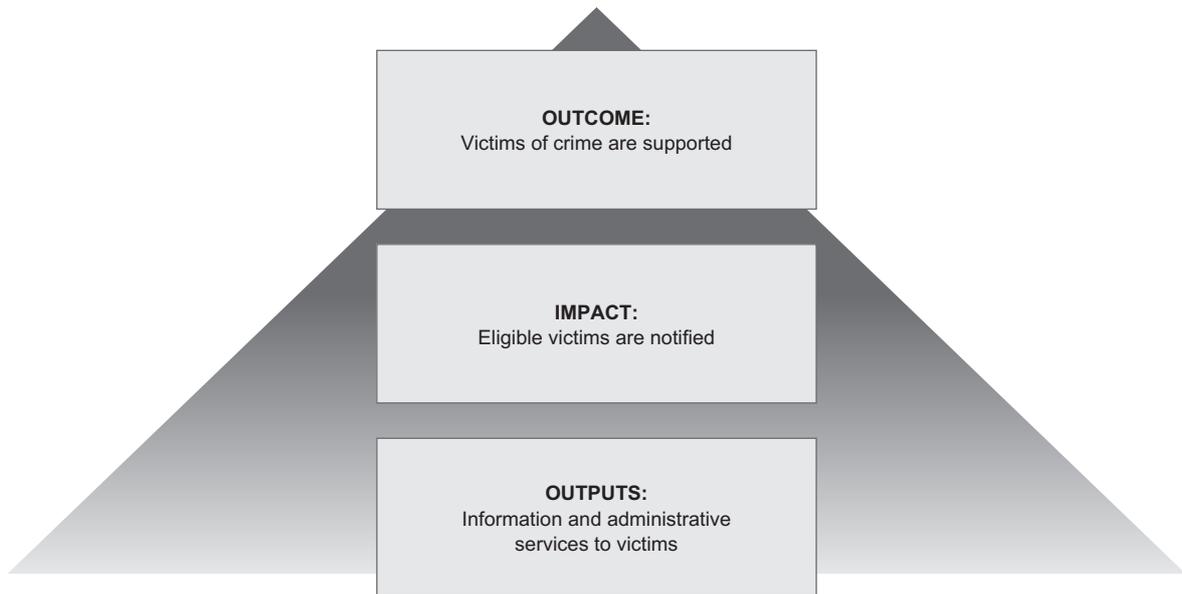
The Department will provide information and administrative services to assist Parole Board decisions on whether offenders should be released, when and under what conditions. The Parole Board will receive information from a range of sources, including staff in Prison Services, Community Probation Services and Rehabilitation and Reintegration Services.

Initiatives

The Department will deliver the following initiatives to achieve this impact:

Initiative	Description and linkage
Parole Simplification Project	The Department will support the Parole Board initiative of streamlining its processes to increase efficiency especially regarding the supply of information to the Parole Board.
Legislation related to pre-sentence reports	The Corrections Administration (Effectiveness and Efficiency) Bill proposes the provision of a pre-sentence report before a Court may sentence an offender to home detention or community detention.
Drivers of Crime	The Department will contribute to the Ministry of Justice led 'Drivers of Crime' project. This will contribute to improvements in the sentencing of low level offenders.

OUTCOME: Victims of crime are supported



Victims of crime are supported when registered victims are:

- provided with information in accordance with the Victims' Rights Act 2002; and
- referred to specialist support organisations for appropriate assistance.

IMPACT: Eligible victims are notified

What are we seeking to achieve?

To support registered victims of crime by providing information in accordance with the Victims' Rights Act 2002 and by referral to specialist support organisations to assist them to better deal with the distress related to their victimisation.

How will we demonstrate success in achieving this?

The Department will use the following indicator to demonstrate success:

- justified complaints from registered victims⁵.

Progress will be demonstrated by reducing the number of justified complaints from registered victims.

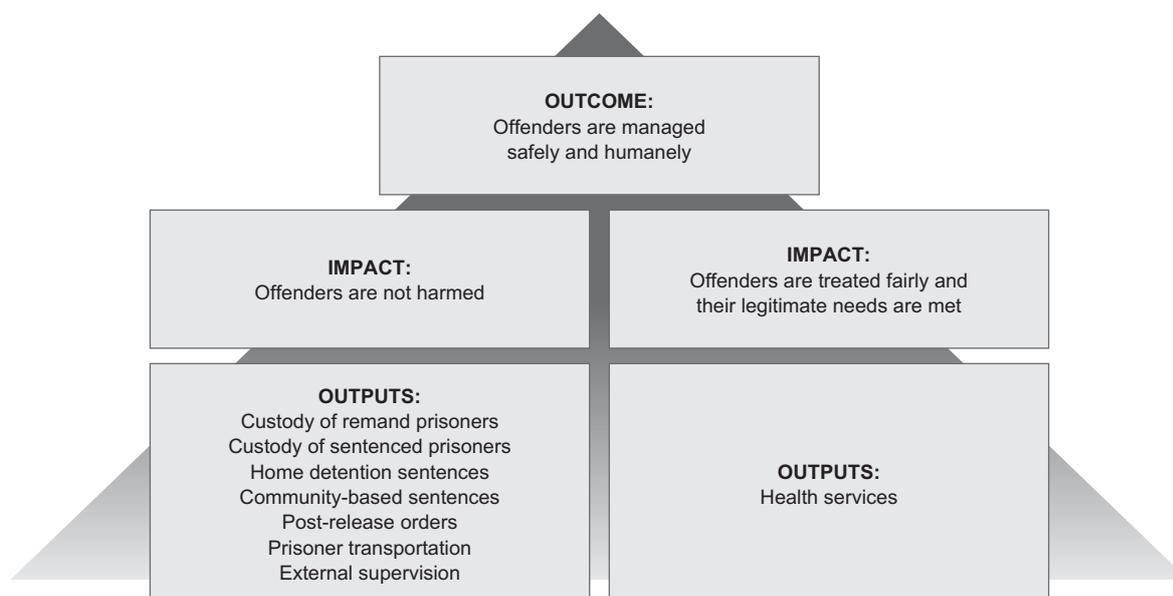
What will we do to achieve this?

The Department will provide registered victims with information under the Victims' Rights Act 2002.

Victims will also be referred to other appropriate agencies and non-government organisations for specialist support. These agencies provide information, support and assistance to individual victims, witnesses, their families and friends. They also raise public awareness and recognition of the effects of crime and promote victims' rights.

⁵ This output measure will be used as an indicator for demonstrating success against this impact; further development of outcome indicators will continue over 2010/11.

OUTCOME: Offenders are managed safely and humanely



A trusted justice system is maintained when offenders are managed safely and humanely by ensuring they are not harmed, treated fairly and their legitimate needs are met. In particular, offenders are managed safely and humanely when they:

- are managed in a safe, secure and humane manner;
- are treated fairly; and
- have their legitimate health, physical, cultural, spiritual and social needs met.

IMPACT: Offenders are not harmed

What are we seeking to achieve?

To ensure that sentences and orders imposed by the Judiciary and the Parole Board are administered in a safe, secure and humane manner in order to protect offenders, staff and the public.

How will we demonstrate success in achieving this?

The Department will use the following indicators to demonstrate success:

- serious prisoner assaults on other prisoners⁶;
- unnatural deaths in custody⁷; and
- other incidents of harm to offenders (indicator to be developed).

Progress will be demonstrated by reducing these indicators.

6 This output measure will be used as an indicator for demonstrating success against this impact; further development of outcome indicators will continue over 2010/11.

7 This output measure will be used as an indicator for demonstrating success against this impact; further development of outcome indicators will continue over 2010/11.

What will we do to achieve this?

The Department will ensure that sentences and orders imposed by the Judiciary and the Parole Board are administered in a safe, secure and humane manner. This means that the Department will operate its facilities in accordance with:

- the Corrections Act 2004;
- regulations made under the Corrections Act 2004; and
- the United Nations Standard Minimum Rules for the Treatment of Prisoners.

Initiatives

The Department will deliver the following initiative to achieve this impact:

Initiative	Description and linkage
Site Management Review	The Department will undertake a site management review which will examine the prison site-based management structure by looking at the breadth and depth of management roles. This will ensure prisons are managed as optimally as possible and have the structure required to efficiently and effectively make use of the Department's resources when managing offenders.

IMPACT: Offenders are treated fairly and their needs are met

What are we seeking to achieve?

To ensure that offenders are treated fairly and their legitimate health, physical, cultural, spiritual and social needs are met.

How will we demonstrate success in achieving this?

The Department will use the following indicators to demonstrate success:

- justified complaints to the Inspectorate and Ombudsmen concerning fair treatment; and
- justified complaints to the Inspectorate concerning legitimate needs.

Progress will be demonstrated by reducing these indicators.

What will we do to achieve this?

The Department will treat offenders under its management fairly and meet their legitimate health, physical, cultural, spiritual and social needs. This includes the basic necessities of life (food, shelter and clothing); adequate primary health care; opportunities to maintain relationships with family and friends; religious, spiritual and cultural support; access to legal advisors and statutory visitors; access to information and education; and access to a reasonable level of physical exercise.

The Department provides primary health care to prisoners that is reasonably equivalent to that provided within the general population. Every new prisoner has their health needs addressed and on-going care and treatment is provided according to their clinical need.

The Department will provide inspectorate services that are independent from line management. This service will resolve complaints, investigate and provide an assurance function to prison-based and community-based offenders in relation to matters affecting their management or treatment.

Managing in a changeable operating environment

The Department scans the external environment for factors associated with the Department and the wider justice sector. Such factors include:

- government priorities;
- changes in the offender population;
- patterns and types of crime;
- society and demographics;
- economic conditions; and
- technology.

As a large operational organisation with diverse services, the Department faces a range of risks with impacts on both day-to-day and longer-term work.

The Department is developing and implementing a new risk management and assurance framework as part of The Way Forward performance improvement programme. This new framework will:

- incorporate an integrated Department-wide approach to risk management and assurance that informs business improvement;
- support for the development of sufficient capability and skills for effective risk management, assurance and quality business improvement activities across the organisation;
- establish the feasibility of a near-misses reporting system in operational areas so as to promote learning and help reduce or prevent incidents;
- establish a process of tracking risk trends and 'hot spots' and utilising this information to proactively mitigate risks and issues before they occur; and
- create an increased profile for risk management and assurance and business improvement activity and its benefits within the Department at the operational and strategic (Executive Team) levels.

Assessing organisational health and capability

What are we seeking to achieve?

To achieve our vision and priorities through the right people with the right skills and an enabling organisational structure and culture.

How will we demonstrate success in achieving this?

The Department will demonstrate success in enhancing organisational health and capability using a number of indicators across several areas. These areas include culture and values; fostering wellbeing; learning and development; recruitment, selection and induction; equal employment opportunities; and ensuring cost-effectiveness.

What will we do to achieve this?

The Way Forward three year programme will focus on achieving building a sustainable organisation, creating cultural change, achieving operational efficiency and developing better ways of working.

The Enhancing our People Capability Strategy 2008–2013 outlines the way in which an effective and capable workforce will be built. It points towards eight elements which, if accomplished, will enhance the capability of our people and enable outcomes to be achieved. These eight elements are culture and values; attract and recruit; agree and induct; develop; foster wellbeing; reward and recognise; manage for performance; and manage transitions.

With the upcoming expiration of the Collective Employment Agreements, the Department will be renegotiating the agreements and managing wage growth appropriately.

The Department will continue to improve staff safety by providing training in de-escalation techniques; interpersonal skills and tactical communications; and providing personal protective equipment to staff.

Initiatives

The Department will deliver the following initiatives to improve organisational health and capability:

Initiative	Description and linkage
Implementation of The Way Forward performance improvement programme	The Department will implement The Way Forward performance improvement programme. This three year plan sets out the Department's intention to address the Chief Executive's medium to long term objectives of: excellence in the delivery of correctional services; services that are aligned with Government priorities and expectations; services that are delivered in the most cost-effective and efficient way so that public and Government confidence in the Department is built over time.

Initiative	Description and linkage
Efficiency gains and value creation programme	This work is central to identifying and capturing efficiency gains and savings worth \$60 million over the next three years. It includes: developing a strategy for the Department to self fund expected demand increases in the short and longer term; developing an improved budget process to prevent future under and over spends; developing a method of comparative evaluation of interventions delivered to offenders; reviewing resource allocation models, including Prison Services rostering practices; and encouraging staff suggestions for continuous improvement.
Risk and Assurance Framework	The Department will establish a risk and assurance framework that effectively informs business improvement activities and the strategic planning process. The project encompasses the Department's risk management framework and the supporting assurance frameworks, how they are implemented, and how the information gathered from their resulting control activities is combined, analysed and communicated to management and fed into the business improvement processes within the Department.
Staff Safety Project	The Department will continue to further provide safety, professionalism and prevention training in de-escalation techniques; interpersonal skills and tactical communications; and provision of personal protective equipment.
Enhance training and development, recruitment, selection and induction of staff	<p>The Department will continue to enhance training and development, recruitment, selection and induction of staff to ensure it has sufficient staff and capability to provide our services.</p> <p>Particular areas of focus for 2010/11 will be alignment of these systems to the Change Programme in Community Probation Services and a five year enhancing capability plan for Prison Services.</p>

Capital and asset management intentions

What are we seeking to achieve?

To ensure that the Department has adequate facilities and capacity to provide the services it is funded to deliver in order to achieve outcomes.

How will we demonstrate success in achieving this?

The Department will use the following indicators to demonstrate success:

- the time taken to respond to work requests submitted through the Help Desk; and
- percentage of sites compliant with Building Warrant of Fitness requirements as verified by an independent auditor.

Progress will be demonstrated by:

- reducing the time taken to respond to work requests; and
- 99% of sites compliant with Building Warrant of Fitness requirements.

What will we do to achieve this?

The Department will manage its physical assets by applying the 2008–2013 Asset Management Operational Strategy and the Asset Management Plan.

Initiatives

The Department will deliver the following initiatives to manage its capital and asset management intentions:

Initiative	Description and linkage
Ensuring adequate prison capacity	The Department will continue extending double bunking to meet immediate needs for additional prisoner capacity. Stage 1 of the Mount Eden/Auckland Central Remand Prison site redevelopment will be completed, providing new prisoner accommodation enabling the decommissioning of Mount Eden Prison. Other capacity options, such as the expansion of an existing prison, will be further developed responding to the required service need over the next 10 years.
Public Private Partnerships Project	The Government intends to commission a 960 bed male prison on land owned by the Department in South Auckland, subject to consents and the successful completion of an open tender process. The prison will be a custodial Public Private Partnership, in which the private sector will design, build, finance, maintain and operate the new prison.
Contract Management of Prisons	The Department will implement government policy allowing for the competitive tendering of prison management.

Capital expenditure trends and forecasts

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

	2009/10 Estimated Actual \$000	2010/11 Forecast \$000	2011/12 Forecast \$000	2012/13 Forecast \$000
Land	2,083	6,050	3,460	3,655
Buildings	235,758	211,745	141,477	67,521
Plant and Equipment	6,803	3,875	3,600	3,600
Furniture and Fittings	1,709	1,493	1,043	1,043
Computer Hardware	4,942	3,140	2,180	1,750
Motor Vehicles	6,256	7,334	4,857	4,157
Intangibles	10,578	17,300	15,920	10,750
Biological Asset				
Total	268,129	250,937	172,537	92,476

Information technology

What are we seeking to achieve?

To ensure that the Department's information technology systems meet business needs to deliver its services.

How will we demonstrate success in achieving this?

The Department will use the following indicators to demonstrate success:

- the availability of key applications to support business operations.

Progress will be demonstrated by improving the availability of key applications.

What will we do to achieve this?

The Department will continue to implement the Information and Technology Strategy 2008–2013. This includes a focus on information technology governance and project management tools to ensure that information technology systems and changes are delivered as needed.

Information technology direction is also influenced by the wider E-government and justice sector information strategies. The Department will continue implementation of these strategies to optimise efficiency and effectiveness of systems, decision support, business processes, and the provision of information.

Initiatives

The Department will deliver the following initiative to manage its information technology:

Initiative	Description and linkage
Support the justice sector audio visual project	The expanded use of audio and audio visual links by courts has potential benefits across the justice sector, including reduction in costs, improvements in safety and security, and overall improvement in the administration of justice. The Department will contribute to this project where necessary.

Strengthening partnerships

What are we seeking to achieve?

To develop and strengthen mutually beneficial relationships with a wide range of partners in order to enhance the provision of services across the public service and achieve government outcomes, particularly justice sector outcomes.

What will we do to achieve this?

The Department will work with many organisations to deliver programmes, activities and services to offenders. These organisations include public sector agencies, non-government organisations, training and educational organisations, community groups and volunteers. It is also reliant on employers providing work opportunities for offenders to gain on-the-job skills and experience.

In particular, the Department will actively work with Māori and Pacific groups to reduce overall re-offending and assist prisoners to reintegrate back into the community.

Initiatives

The Department will deliver the following initiative to strengthen partnerships.

Initiative	Description and linkage
Establish Rehabilitation and Reintegration Services	The Department will continue to establish Rehabilitation and Reintegration Services as a single service for the delivery of all programmes and services. The Department will work with other organisations such as the New Zealand Police, Ministry of Social Development (including Child Youth and Families and Work and Income), Housing New Zealand Corporation, Te Puni Kōkiri and the Non-Government Organisation sector to minimise the likelihood of re-offending and risk of harm to others.
Whare Oranga Ake	The Department will engage with the wider Māori community to provide a kaupapa Māori environment through Whare Oranga Ake. Prisoners will be linked to community support networks providing assistance with housing, education and employment and addressing health needs.

Additional statutory reporting requirements

The Department of Corrections is required to provide additional reporting at the end of each financial year under the Corrections Act 2004 and the Parole Act 2002.

Section 190 of the Corrections Act 2004

Section 190 prescribes particular requirements that must be reported on in the Department's annual report. These requirements cover:

Section 190(1)(a) – reports on how the Chief Executive has carried out his functions under section 8(1)(k), of ensuring that processes are established and maintained to identify communities significantly affected by policies and practices in the corrections system, and giving opportunities for those communities to give their views on those policies and practices, and ensured those views were taken into account, together with information on how prison managers have carried out that responsibility.

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

Section 190(1)(c)(d)(e) – reports on the processes and systems in place to supervise and control the monitoring of prisoner phone calls, including statistics on the proportion of prisoner calls monitored and the number and percentage of calls disclosed under section 117(1) and (2):

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

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

Section 190(1)(f) – reports on measures to reduce drug and alcohol use by prisoners and the effectiveness of those measures, random-testing programmes and the results of those programmes.

Section 190(1)(g) – reports on the operation of every security contract in force for the whole, or any part, of the year to which the annual report relates, including:

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

Section 190(1)(h) – reports on the operation of any contract prison, including a summary of reports by the manager of a contract prison, including:

- a summary of reports forwarded to the Chief Executive under section 199D(2) and (3);
- a summary of reports made to the Chief Executive under section 199E(3)(b); and
- a summary of actions taken in relation to the management of contract prisons as a result of matters raised in any report forwarded or made.

With regard to the report required under section 190(1)(b) above, the Corrections Inspectors are appointed under the provisions of section 28 of the Corrections Act 2004 and perform a dedicated complaints resolution, investigation and assurance function, reporting directly to the Chief Executive independently of operational line management. The legislation acknowledges the high level of risk attached to prison management and the need to provide a level of legislative prescription, protection and access for the Chief Executive's assurance agents in matters related to sentence management and imprisonment in particular.

Section 15A of the Parole Act 2002

Section 15A(4) of the Parole Act 2002 requires the Department of Corrections to include in its annual report information about the use of electronic monitoring. The information required covers:

- the number of offenders who were at any time subject to electronic monitoring;
- the average number of offenders who were subject to electronic monitoring and the average duration of the monitoring;
- the percentage of offenders who, while subject to electronic monitoring condition attached to an extended supervision order, were convicted for a breach of the condition, or convicted of any other offence; and
- a description of processes and systems relating to electronic monitoring that were in place during the year reported on.

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