



DEPARTMENT
OF CORRECTIONS

Statement of Intent
1 July 2002 to 30 June 2003

Presented to the House of Representatives
Pursuant to Section 34A of the Public Finance Act 1989

ISSN 1175-5342

PURPOSE

The Statement of Intent outlines the outcomes to which the Department's work contributes. It identifies departmental strategic goals and key milestones, and details outputs and performance measures. In effect it outlines the Department's annual business plan within the context of the appropriate three-to-five-year Strategic Business Plan signed off by the Minister.

The Statement of Intent is divided into three parts:

- Part 1 outlines the strategic context that the Department operates within. This includes a description of the Government's key goals and the outcomes that the Department's business contributes to. This part also outlines the linkages between the Department's outputs, strategic goals and outcomes. Specific milestones for each strategic goal are identified and drawn from the Department's existing suite of Strategic Business Plans.
- Part 2 outlines the outputs that will be delivered within the appropriation. It provides a Statement of Service Performance that meets all requirements of the Public Finance Act 1989.
- Part 3 outlines the key dimensions and structure of the Department of Corrections.

TABLE OF CONTENTS

Purpose	3
Minister's Foreword	6
Chief Executive's Overview	8

PART 1 – STRATEGIC CONTEXT

Key Government Goals	12
The Department's Strategic Direction	14
Focus for 2002/2003	25

PART 2 – FORECAST FINANCIAL STATEMENTS

Statement of Responsibility	38
Financial Summary	39
Statement of Objectives	48
Supporting Statements	51
Service Performance Objectives – Output Performance .	58
Output Class 1 – Information Services	58
Output Class 2 – Community-based Sentences and Orders	65
Output Class 3 – Custody of Remand Inmates	71
Output Class 4 – Escorts and Custodial Supervision	73
Output Class 5 – Custodial Services	75
Output Class 6 – Inmate Employment	83
Output Class 7 – Rehabilitative Programmes and Reintegrative Services	88
Output Class 8 – Services to the New Zealand Parole Board	103
Output Class 9 – Policy Advice and Development	105
Output Class 10 – Service Purchase and Monitoring	108

TABLE OF CONTENTS

PART 3 – KEY DIMENSIONS OF THE DEPARTMENT

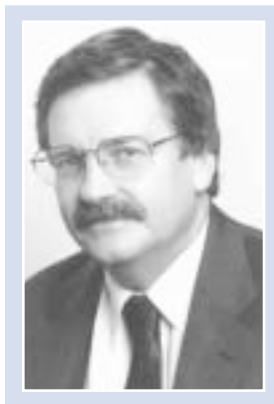
Organisational Structure	116
Senior Management Structure	122
Human Resources	123
Information Technology	128
Advisory Bodies	130
Inter-agency Agreements	132
Intersectoral Committees	132
Terms and Definitions	134

MINISTER'S FOREWORD

In my 2001 report on reducing re-offending, *About Time*, I took a hard look at the corrections system, its place in society and its future direction.

About Time addressed the need for alternative sentencing and rehabilitation solutions.

About Time is an evidence-based national strategy for driving down the incidence of serious criminal offending and reducing the use of imprisonment. Based on recent important scientific findings about crime and criminals, *About Time* presents a 10-option policy strategy that addresses serious crime's most fundamental driver – the size of the pool of serious and chronic adult offenders in the community. *About Time* is a life-cycle strategy that identifies targets, defines required outcomes, and sketches in best practices for achieving those outcomes.



Cabinet has allocated the 10 options in *About Time* to a range of agencies for inclusion in new policy and practice developments. As part of this response, I am working with the Minister of Social Services and Employment to set up a system of Day Reporting Centres that will intercept high-risk teenage offenders before they can progress to adult crime.

In essence, a sentence to a Day Reporting Centre requires a young offender to get “back on track” through a normal teenage lifestyle – attending school or work training, participating in family life, involvement in sport or other pro-social activities, involvement with pro-social friends, and abstaining from drugs and excessive alcohol. While this may seem a straightforward task, for most serious young offenders it will take six months of hard work and treatment.

A trial of two Day Reporting Centres is currently being developed that will cater for 130 offenders annually.

Addressing other specialist needs are the country's five Māori Focus Units, which bring a tikanga Māori approach to inmates' sentences. These, combined with tikanga Māori programmes provided by the Community Probation Service, are amongst the vanguard of Corrections' efforts to address the needs of Māori offenders in a culturally appropriate way.

It is pleasing to see a growing number of employment schemes bringing work skills to inmates. These include offset printing, textiles, farming, forestry, and joinery. I am likewise delighted to see local communities benefiting from this work and interacting with prison industries.

What these initiatives share is making sentences – whether community or prison-based – times of constructive change, as opposed to passively sitting out one's sentence.

Yet these are just a few of the changes sweeping through New Zealand's corrections system. Many other new measures are currently being introduced, such as improved arrangements for families, plus the introduction this year of much-needed new legislation such as the Parole Act 2002 and the Sentencing Act 2002.

It is forward-thinking developments like these that I strongly believe are helping to make this country's criminal justice system amongst the most progressive in the world.



Hon Matt Robson
Minister of Corrections

CHIEF EXECUTIVE'S OVERVIEW

As we head into 2002/03 I am conscious that we have undertaken a necessary but ambitious change management programme over the last few years. 2001/02 has in particular been a difficult year as key initiatives reached the peak of their implementation.



Integrated Offender Management (IOM) represents the most comprehensive change to the way we have previously thought about and undertaken our core business. No part of the Department remains unaffected by the changes IOM has introduced.

For significant parts of the organisation the lead up to the commencement of the Government's new Sentencing and Parole Reform legislation has also required a major effort.

Either one of these change management programmes represents a sizeable challenge, but to undertake both at once has at times put us under considerable pressure.

Unsurprisingly, IOM and implementation of Sentencing and Parole Reform legislation remain our two key priorities for 2002/03. In both cases we must ensure we are consolidating the changes made – while at the same time seeking to continuously improve on what we are doing.

In line with existing priorities we will also be putting in place further initiatives focused on reducing re-offending by Māori and will begin development on initiatives that focus on offending by Pacific peoples.

Youth offenders will remain a focus, and, as mentioned by the Minister, we will be piloting a new Day Reporting Centre concept.

There will also be progress made on new prison facilities, continuance of the deferred maintenance programme and a focus on generally improving our capability.

This year represents the final year in achieving the goals and milestones in the existing *Strategic Business Plan* and associated documents. We will be turning our minds to the development of the next strategic business plan, a document that will, when approved by the incoming government, provide our substantive direction for three to five years from July 2003.

While we will be no less busy than in previous years, we will be very much focusing on how we can work together to get the best out of the changes we have already made – and we will be thinking about the future and where our efforts can best be used to protect the public by contributing to safer communities and reducing re-offending.



Mark Byers
Chief Executive

PART 1

STRATEGIC CONTEXT

PART 1 STRATEGIC CONTEXT

KEY GOVERNMENT GOALS

The Government's key goals as defined in May 2001 are:

- **Strengthen National Identity and Uphold the Principles of the Treaty of Waitangi**

Celebrate our identity in the world as people who support and defend freedom and fairness, who enjoy arts, music, movement and sport, and who value our cultural heritage; and resolve at all times to endeavour to uphold the principles of the Treaty of Waitangi.

- **Grow an Inclusive, Innovative Economy for the Benefit of All**

Develop an economy that adapts to change, provides opportunities and increases employment and, while closing the gaps, increases incomes for all New Zealanders.

- **Restore Trust in Government and Provide Strong Social Services**

Restore trust in government by working in partnerships with communities, providing strong social services for all, building safe communities and promoting community development, keeping faith with the electorate, working constructively in Parliament and promoting a strong and effective public service.

- **Improve New Zealanders' Skills**

Foster education and training to enhance and improve the nation's skills so that all New Zealanders have the best possible future in a changing world.

- **Reduce Inequalities in Health, Education, Employment and Housing**

Reduce the inequalities that currently divide our society and offer a good future for all by better coordination of strategies across sectors and by supporting and strengthening the capacity of Māori and Pacific peoples' communities.

- **Protect and Enhance the Environment**

Treasure and nurture our environment with protection for eco-systems so that New Zealand maintains a clean, green environment and rebuilds our reputation as a world leader in environmental issues.

The purpose and principles of the Corrections System as signed off by Government and which are to be included in the new Corrections Legislation follow.

Purpose:

- administering community-based and custodial sentences and orders imposed by the Courts and Boards, in a safe, secure, humane and effective manner;
- assisting in the rehabilitation of offenders and their reintegration into the community, where appropriate, through the provision of programmes and other interventions;
- providing information on offenders to Courts and the New Zealand Parole Board to assist them in their decision-making.

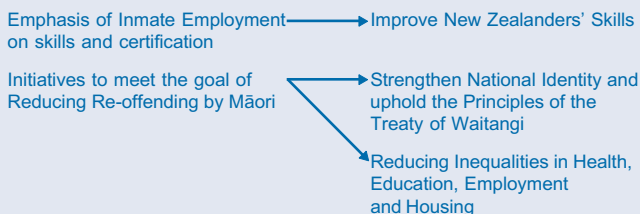
Principles:

- public safety will be paramount in the management of offenders and those detained or remanded in custody;
- victims' interests will be considered in decisions related to offender management;
- in order to reduce the risk of re-offending, decisions related to sentence planning and management, rehabilitation and reintegration will, where appropriate, take into account the cultural background of offenders;
- family and family group structures must be recognised, provided for and engaged to the greatest extent possible in
 - decisions related to sentence planning and management, rehabilitation and reintegration
 - participation in programmes, services and activities related to an offender's sentence management;
- the corrections system will ensure the fair treatment of offenders and those remanded or detained in custody by

- making offenders aware of rules and entitlements that affect them while they are subject to a sentence or order
- using transparent decision-making criteria
- applying these criteria constantly
- ensuring adequate access to an effective grievance procedure;
- offenders will retain relevant citizenship rights except to the extent that their sentence or order necessarily removes or restricts these rights;
- sentences and orders will be administered using the least restrictive measures consistent with the safety of the public, corrections staff and offenders;
- offenders will be encouraged to participate in activities that will contribute to their rehabilitation and reintegration;
- contact between offenders and their families will be encouraged and supported to the extent that this contact promotes rehabilitation and reintegration and is consistent with safety and security requirements.

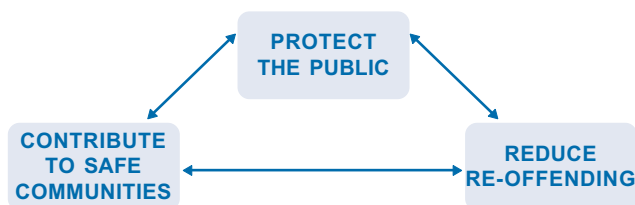
THE DEPARTMENT'S STRATEGIC DIRECTION

The Department of Corrections' strategic direction is consistent with the Government's goals. Many of the individual outputs and strategic goals contribute directly to Government Outcomes. Examples include:



More broadly the key outcomes seek to meet the Government's mandate to Restore Trust in Government and Provide Strong Social Services. The Department's primary outcome is to protect the public by directly contributing to

the achievement of the two contributory outcomes of Safe Communities and Reducing Re-offending as illustrated in the following diagram:



The Department's core business focuses on the achievement of these two outcomes.

Contribute to Safe Communities through:

- the provision of information to the judiciary to inform the sentencing process and release decisions
- ensure appropriate compliance with, and administration of, sentences and orders
- the safe, secure and humane management of offenders
- the provision of a safe environment for staff and the public.

Reduce Re-offending through:

the delivery of initiatives that are designed to achieve an overall reduction in the level of re-offending by changing behaviour through rehabilitative and reintegrative initiatives. These include the provision of education, work experience and skills so offenders are better equipped to secure employment on release.

1

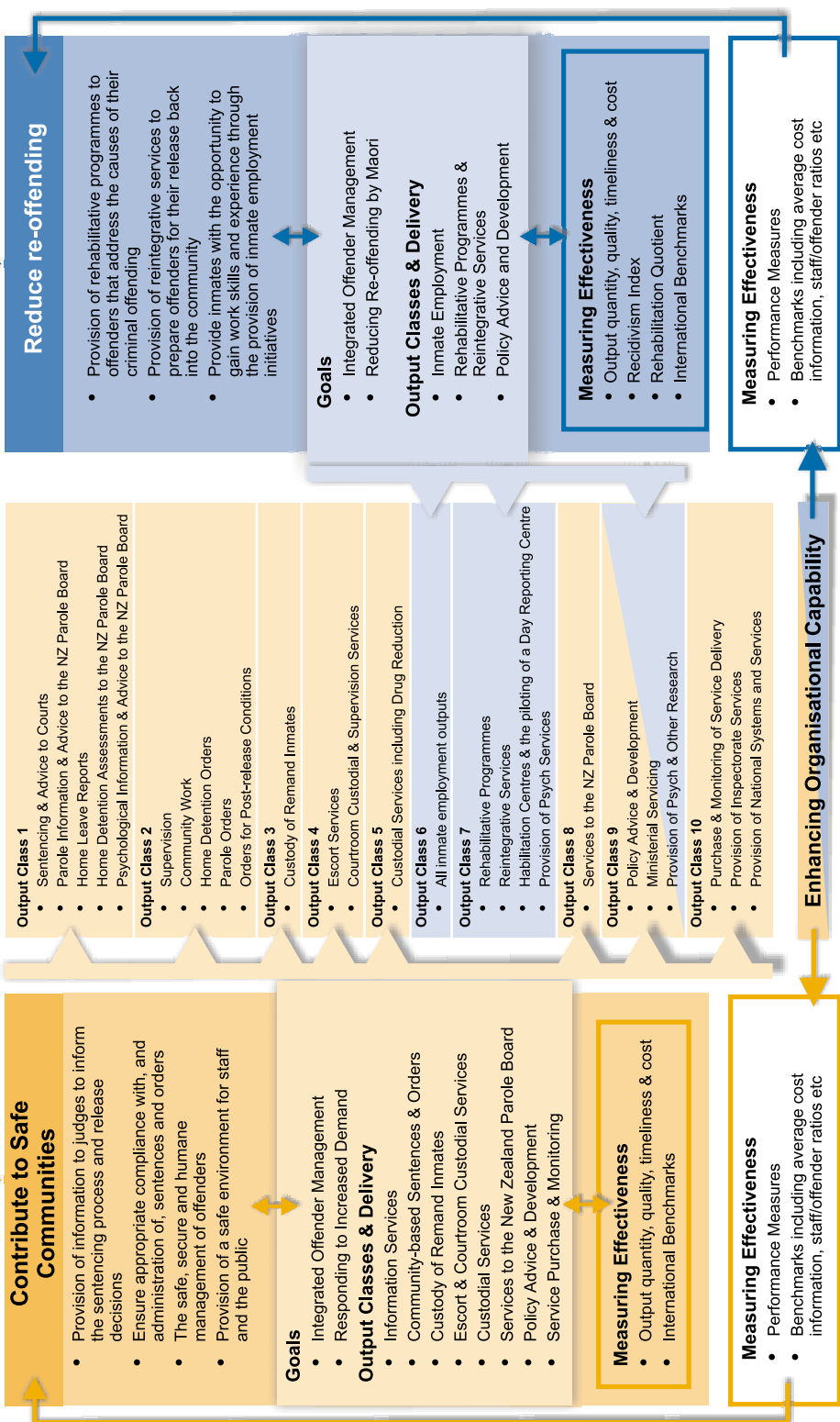
Strategic
Context

Strategic Framework

The Department of Corrections can demonstrate a clear link between its Outcomes, Strategic Goals and Outputs. Emphasis has also been put into developing measurement techniques. Over time these will be used to determine the reduction in re-offending and allow comparisons to be made with other overseas jurisdictions.

The following diagram illustrates these linkages.

Outcome: Protect the Public



The remainder of Part 1 and Part 2 of the Statement of Intent are colour-coded to match this diagram, and to reflect the contribution the Strategic Goals and Output Classes make towards the achievement of outcomes.

To some extent the division of the Department's work between the two contributory outcomes is an artificial one, in that there is some integration and overlap within the Strategic Goals and the delivery of Output Classes. These are natural dependencies in meeting both outcomes and at times the separation of activities is one of form not substance.

In carrying out these activities, the Department has built and continues to expand relationships, with other justice sector agencies. The justice sector includes the government agencies of Corrections, the Ministry of Justice, the Department for Courts, the New Zealand Police, government departments and local communities.

Strategic Goals

The Department has in place a suite of strategic business plans that guide the work of the Department through to the end of the 2002/2003 financial year. These plans focus on four major strategic goals which direct efforts toward the achievement of the contributory outcomes. The Strategic Goals are:

- “bedding in” Integrated Offender Management (IOM) so that the Department can more effectively manage offenders and better focus its efforts on addressing offender behaviour, and as such, directly contribute towards the achievement of both of the contributory outcomes;
- continuing a major focus on reducing re-offending by Māori through the development of assessment systems and rehabilitative interventions that are effective with Māori offenders;
- responding to the forecast increase in demand for corrections services through the provision of new and additional facilities and thereby contributing to safe communities;

1

Strategic
Context

- enhancing organisational capability, which is needed to ensure that the Department is able to successfully achieve the other three goals and therefore the contributory outcomes.

Each year key milestones are set for each of these strategic goals. Details of the milestones for the 2002/2003 financial year are outlined on pages 25 to 36.

Output Classes and Delivery

The delivery of outputs within each Output Class directly contribute towards the achievement of the contributory outcomes. This ensures that the core business is appropriately specified within the priorities set by Parliament in its determination of what Corrections is expected to deliver with the appropriation it receives.

Details of the outputs within each Output Class for the 2002/2003 financial year are outlined on pages 57 to 75.

Transcending both contributory outcomes is the commitment the Department has to improving the quality and delivery of its services to all those with whom we deal. The Department acknowledges the importance of the Treaty of Waitangi as New Zealand's founding document and as the framework for the relationship between Māori and the Crown.

Accordingly, the Department has in place a Treaty of Waitangi Strategic Plan, *Kotahi Ano Te Kaupapa; Ko Te Oranga O Te Iwi*. The initiatives within the plan are reflected in all parts of the Statement of Intent.

The Treaty of Waitangi Strategic Plan provides an opportunity to build relationships, strengthen communications and facilitate participation between Māori and Corrections. This participation improves the effectiveness of the services that Corrections provides and helps to achieve the contributory outcomes of contributing to safe communities and reducing re-offending.

Measuring Effectiveness

Progress made towards achieving objectives and outcomes will be reported in the Department's 2002/2003 Annual Report and will include an assessment of the extent to which the Department has achieved its objectives and outcomes in respect of the development and implementation of new initiatives and the delivery of services.

The Department has developed a tool that, over time, will allow progress made towards reducing re-offending to be measured. The two primary measures are the Recidivism Index and the Rehabilitation Quotient¹.

Recidivism Index

The Recidivism Index measures the rate of re-offending of a specified group of offenders over a 12-month period following their release from a custodial sentence or from the beginning of a community-based sentence. This method is based on internationally used definitions of re-offending applied to sentences administered by the Department.

The Recidivism Index comes in two forms – imprisonment, or reconviction to a sentence administered by the Department. Imprisonment gives a good indication of the seriousness of recidivism and costs to the Department, the criminal justice system and general society. However, since the majority of reconvictions do not lead to imprisonment, imprisonment statistics provide an incomplete measure of recidivism. Therefore reconviction to any sentence delivered by the Department is also measured.

Rehabilitation Quotient

The Rehabilitation Quotient quantifies the percentage change in re-offending resulting from a particular rehabilitative intervention, by comparing the Recidivism

1

Strategic
Context

¹ Recidivism Index and Rehabilitation fact sheet available from the Department of Corrections.

Index of the group receiving the intervention with the Recidivism Index of an untreated group of a similar demographic composition.

With the introduction of Integrated Offender Management, these interventions are more accurately targeted at offender needs and will be of a greater duration. It is expected that these interventions will have a positive effect in reducing re-offending and that the Rehabilitation Quotient will demonstrate the benefits.

During the 2002/2003 financial year, the Department will be working on the development of outcome measures for the safe, secure and humane management of offenders, which it expects to have in place for the 2003/2004 financial year.

The Department is participating in the Government's Pathfinder Project, which seeks to better integrate outcome-based performance information into the Public Sector Management system. Through this project the Department is piloting a means for optimising the mix of interventions used. The use of Rehabilitation Quotient data and costs of crime data make it possible to rank interventions on cost-benefit grounds. The Department will examine its interventions annually to determine which interventions it should retain to maximise outcomes.

The Department will also evaluate its new Integrated Offender Management processes to demonstrate which elements are most effective at producing desired outcomes. This is a multi-year project, which will enable continuous improvement of the way the Department manages offenders.

Benchmarks

The Department also uses international benchmarking to compare performance across a range of service delivery indicators. This is particularly important as the Department

is positioned as both the purchaser and provider of services and is unable to compare performance against internal (within New Zealand) organisations.

Benchmarking is also designed to support overall strategic advancement, as it provides the means by which quality improvement can be identified and effected.

Developing closer working relationships with overseas jurisdictions is an essential and integral part of the exercise. Information is now being exchanged on a regular basis between New Zealand, Australia, Canada, England & Wales, and Scotland.

Trends impacting on Corrections Services in 2002/2003 and beyond

During the last five years the number of inmates has increased by 5.2 percent per year, while the number of offenders under the control of the Community Probation Service has decreased by 2.9 percent per year.

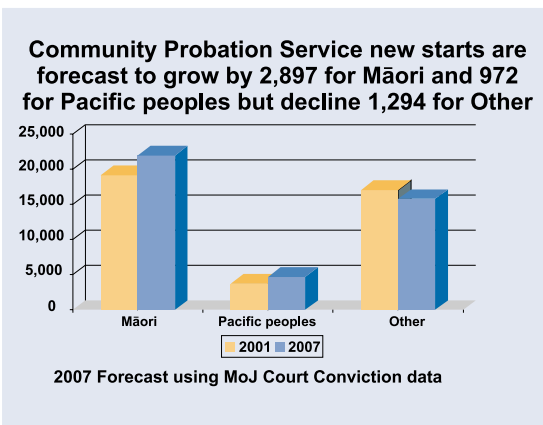
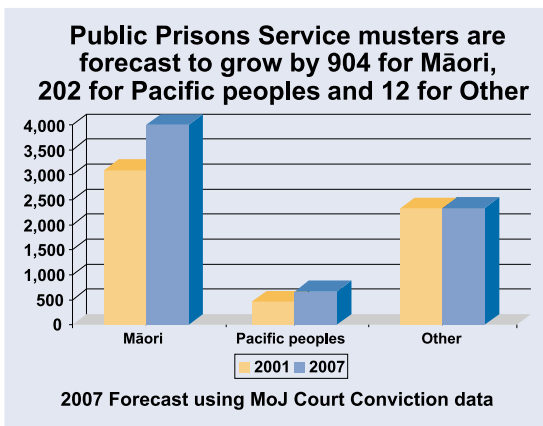
However, for the period 2002 to 2007 the number of prison inmates is forecast to grow by 3.2 percent per year (from 5,887 to 7,006), while the number of offenders starting a new sentence under the control of the Community Probation Service is forecast to increase by 1 percent per year (from 39,874 to 42,449).

The predicted growth in inmates and offenders is largely attributable to the overall growth of the Māori and Pacific peoples' population who continue to be over-represented in offending statistics. In the period 2002 to 2007 there will be greater proportions of Māori and Pacific peoples who will be in the 15-to-24-year-old age group, which is the age group that statistically, is more likely to offend.

1

Strategic
Context

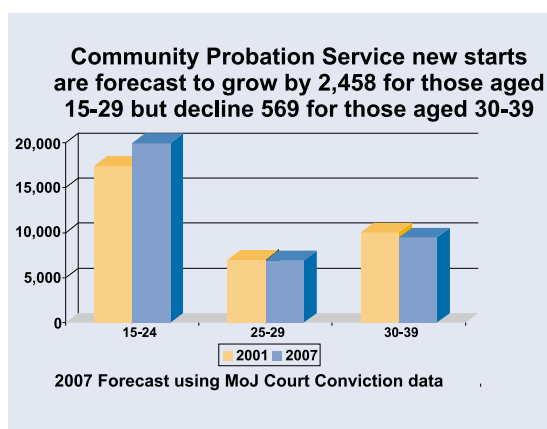
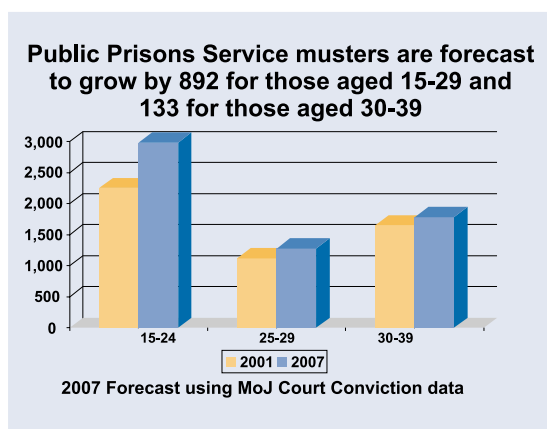
The following graphs illustrate the predicted growth in inmates and offender numbers by ethnicity.



It is also expected that by the year 2007:

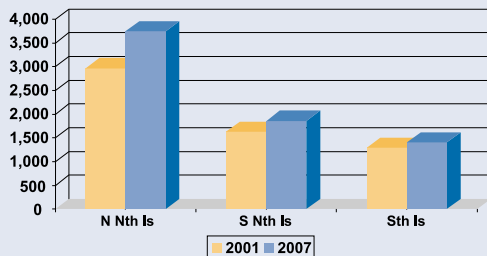
- the number of prison inmates aged 15-24 years will have increased by 33 percent (from 2,250 in 2001 to 2,985 in 2007)
- the number of offenders aged 15-24 years starting a sentence within the jurisdiction of the Community Probation Service will have increased 15 percent (from 17,408 in 2001 to 19,940 in 2007).

This is shown in the following graphs.



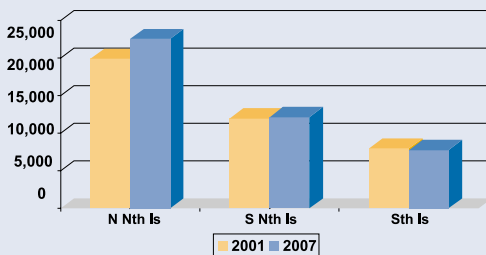
Distribution of inmates and offenders across the country will grow in line with the overall projected increases in numbers.

Public Prisons Service musters are forecast to grow by 1,004 in the North Island and 115 in the South Island.



2007 Forecast using MoJ Court Conviction data

Community Probation Service new starts are forecast to grow by 2,763 in the North Island but decline 188 in the South Island.



2007 Forecast using MoJ Court Conviction data

Behind these statistics lie significant issues for the Department. These include:

- costs and demands placed on the corrections system and the wider justice system
- public safety and broader social implications associated with offending behaviour
- effective rehabilitation and reintegration of Māori by the corrections system.

FOCUS FOR 2002/2003

The remainder of the Statement of Intent focuses on the milestones, outputs and performance measures to be delivered in the 2002/2003 financial year. This includes details of the appropriation the Department will operate within.

Strategic Goals and Key Milestones

The strategic goals and key milestones for the 2002/03 financial year follow.

Strategic Goal 1: Integrated Offender Management

The 2001/2002 financial year represented the second year implementing a new approach in the way that offenders are managed across all sentence types, lengths and locations.

This approach has been called Integrated Offender Management and from this year will start to be embedded in business-as-usual processes, policies and procedures.

Integrated Offender Management represents a new approach to the assessment of risk of re-offending and criminogenic needs. For higher risk offenders it seeks to match needs with interventions that focus on rehabilitation or, for lower risk offenders, reintegration into the community. As a first step many offenders may also need some assistance to motivate them to address their offending behaviour. In such cases the initial focus will be on either a cognitive-based programme and/or a tikanga-based programme. Should there be a consequent change in motivation the offender may go on to have interventions targeted at their needs as they relate to the cause of their offending.

The process an offender is likely to move through when in the care of the Department is best represented by the following diagram.

1

Strategic
Context



The design of the interventions and associated business rules has been based on studies of “what works with offenders” both internationally and over time in New Zealand². In all cases the design has sought to take into account the New Zealand environment, nature and characteristics of the offending population in this country.

Offenders, depending on their risk status and criminogenic needs, will receive interventions from the range outlined in the following diagram.

1

Strategic
Context

² The principles of the psychology of criminal conduct are found in Andrews and Bonta “The Psychology of Criminal Conduct” (2nd Edition), 1996. Department Publications “Let there be Light”, “When the Bough Breaks”, “Montgomery House evaluation” and “Driving Offender Treatment Programme evaluation”.

INTERVENTIONS IN THE MANAGEMENT OF OFFENDERS

Safe, Secure & Humane Containment

- Security classification
- Behavioural management regime
- Constructive activities
- Drug and Alcohol Strategy/drug testing
- Provision of a safe environment for staff and the public



Serving a safe sentence

Education & Employment

- Basic numeracy & literacy skills
- National Certificate of Employment Skills
- Vocational training & experience
- Education for youth offenders
- Employment
- More advanced education for some offenders



Equipping for self-sufficiency

Rehabilitation

- Straight Thinking
- Tikanga Māori programmes
- Alcohol & substance abuse – Alcohol & Drug Programme
- Violence Prevention Programme
- Generic Rehabilitative Programme
- Making our Drivers Safe (MoDS)
- Cultural Supervision
- Chaplaincy
- Bi-cultural Therapy
- Māori Therapeutic Programmes (Māori Focus Units)
- Youth Units – EQUIP programme
- Treatment by psychologists
- Special Treatment Units – Drug and Alcohol, Sex Offender, Violence Prevention

] Designed to address motivation & willingness
- **Responsivity**



Aiming to change offending behaviour

Reintegration

- Basic living skills (relationships)
- Parenting
- Budgeting
- Self-care units
- Links to community support services
- Day Release/Work Release
- Home leave
- Relapse prevention services
- Involve family/whānau, hapu and iwi and reintegration plans
- Tailored to meet the needs of all groups (Māori, women, youth)



Removing blockages to remaining offence-free

1

Strategic Context

Having implemented the basic model, tools and processes the emphasis will now go on:

- reinforcing the changes in processes and focusing on compliance with the requirements of the tools and procedures
- increasingly focusing on improving the quality of the work done
- looking for areas where improvements can be made with a view to putting in place a continuous improvement process
- identifying what still needs to be done to ensure the work environment is supportive of, and reinforces, the changes that have been put in place
- seeking to begin work on the evaluation of outcomes as a result of full implementation of IOM.

The other significant challenge in effectively managing offenders is bedding in the changes made by the new Sentencing Act 2002 and Parole Act 2002. To the extent that these Acts change the operating structure, processes and procedures, the design was integrated with IOM, and business-as-usual in the latter part of 2001/02.

Implementation is from 1 July and the focus is on ensuring that the new Acts are successfully implemented and integrated into business-as-usual.

The new legislation makes changes in the following key areas as it:

- provides new sentencing principles for judges to take into account when sentencing offenders
- changes the nature of community-based sentences by abolishing community service and periodic detention and replacing them with Community Work
- abolishes the sentence of community programme, and adds in further options for special conditions on supervision
- clarifies and enhances victims rights

- creates a new category of offenders released on conditions
- fundamentally restructures the National Parole Board and District Prisons Boards.

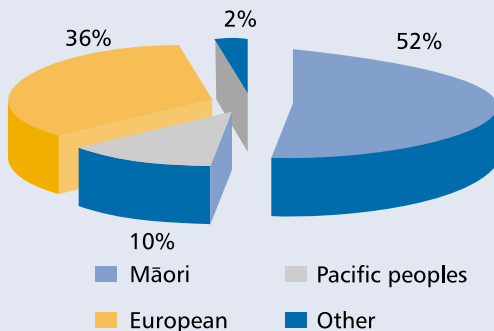
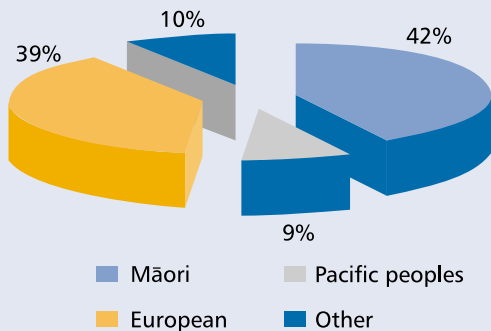
The key milestones for 2002/03 follow:

- Complete the roll-out of sentence planning and management processes for all categories of new inmates across all prisons.
- In line with the agreed strategy, apply assessment, sentence planning and management processes to existing inmates.
- Complete the implementation of reintegrative services across custodial and non-custodial offenders.
- Pilot the concept of a Day Reporting Centre for young offenders.
- Implement the provisions of the Sentencing Act 2002 and Parole Act 2002 across the organisation.
- Support the legislative process for the introduction, hearings, debates and enactment of new Corrections Legislation.
- Implement the initiatives outlined in the first year of the Strategy to reduce re-offending by Pacific peoples.

Strategic Goal 2: Reduce Re-offending by Māori

Māori continue to be disproportionately represented in the criminal justice system.

As an example, in 2002 the ethnic breakdown of prison inmates and offenders serving community-based sentences was:

ETHNIC BREAKDOWN OF PRISON INMATES**ETHNIC BREAKDOWN OF COMMUNITY PROBATION OFFENDERS**

It is predicted that due to demographic patterns and assuming no other changes, the number of Māori in the system will rise over time.

In conjunction with the design and implementation of IOM, the Department has been working on a range of initiatives specifically focused on reducing re-offending by Māori.

These include:

- design of a Māori Targeting Framework that provides the rationale for and sits over the top of all initiatives for working with Māori offenders
- development of a Treaty of Waitangi Strategic Plan
- design and implementation of a bi-cultural therapy approach in the Psychological Service
- creation of five Māori Focus Units in prisons
- development and trial of Māori Therapeutic Programmes within Māori Focus Units
- design and implementation of a tool for identifying how Māori culture can contribute to solving offending-related issues (Māori Culture-related Needs)
- design and implementation of a Framework for the Reduction of Māori Offending (FReMO)
- implementation of tikanga Māori programmes for offenders.

The Department's Treaty of Waitangi Strategic Plan outlines the milestones to be achieved in 2002/03 which include:

- completion of the pilot of Cultural Supervision and implementation in line with available resourcing
- pilot Cultural Assessment and, subject to resource availability, begin implementation
- pilot tikanga Māori programmes for women that can be provided in prison and community-based settings
- implement Māori therapeutic programmes within new Māori Focus Units

- complete implementation of the Māori Targeting Framework, subject to funding
- implement the Whānau Involvement Plan and complete development of options for offender management by iwi and other Māori groups
- implement the Māori Provider Development Plan
- implement the Cultural Responsiveness Strategy for Māori including
 - training and development initiatives to increase staff awareness and skills in working with Māori offenders
 - recruitment initiatives to improve levels of Māori staff in the Department
 - career development framework to encourage more Māori into management positions.

Strategic Goal 3: Responding to Increased Demand

The Department is part way through the implementation of an eight-year National Prison Facilities and Services Strategic Plan.

The milestones for this strategic goal are focused on ensuring that appropriate facilities exist in time to meet forecast increases in the inmate muster levels. As part of this goal, the Department is implementing the Government's Regional Prisons Policy. This policy is based on evidence that locating inmates as close as possible to their home is conducive to effective rehabilitation and reintegration.

Key milestones for 2002/03 include:

- begin construction of the new Northland Region Corrections Facility;
- progress the new South Auckland Men's Corrections Facility by
 - facilitating the council decision-making process on designation and resource consent
 - completing the facility design and documentation ready for tendering

- establishing Memorandum of Partnership with the appropriate iwi authority for the proposed facility;
- progress the new Auckland Region Women's Corrections Facility by
 - facilitating the council decision-making process on the site designation
 - completing the facility design and documentation ready for tendering
 - establishing a community-based and appropriately mandated Māori women's Advisory Group
 - establishing Memorandum of Partnership with the appropriate iwi authorities for the proposed facility;
- progress the new Otago Region Men's Corrections Facility by completion of consultation and technical reporting on the preferred site and lodgement of all necessary documentation under the Resource Management Act;
- complete the construction and commissioning of 180 new cells at Rimutaka Prison.

Strategic Goal 4: Enhancing Organisational Capability

It is critical that the Department ensures it has the capability to effectively conduct its business now and in the future. None of the previous strategic goals can be delivered without an improvement in, and focus on, capability.

The most significant capability challenges facing the Department in 2002/03 are:

- bedding in substantive change management processes, primarily the two-year implementation of new processes and procedures associated with Integrated Offender Management;
- in addition to IOM, successfully implementing and bedding in the changes in processes and procedures brought about by new legislation, in particular the Sentencing Act 2002 and Parole Act 2002;

1

Strategic
Context

- ensuring appropriately trained and skilled managers and staff, and managing the consequences of turnover, in order to ensure output delivery for the current year;
- putting in place mechanisms that seek to focus on enhancing the capability of staff and managers in the future;
- delivering against the strategic goals and output volumes, quality and timeliness within the resources allocated;
- ensuring appropriate technology support and appropriate standard of facilities, tools and equipment.

The key milestones, for 2002/2003 will include:

- implementing a centralised service delivery function to deliver programmes to offenders and associated training and support processes;
- completing training and development targeted at the implementation of IOM, Sentencing Act 2002 and the Parole Act 2002, and merging training for these activities into business-as-usual training plans. Provide the necessary refresher training in key areas and training for new staff;
- redeveloping the management training provided to first level managers to include new modules on Health and Safety and Responsiveness, and to increasingly focus on the skills and knowledge needed to be a manager in the Corrections environment;
- continuing with Career Development Workshops for managers and progress the design of succession processes for middle and senior management levels;
- continuing to run two Future Leaders programmes (two year development) and one selection process a year to identify staff with potential to become first level supervisors and managers;
- reviewing the appropriateness of training and development programmes in place for all levels of

managers across the organisation, identifying gaps and the recommended approaches for the future;

- implementing revised Department of Corrections' Code of Conduct, and commence implementation of the recommendations of the Public Prisons Service's Professional Ethics project;
- completing a comprehensive review of Output Pricing levels across the Department;
- continuing to enhance the major operating computer system (IOMS) to ensure it supports IOM, in particular implementing new scheduling functionality;
- implementing key initiatives from the deferred maintenance plan, in particular
 - commencing cell strengthening for seismic risk in Christchurch Prison
 - commencing work on the Waikeria Prison re-development;
- completing 95 percent of the implementation of the Community Probation Service co-location of probation and community work sites.

2002 Budget Decisions

The Department will implement 2002 Budget decisions in respect to:

- continuation of the Reintegrative Services for Families programme running in Auckland and Christchurch
- piloting the concept of a Day Reporting Centre for youth offenders
- continuing to address priorities for deferred maintenance, in particular focusing on fencing prison sites not currently fenced.

1

Strategic
Context

Enhancing Operational Performance

The Department will also seek to enhance its operational performance by:

- extending the range of performance measures for which international benchmarking takes place. This will include measures in Community Probation, and will also seek to identify overall capability measures;
- extending the range of rehabilitative interventions for which Rehabilitation Quotient information is available. This will assist in expanding the measurement techniques for effectiveness of interventions;
- commencing work on secure perimeters at two facilities;
- working with the Ministry of Health to develop an appropriate delivery model for the provision of health services to inmates/offenders;
- continuing to work with the Ministry of Health on the implementation of decisions to enhance mental health services for prison inmates, following the review of forensic mental health services;
- completing the implementation of Government decisions to enhance the management of women inmates;
- continuing work on the implementation of a strategy to reduce the use of drugs in prisons.