



# Statement of Intent

1 July 2008 - 30 June 2009

## **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 for Māori offenders.

## **The Department's kaupapa is:**

**Kotahi ano te kaupapa: ko te oranga o te iwi.**

*There is only one purpose (to our work): it is the wellness and wellbeing of the people.*



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# Foreword from the Minister of Corrections

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The Department of Corrections is an important part of the justice sector. It is responsible for ensuring that the sentences and orders of the courts are complied with and for the management of offenders in the community and the prison system. It also has responsibility for reducing re-offending and within the corrections system supporting those who are victims of crime.

The key priority of the Department must be the safety of the community. In that respect, the security of our prison system is essential. I am pleased that changes in the physical structure and management of prisons have seen escapes fall to one sixth of their level a decade ago. Working to prevent re-offending and to achieve rehabilitation of offenders is also first and foremost about protecting the community against future victimisation, as well as reducing the expense and wastage of human life which imprisonment represents.

The sharp reduction in use of drugs in prison, due to tougher measures against introducing contraband and the expansion of drug and alcohol units, also targets a major factor in offending – abuse of and addiction to drugs and alcohol.

Creating employment and learning opportunities to give prisoners the skills and work habits they need to find employment on their release and become contributing members of the community is also a key goal. The number of prisoners in work has expanded from 40 to 47% over the last two years with a target of 60% by 2010. Release to Work programmes have also been boosted, allowing prisoners to settle into employment before their release and ensuring smoother reintegration back into society.

Prevention is always better than cure and early intervention in the lives of potential offenders is critical to lowering crime and imprisonment rates. Ensuring effective interventions for Māori to lower offending and imprisonment rates and delivering good programmes within the corrections system are both important to address the situation where Māori make up 50% of the prison population. To succeed overall we must succeed for Māori offenders.

Legislative change has expanded the range and intensity of community-based interventions available to the judiciary.

Keeping less serious offenders out of prison lessens the risk of re-offending and negative peer influence within prisons. The Department faces the challenge of managing more offenders in the community, with a commensurate increase in resources to enable it to do this job effectively.

Legislative change, including measures currently before Parliament, extend the ability of the Department of Corrections to prevent contraband entering prisons and hold all offenders to account when they do not comply with behavioural standards set for them.

The law relating to offenders on parole has also been tightened to ensure enforcement action is taken when conditions of sentence or parole are not complied with.

The Department of Corrections has the responsibility for dealing with those who are often the most difficult and volatile people in our community. I believe that overall it does its job well. It is committed to constantly improving its performance to ensure the best outcomes for society and to make a difference where it can for those individuals for which it is responsible.



**Hon Phil Goff**  
**Minister of Corrections**

# Introduction from the Chief Executive

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This year's Statement of Intent (SOI) is being released against the back drop of a very different environment to the one we worked in a year ago.

This time last year we were in the midst of restructuring head office so that we could better meet the challenges of the future. A similar process had started in Prison Services. The Department was addressing prisoner numbers through its contribution to the Effective Interventions initiatives including the proposed stand-alone Home and Community Detention sentences, completion of the Regional Prisons Development Programme and an ongoing recruitment campaign for frontline staff.

The Department was also cooperating with the Office of the Ombudsmen with its Own Motion Investigation into Prisoner Transport and the Ombudsmen's Report into the Criminal Justice Sector. I had also instigated the independent investigation into allegations of corruption at Rimutaka Prison. We were also looking very carefully into how we could improve our reporting to the New Zealand Parole Board.

At the same time we saw fewer escapes, increased detection of contraband, increased prisoner employment and education, the launching of new and effective initiatives to help offenders reintegrate back into the community, a much improved prisoner escort and transport system, the opening of new drug treatment units and addiction services, and the additional initiatives designed specifically to reduce the rate of recidivism of Māori and Pacific offenders.

This year's SOI is in fact the Department's response to all of these factors and the emerging trends we have identified looking forward. It outlines how we are going to apply the lessons learnt, the changes that need to be made as a consequence, the further steps we are going to take to address the issues which are still with us and how we are going to further develop the initiatives that are working well.

Corrections continually strives to improve its performance and this year's SOI sets out in detail the work the Department will do over the next three years to contribute to its five outcomes.

- Compliance with sentences and orders is ensured.
- Re-offending is reduced.
- Victims of crime are supported.
- Offenders are managed safely and humanely.
- Sentence options are used effectively.

Over-arching these outcomes is Corrections' vision: *Improving public safety by ensuring sentence compliance and reducing re-offending, through capable staff and effective partnerships.*

The Statement of Intent is consistent with the 2008-13 Strategic Business Plan which many of Corrections' staff have contributed to during the past year.

The Strategic Business Plan outlines the vision and outcomes for the Department, identifies priorities for our work and explains what we hope to achieve over the next five years.



A key indicator of a successful organisation is one where every staff member understands how their role fits into the organisation as a whole and how it helps the organisation meet its outcomes.

Staff who understand the Business Plan very quickly make the link between their day-to-day work and the Department's vision and I'm pleased to say that many have had input into the 2008-2013 Business Plan.

Alongside the Strategic Business Plan, the Department has surveyed its 7,500 staff members to understand better the features they most value in a work environment and to look at how we can improve that environment to support our successes.

The Statement of Intent and Strategic Business Plan provides a sound framework for Corrections' staff to refer to as they work with some of this country's most challenging individuals.

I admire greatly the work they do to improve public safety while managing offenders safely and humanely and encouraging them to address their offending, learn new skills and successfully reintegrate back into the community.

I look forward to leading the Department as we move forward to achieve the outcomes set out in this document.



**Barry Matthews**  
**Chief Executive**

# Nature and Scope of Functions

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The Department of Corrections administers the New Zealand corrections system to improve public safety.

The Department of Corrections:

- manages offenders on community-based sentences and orders
- manages prisoners on remand and prisoners serving custodial sentences
- provides rehabilitation programmes to help offenders address and resolve the causes of their offending
- provides reintegrative programmes and services to help offenders reintegrate back into society
- manages a number of internal services, employment and training activities, including the Release to Work programme that assists offenders to gain skilled work on release
- provides courts with detailed reports and information on offenders to assist judges in making sentencing decisions
- provides administrative services to the New Zealand Parole Board, as well as information to help them decide whether prisoners should be released, when and under what conditions
- takes enforcement action when offenders serving a sentence or order in the community do not comply with the conditions of that sentence or order
- notifies victims of crime, who are referred by the New Zealand Police, of specific events listed in the Victims Rights Act 2002.

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

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## Strategic Business Plan 2008–2013

The Department's Strategic Business Plan 2008–2013 outlines what is important over the next five years, and sets priorities for what the Department will do and how it will work to improve public safety.

The plan outlines the Department's vision, outcomes and priorities. The plan sets out a high level direction for how the Department will deliver its outcomes.

Supporting the Strategic Business Plan will be the Māori Strategic Plan and the Pacific Strategic Plan, and a number of operational strategies.

This Statement of Intent is framed by the Strategic Business Plan, and provides more detail on the work the Department will do over the medium term (three years) to contribute to its outcomes.

The Department's Strategic Business Plan can be downloaded at <http://www.corrections.govt.nz/public/news/strategic-documents/sbp/>

## The Department's Outcomes

The Department's outcomes demonstrate what the Department aspires to achieve for society.

The Department's work 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'. The Department's work also contributes to the following justice sector intermediate outcomes:

- Impact of crime reduced.
- Offenders held to account.
- Crime reduced.
- Trusted justice system.
- Accessible justice services.
- International connectedness.
- Durable settlement of treaty claims.
- Effective constitutional arrangements.

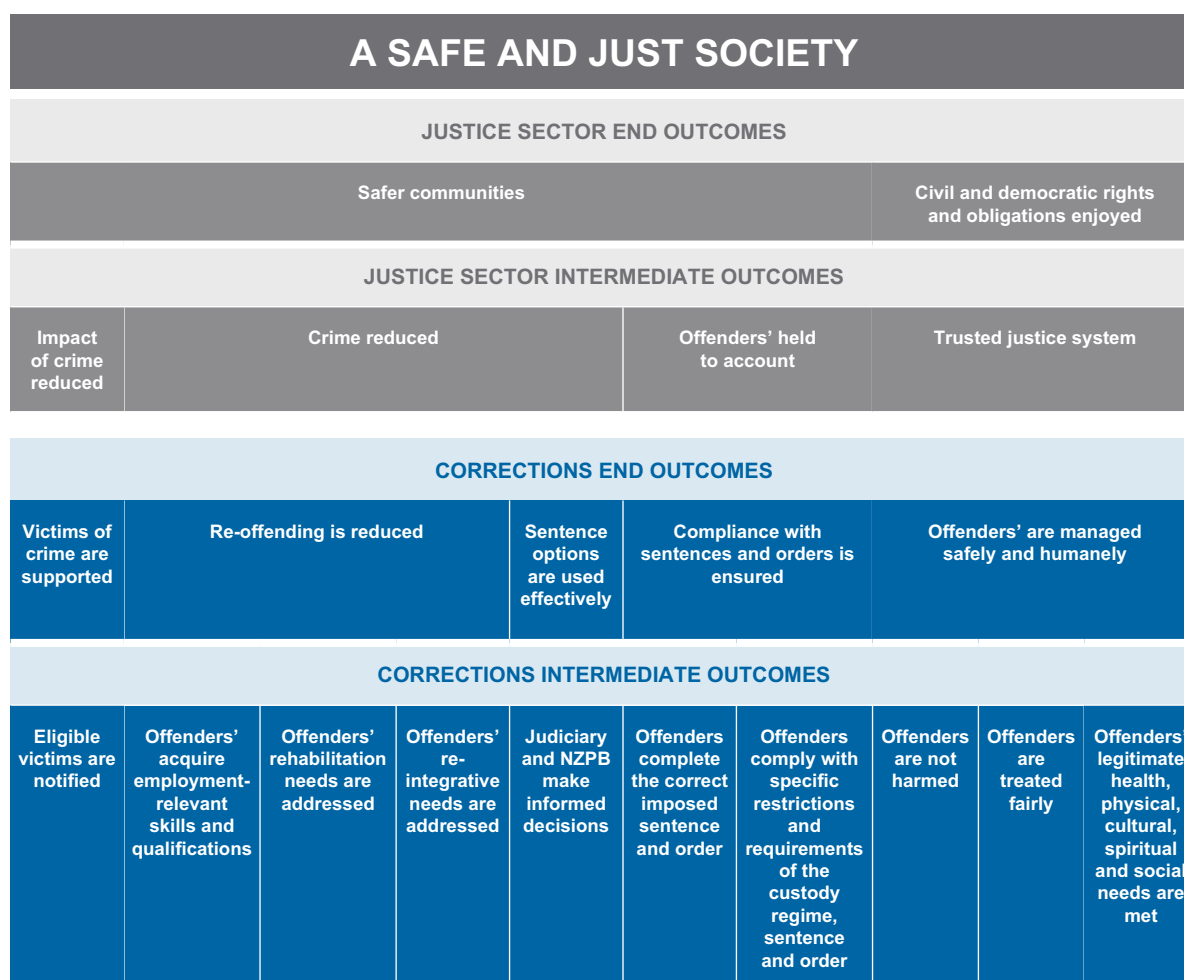
The justice sector comprises the Department's key partner agencies, such as the Ministry of Justice and the New Zealand Police. Many of the Department's outcomes are joint outcomes with other agencies and other groups in the community. This means to achieve its outcomes, the Department must work with its partners.

The Department's work contributes to the following five departmental end outcomes:

- Compliance with sentences and orders is ensured.
- Re-offending is reduced.
- Victims of crime are supported.
- Offenders are managed safely and humanely.
- Sentence options are used effectively.

The outcomes of the Department, and how they fit into the wider justice sector, are illustrated in the following diagram.

## Department of Corrections and Justice Sector Outcomes



The Department is developing an initial set of indicators for each end outcome to measure the impact its work has for New Zealand. These indicators will help the Department determine whether its efforts are successful, and to change what it does to better achieve its outcomes. These initial indicators are listed under each outcome in the following Operating Intentions section. The development of a more comprehensive set of indicators will continue over the next financial year.

# Operating Intentions

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## Outcome: Compliance with Sentences and Orders is Ensured

### What the Department is seeking to achieve

Ensuring sentence and order compliance is the Department's core business – it is critical to the integrity of sentences and orders.

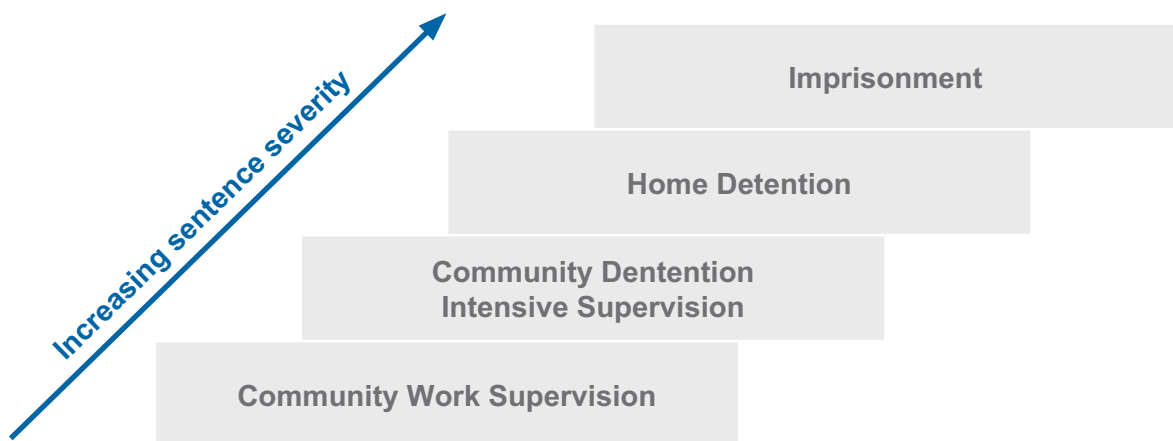
Effective compliance with sentences and orders is when offenders:

- complete their sentences
- comply with the restrictions of their sentences
- are positively motivated to comply with their sentences
- experience appropriate consequences when they do not comply
- are treated fairly
- in the case of prisons, are incarcerated in a safe, secure and humane environment.

By achieving the above, the Department contributes directly to improving public safety. Holding offenders to account for crimes maintains public trust and confidence in the justice system.

### What the Department will do to achieve this outcome

The Department of Corrections is responsible for ensuring that offenders comply with the restrictions of their sentences. This covers a large range of sentences, as illustrated in the following diagram.



When dealing with offenders in the community and in prisons, Corrections' staff have a key role motivating offenders to comply with sentences. Staff motivate offenders by treating them fairly with dignity and humanity, meeting offenders' legitimate needs, providing rehabilitative services, and managing offenders safely and humanely.

When community-based offenders breach conditions of their sentence, enforcement action is taken, such as prosecution for the breach, and recalls to prison for breaches of parole conditions.

Within prisons, the Department's staff are responsible for managing prisoners so that they comply with appropriate restrictions. Physical security is constantly reviewed, maintained and improved. This includes constructing perimeter fences, installing detection and other surveillance systems, and introducing single points-of-entry into prisons. The Department works to prevent prisoners committing or initiating offences from within prison, such as violence, drug use, or smuggling contraband (including drugs and cell phones).

The Department is building an intelligence capability known as Crime Prevention Information Capability (CPIC). CPIC is based on best-practice models of intelligence seen in justice sector agencies such as NZ Police and NZ Customs Service, as well as overseas corrections jurisdictions including Australia, Canada and the United Kingdom.

CPIC analyses information to assist in the decision making process relating to the prevention and management of incidents. It is used to develop strategies to mitigate risk to security objectives and promote the prevention and detection of crime.

In ensuring sentence and order compliance, an important restriction is curbing prisoners' access to drugs and alcohol. The Strategy to Reduce Alcohol and Drug Use by Offenders outlines the work the Department does in this area. It can be viewed at [www.corrections.govt.nz/public/pdf/strategy-reduce-drug-and-alcohol/doc-strategy-to-reduce.pdf](http://www.corrections.govt.nz/public/pdf/strategy-reduce-drug-and-alcohol/doc-strategy-to-reduce.pdf)

As with all outcomes, the Department works with other agencies to ensure offenders comply with sentences. In particular, the Department works closely with:

- the New Zealand Police to share information and cooperate on the management of sentences and orders served in the community. The Department and the New Zealand Police take a coordinated approach to deterring crime in prisons
- the Ministry of Justice by exchanging sentencing-related information, provision of notifications of hearings, the delivery of bail documentation and organising Visiting Justice Services to prisons
- the New Zealand Immigration Service branch of the Department of Labour in ensuring compliance with revocation and deportation orders.

Ensuring sentence and order compliance is a priority outcome in the 2008–13 Strategic Business Plan. Over the next five years the Department will:

- do the basics right and retain high levels of professional standards
- review core systems and processes to ensure consistency, coherency, and where possible, simplicity
- improve understanding of the core systems and processes through focused training and induction processes
- monitor levels of compliance and provide feedback to staff
- improve the timeliness and appropriateness of response to offender non-compliance
- strengthen communication between staff managing different sentences, especially in light of the increase in multiple sentences for individual offenders
- strengthen the focus on quality and business improvements.

Specific projects that the Department will work on over the medium term to ensure sentence and order compliance include:

- implementing crime prevention activities in prison, such as designing, developing and delivering appropriate systems to manage the unauthorised use of cell phones in prisons and appropriate systems and staff to monitor prisoners' telephone calls
- building Crime Prevention Information Capability (CPIC)
- developing a new Strategy to Reduce Alcohol and Drug Use to cover the period 2008–13
- supporting the passage of the Corrections Amendment Bill (No.2) which contains a number of measures that improve the Department's ability to control drugs, cell phones and other contraband.

The Department delivers services on a day-to-day basis grouped as output classes that contribute to its outcomes. Output classes that contribute to ensuring compliance with sentences and orders include:

- Output Class 2: Community-based Sentences and Orders.
- Output Class 3: Custody of Remand Prisoners.
- Output Class 4: Escorts and Custodial Supervision.
- Output Class 5: Custodial Services.
- Output Class 8: Services to the New Zealand Parole Board.

### **How the Department will demonstrate success in achieving this outcome**

The Department will use the following outcome indicators to monitor its contribution to ensuring sentence and order compliance. It will monitor:

- sentence compliance and completion rates
- escapes from prison
- drug use amongst prisoners.

## **Outcome: Re-offending is Reduced**

### **What the Department is seeking to achieve**

The Department improves public safety by reducing re-offending. Reducing re-offending occurs when offenders previously under the control or supervision of the Department go on to live an offence-free life. The number of overall offences and people returning to the corrections system will decrease and, in particular, we will see Māori re-offending rates reducing significantly.

The Department is effective in reducing re-offending when it helps offenders to recognise and address the causes of their offending. The Department will help offenders to build positive lifestyles by giving them skills to:

- develop offence-free lifestyles
- overcome drug and alcohol problems
- overcome propensities for violence
- maintain a positive sense of their identity and abilities
- find stable employment and accommodation
- build strong pro-social relationships within their family, whānau and community.

### **What the Department will do to achieve this outcome**

What motivates the Department's staff is the opportunities they have to turn offenders' lives around. Every interaction staff have with an offender is an opportunity to have a positive influence.

The Department manages offenders in an integrated way that applies across all sentence types, lengths and locations. When offenders are convicted of a crime, they are assessed for their risk of re-offending and their rehabilitative needs. These assessments help judges in their sentencing decisions. They are also used to decide which services the Department can offer to help offenders to address the causes of their offending.

Rehabilitative programmes are targeted toward offenders who are most likely to benefit – those who are otherwise likely to offend and who have expressed a willingness to address factors that led to their offending. The Department delivers a range of rehabilitative programmes and activities that target the causes of offending.

Departmental rehabilitation programmes available to offenders in prison and the community include the Medium Intensity Rehabilitation Programme, men's and women's Short Rehabilitation Programmes and the Short Motivational Programme. The Maintenance Programme is available to offenders in the community who have already completed an offence-focused rehabilitation programme.

The Department operates a number of special focus units at prisons to address specific rehabilitation needs of prisoners. These include Māori Focus Units, a Pacific Focus Unit, Drug Treatment Units, Sex Offender Treatment Units, Special Treatment Units, Violence Prevention Units, Self Care Units, Young Offender Units, Reintegration Units, and a Faith-based Unit.

Reintegrative programmes and activities support offenders by providing them with education, experience and support to help them transition back into the community.



Offenders who are usefully employed are less likely to commit crime. Many offenders, however, lack the educational qualifications and/or the occupational skills required to find work. By assisting offenders to gain work skills and qualifications, the Department helps offenders to find work on release. The Department's Prisoner Employment Strategy 2006–09 has the goal of providing more prisoners with meaningful work and training to help them find work on release. The strategy can be found at [www.corrections.govt.nz/public/pdf/publications/prisoner-employment-strategy-2006-2009.pdf](http://www.corrections.govt.nz/public/pdf/publications/prisoner-employment-strategy-2006-2009.pdf)

Lack of accommodation, unemployment, financial problems, and lack of social support are examples of common problems faced by offenders in the community. Helping offenders to resolve these problems – especially amongst released offenders – is important to reducing their risk of re-offending. The Department provides activities and programmes to help offenders reintegrate into society after completing their sentences.

Māori and Pacific offenders have a disproportionately high level of representation at all stages of the criminal justice process. The Department's Māori Strategic Plan 2008–13 and Pacific Strategic Plan 2008–13 outline the ways the Department will work, and the programmes and services in place, to specifically target Māori and Pacific offenders' rehabilitative and reintegrative needs. The Department also seeks advice on how to be more effective for Māori and Pacific offenders through the Chief Executive's Māori and Pacific Advisory Groups, and through working closely with local iwi to deliver services in ways that work best for Māori.

As with all outcomes, the Department works with other agencies and community groups to meet the challenge of reducing re-offending. In particular, the Department works closely with:

- the Ministry of Social Development to report and address child abuse and to manage sexual and violent offenders
- the New Zealand Police, the Ministry of Social Development and Housing New Zealand who are parties to the Agreement for Sharing Information on Child Sex Offenders. Under this agreement, the agencies work together to monitor child-sex offenders' compliance with release conditions, manage the risk posed by such offenders, and facilitate their safe reintegration into the community once released
- the Ministry of Social Development on employment case management and broker services to prisoners
- the New Zealand Police to address family violence, such as the Family Safety Team Project
- a number of agencies on the Combined Law Agency Group to share information and resources to combat organised crime in New Zealand
- NZ Prisoners' Aid and Rehabilitation Society (NZPARS) to contribute to a reduction in re-offending by assisting offenders (and their family/whānau) to address practical problems as they reintegrate back into the community or into home detention following their release from prison.

Reducing re-offending is a priority outcome in the 2008–13 Strategic Business Plan. Over the next five years the Department will:

- continue to evaluate its rehabilitation programmes to ensure they contribute to reducing re-offending, and will change them if they are not. Effectiveness for Māori is key if the Department is to contribute to a significant reduction in re-offending
- work better with its partners, including Government agencies, non-governmental organisations (NGOs), community groups, whānau, hapū and iwi, to deliver services and establish relationships that support offenders to live offence-free lifestyles in their communities on release
- increase employment opportunities and training for prisoners to help them gain skilled employment on release from prison. Training and employment opportunities provided to offenders will match those demanded by the labour market, ensuring successful and sustainable employment
- work closely with the health sector to ensure offenders have access to good quality health services
- work to improve the efficiency, integration and effectiveness of rehabilitation and reintegration systems, rules and processes.

Specific projects that the Department will work on over the medium term to reduce re-offending, include:

- evaluating the Department's Māori Focus Units and Māori Therapeutic programmes
- evaluating the Department's Pacific Focus Unit and the Saili Matagi programme
- expanding rehabilitative programmes and services for offenders in the community, including domestic violence programmes, and community-based treatment programmes for offenders who sexually offend against children
- expanding reintegrative programmes and services for offenders in the community, including Tikanga Māori programmes, Basic Work and Living Skills, and Supported Accommodation
- implementing the Department's Prisoner Employment Strategy 2006–2009 and developing a new strategy for 2009–2012
- increasing the number of offenders on Release to Work to an average of 190 for the financial year, subject to public safety consideration
- establishing two new Special Treatment Units in prisons, the first to be operational from 1 July 2008 and the second from 1 July 2009
- evaluating the pilot of the new rehabilitation programme for offenders in the community who are aged under 20 years
- implementing a consistent nation-wide approach to the management of sex offenders on extended supervision
- piloting an assessment approach to be used by Probation Officers to monitor dynamic risk factors in offenders, particularly violent offenders

- implementing a revised integrity monitoring and reporting system for rehabilitation programmes
- developing and trialling an actuarial measure of risk for further violent offending using criminal histories
- planning for implementation of the Mothers and Babies Bill in accordance with Government approval, subject to funding
- implementation of the revised volunteers policy
- reviewing the alignment, management, integration and resourcing of departmental and NGO-provided reintegration services
- working to enhance our approach to rehabilitation services to ensure offenders are managed holistically across their sentence.

The Department delivers services on a day-to-day basis grouped as output classes, which contribute to its outcomes. Output classes that contribute to reducing re-offending include:

- Output Class 6: Prisoner Employment.
- Output Class 7: Rehabilitative Programmes and Reintegrative Services.

### **How the Department will demonstrate success in achieving this outcome**

The Department will use the following outcome indicator to monitor its contribution to reducing re-offending:

- rates of recidivism and reconvictions, particularly for Māori offenders.

## **Outcome: Victims of Crime are Supported**

### **What the Department is seeking to achieve**

The Department of Corrections improves public safety by supporting victims of crime when it:

- provides registered victims with information in accordance with the Victims' Rights Act 2002
- refers victims to specialist support organisations for appropriate assistance.

### **What the Department will do to achieve this outcome**

The Department notifies registered victims about events relating to the specific offenders who have been convicted for offences against the victim, as detailed in the Victims' Rights Act 2002. The Department maintains a database containing the details of registered victims. The names and contact details of victims are provided by the New Zealand Police.

The victims' notification system ensures that victims can be properly informed about specified events relating to their offender. Victims who receive notification are likely to be better able to participate in the criminal justice system.

The Department provides victims' details to the New Zealand Parole Board, Department of Labour (Immigration Service) and the Ministry of Justice so they may provide notification services required by the Parole Act 2002, Victims' Rights Act 2002 and Prisoners' and Victims' Claims Act 2005.

The Department refers victims to other appropriate agencies and non-government organisations for specialist support. The Department has a Memorandum of Understanding with the New Zealand Council of Victim Support Groups which aims to improve services to victims.

As with all outcomes, the Department works with other agencies and community groups to ensure victims of crime are supported. In particular, the Department is a party to an Operational Protocol on Victim Notification, along with the Ministry of Social Development, the Ministry of Health, the New Zealand Immigration Service branch of the Department of Labour and the New Zealand Police. The Protocol sets out the services each of the agencies are required to provide with the aim of improving services to victims of offences, under Part 3 of the Victims' Rights Act.

The Output Class that contributes to supporting victims of crime is Output Class 10: Service Purchase, Provision and Monitoring.

### **How the Department will demonstrate success in achieving this outcome**

The Department will know it is successful in supporting victims of crime when there are minimal justified complaints from victims.

## **Outcome: Offenders are Managed Safely and Humanely**

### **What the Department is seeking to achieve**

Offenders are managed safely and humanely when they:

- are protected from avoidable harm and their legitimate needs are met
- are protected from harm by other offenders or from self-harm
- can fulfil their sentence requirement in a safe environment, particularly when undertaking employment or work activities
- are treated fairly with dignity
- are able to raise legitimate grievances and have them addressed.

In addition to this, prisoners are managed safely and humanely when they:

- are housed humanely and have their basic human needs (food, shelter, clothing) met
- receive adequate health care
- can maintain pro-social relationships with family and friends
- have access to spiritual support
- have access to a reasonable level of physical exercise.

### **What the Department will do to achieve this outcome**

The Department ensures that prisoners' legitimate needs are met in prison, as outlined in sections 69-82 of the Corrections Act 2004.

Keeping offenders safe is a constant challenge for staff, given many offenders are at vulnerable stages in their lives or may resort rapidly to violence when facing conflict or frustration. Staff are trained to work with prisoners to create a stable environment and to watch for early warning signs of potential violence. If violence does occur, staff are trained in de-escalation and approved control and restraint techniques. Staff are also trained to minimise incidents of self-harm by prisoners, including suicide and drug overdoses.

Deaths in prison are rare, and on the unfortunate occasions when they do occur an investigation is carried out, independently of Prison Services, into the circumstances surrounding the death.

The Department has health and safety systems in place for the thousands of offenders in the community and in prisons undertaking work-related activities.

All prisoners have their health needs assessed when entering prison and primary health care services are provided at a level comparable to those available to the general public. The Department employs nursing staff and contracts medical officers and dentists to provide medical and dental care. District Health Board's provide secondary and tertiary health services.

As with all outcomes, the Department works with other agencies and community groups to ensure offenders are managed safely and humanely. In particular, the Department works with:

- the Offender-Related Health Action Group with the Ministry of Health. This Group's aim is to address the health issues of offenders by ensuring they receive a standard of health care and access to health services that is equivalent of that of the general population

- the Ministry of Social Development to ensure the safe and humane management of the custody of young offenders. In addition, the Department has been working with the Ministry of Youth Development to ensure prison policy and procedures regarding youth offenders complies with the United Nations Convention on the Rights of the Child
- the Office of the Ombudsmen, which is being enhanced to provide increased independent oversight of prisons, including the investigation of serious incidents and the undertaking of reviews of systemic issues identified during visits or following complaints and incidents.

Specific projects that the Department will work on over the medium term to manage offenders safely and humanely include:

- developing permanent vehicle standards for prisoner escorts
- developing and investigating options for the ongoing management of prisoner escorts
- reviewing the Prisoner Placement System, and if appropriate, investigating options for further roll-out of this system to those prisons with appropriate facilities
- reviewing the Structured Day System, and if appropriate, investigating options for the further roll-out of this system to those prisons with appropriate facilities
- implementing the new Health Assessment Policy and Procedures
- implementing of the Health Care Pathway
- developing and implementing an Incident Response Framework
- reviewing the management of at-risk offenders
- reviewing the management of young offenders
- implementing the new Operational Protocol with the Office of the Ombudsmen.

Output classes that contribute to managing offenders safely and humanely include:

- Output Class 3: Custody of Remand Prisoners.
- Output Class 4: Escorts and Custodial Supervision.
- Output Class 5: Custodial Services.
- Output Class 7: Rehabilitative Programmes and Reintegrative Services.
- Output Class 10: Service Purchase, Provision and Monitoring.

### **How the Department will demonstrate success in achieving this outcome**

The Department will use the following outcome indicators to monitor its contribution to managing offenders safely and humanely:

- rates of serious offender assaults
- rates of unnatural deaths in prisons.

## **Outcome: Sentence Options are used Effectively**

### **What the Department is seeking to achieve**

The Department of Corrections improves public safety and contributes to sentence options being used effectively when it provides reports and advice that help:

- the judiciary and the New Zealand Parole Board to make appropriate sentencing decisions
- 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.

### **What the Department will do to achieve this outcome**

The Department supports the effective use of sentence options through the provision of pre-sentence assessments and reparation reports to courts. In preparing reports to judicial authorities, the Department actively liaises with the New Zealand Police to ensure quality advice. The Department provides the New Zealand Parole Board with advice on the suitability of offenders for release on parole.

A focus for the Department over the next year will be the new pre-sentence and parole assessment processes. These processes were introduced to support the Sentencing and Parole Amendment Acts 2007.

Output classes that contribute to sentence options being used effectively include:

- Output Class 1: Information Services.
- Output Class 8: Services to the New Zealand Parole Board.

## Ensuring Cost Effectiveness

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The Department monitors its efficiency, and considers this against its effectiveness by reviewing its outcome indicators (listed in the preceding outcomes sections) and Statements of Service Performance.

The Department endeavours to improve its efficiency whilst at the same time maintaining and improving its effectiveness. This way, it seeks to continuously improve the value it delivers to the New Zealand public. Increases in efficiency should not be at the expense of effectiveness.

The following indicators are used by the Department to monitor its efficiency:

- Cost per offender per day, disaggregated by:
  - prisoners and community-based offenders
  - including capital-related costs
  - excluding capital-related costs.
- Staff offender ratios, disaggregated by:
  - frontline staff
  - prisoners and community-based offenders.

The Department compares a wide range of indicators (including many Statements of Service Performance and outcome indicators) against comparative international correctional systems. The Department shares information to understand the comparative indicators and identify good practice, which in turn helps it to improve its business. The Department reports against these indicators in its Annual Report.



# Managing in a Changeable Operating Environment

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Change poses strategic challenges to the Department that, if unmanaged, can potentially constrain the Department's ability to achieve its outcomes. The Department manages its business, and implements projects, to address these challenges to ensure they do not compromise its role in improving public safety.

## Risk Assessment/Management Framework

The Department of Corrections identifies strategic challenges by analysing the environment in which it operates. This includes monitoring demographic projections, international and national trends, gauging public and political perceptions, and monitoring and analysing its own data on a number of critical indicators.

The Department also uses a formal risk management framework to identify and proactively mitigate risks. This framework is based on the Australian/New Zealand AS/NZ 4360:2004 Risk Management standard.

The Department's internal control framework is based on the Committee of Sponsoring Organisations model and employs a number of separate assurance mechanisms, including the Internal Audit and Corrections Inspectorate functions plus a Professional Standards Unit, that independently review processes within the operational services and investigate incidents and complaints.

Internal Control and Risk Management frameworks are overseen by an Assurance Board of seven members, including the Chief Executive and four external members who are independent of management. The Assurance Board is chaired by an external member and will report back on its activities in the Department's Annual Report.

## Current Environmental Scan

Over the next five years, the key environmental factors expected to affect the Department will be:

- continued growth in the offender population, especially amongst young, Māori and Pacific population groups
- continued growth in the rate of violent crime, especially amongst young offenders
- crime and justice issues remaining a key concern for the public
- pressure on the justice sector to work together to reduce offending
- ongoing changes to community-based sentences and the management of community-based offenders
- a tighter fiscal environment within the public sector
- a tighter labour market, where it is difficult to recruit and retain skilled staff.

## Continued growth in the offender population

The number of offenders apprehended, remanded and sentenced has increased substantially in recent years resulting in increases in the number of offenders the Department manages – both those offenders serving community-based sentences and orders, and remand and sentenced prisoners. This increase is forecast to continue into the future at a rate of growth well above that of the general population. This has placed, and will continue to place, pressure on the Department's operations, facilities and the staff who manage offenders.

The Department will have to effectively respond to the growth of the offender population. The Department will have to ensure that in times when it is stretched, it retains its focus on achieving its outcomes. It will also need to work closely with others to tackle offending to stem the growth in the offender population.

Māori are disproportionately represented in the offender population, making up 50% of the prison population, yet only 15% of the general population,<sup>1</sup> as at 23 March 2008.

Programmes and services are in place to specifically target Māori offenders' rehabilitative and reintegrative needs, including Tikanga Māori-based courses and Māori Therapeutic Programmes. Relationships are also maintained with Māori communities in order to deliver services that work best for Māori offenders. A prime focus of the Department's current evaluation programme is the effectiveness of these culturally-based programmes and services as part of a larger programme of evaluations for Māori and Pacific, all of which are scheduled to be completed by 2010.

## Continued growth in the rate of violent crime

While recorded crime generally has been tracking downwards over the past ten years, the trend in violent crime has been heading in the opposite direction, with a 31% increase in total apprehensions of offenders for violent crimes in the same period.<sup>2</sup> Current indications are that this trend will continue. Violent offenders make up a significant proportion of the prison population, and in prison tend to be more difficult to manage.

## Crime and justice issues remain a key concern for the Public

It is the nature of the work the Department of Corrections does that incidents will always attract public attention. Public scrutiny has always been a strong motivator for Department to get the basics right. However, care needs to be taken that it does not stifle innovation.

The focus on justice sector issues has resulted in changes to sentencing and policing policies. The Department must stay abreast of the impacts that changes in policies across the justice sector have on its operations, both in terms of the volumes of offenders it manages and the way it manages offenders.

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<sup>1</sup> <http://www.stats.govt.nz/datasets/population/population-estimates.htm>

<sup>2</sup> <http://wdmzpub01.stats.govt.nz/wds/TableViewer/tableView.aspx?ReportName=Crime/Calendar/National/National%20Annual%20Apprehensions%20for%20the%20Latest%2010%20Calendar%20Years>

## **Pressure on the justice sector to work together to reduce offending**

The sharing of outcomes across the justice sector, and the realisation that the Department needs to work with others to achieve its outcomes, presents an opportunity to increase collaboration with other agencies and groups.

The Department is widening its focus from only those activities which the Department directly controls, to influencing others to deliver activities that positively contribute towards its outcomes. There is a strong emphasis on collaboration across the public sector which the Department can harness over the next five years to pursue innovative and more collaborative ways of achieving its outcomes.

## **Ongoing changes to community-based sentences and the management of community-based offenders**

Ongoing changes have been made to the range of community-based sentences and orders available to the judiciary, and to improving the management of community-based offenders – particularly high-risk offenders. This has seen an increased number of offenders managed across a wider range of sentences.

The impact of these changes on the Department has been significant. The Department has expanded its staff to manage the higher number of community-based offenders. It has provided training to ensure that staff understand and can effectively manage the new community-based sentences and orders, and that new staff can quickly learn the skills they require to be effective.

## **A tighter fiscal environment within the public sector**

With a growing offender population and a tighter fiscal environment, ensuring the Department's services provide good value for money becomes particularly important. A challenge over the next five years will be adapting to changing pressures by targeting resources to priority areas.

## **Continued tight labour market conditions**

The Department has hired significant numbers of staff to manage the growth in offenders and the expansion of sentences. However, it takes time for new staff to gain the necessary experience to perform at peak levels. The labour market is expected to remain tight in the future, meaning that the Department's investment in people will be critical to recruiting and retaining the people it needs. The Department also wants to align what people do, and the way they work, to its priorities. This will require the Department to be clear about the organisational culture it wants to build and the values underpinning that, and to hold itself to account for living that culture.

# Assessing Organisational Health and Capability

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The capability of Corrections' people, technology, physical assets and partnerships are all critical to its ability to contribute effectively to achieving its outcomes.

Developing capability within the Department of Corrections supports the state sector goals of:

- Employer of Choice.
- Value-for-Money State Services.
- Networked State Services.
- Co-ordinated State Agencies.
- Accessible State Services.
- Trusted State Services.

## People

It is the Department's people who make the vision real and who achieve its outcomes. A strong people culture is aligned to values and motivates staff to make the best decisions by approaching their work with the Department's outcomes in mind.

The Department will develop a new Organisational Development Strategy to support the Strategic Business Plan. This will guide the Department's approach to managing its staff. The strategy will address:

- alignment of organisational culture
- responsiveness to Māori and diversity
- strengthening leadership capability.

## Recruiting, retaining and developing our people

With the growth in the offender population and a tight labour market, it has become harder to recruit, provide initial training and induct new staff. While recruitment results have been generally positive, the intake of new staff means that over half of the Department's frontline staff have less than five years' experience.

The Department will emphasise recruiting quality staff and providing the training to prepare them for their roles in the Department. It will also work to retain staff to ensure that it has the numbers and skills to contribute to its outcomes.

The culture will be a key element in attracting new people to work for the Department. Alongside this, it will undertake workforce planning to respond to, and accommodate, the changing profile of its workforce in order to retain quality staff.

New staff bring fresh ideas and enthusiasm. However, many of the skills required to manage offenders well are learnt through experience. The Department will support staff who have limited on-the-job experience to quickly gain the required skills and become effective team members.

Learning and development for all staff is essential for ensuring the competent delivery of the Department's core business. The Department delivers a large range of in-house annual training programmes and is continuously developing, reviewing and refining training to meet development needs.

The Chief Executive Scholarship provides an annual scholarship to support full-time permanent employees to pursue their final year of study. It is designed for scholars doing undergraduate and postgraduate degrees that will contribute to both their careers and the Department's strategic goals.

The Department will work in partnership with unions in good faith to maintain an environment that is fair, innovative and productive.

Specific projects that the Department will work on over the medium term to recruit, retain and develop its people, include:

- enhancing the Department's recruitment and selection systems and processes
- reviewing the Department's performance management systems to ensure that they encourage and acknowledge good performance and have an emphasis on learning and development
- reviewing the Department's core remuneration policy and approaches to remuneration setting to ensure that they assist the organisation to recruit and retain an effective workforce
- establishing a process to select and train suitable psychology graduates to become registered psychologists.

## Leadership

The Department is working to develop leaders who will lead by example and motivate high levels of commitment and performance by its staff. The Department has a number of programmes in place to do this, including:

- The Management at Corrections development programme provides training in key management skills.
- The Future Leaders programme is provided to staff that aspire to move into management roles and are assessed as having the potential to be future leaders. The aim of the programme is to prepare these staff for the challenges of leadership in the Department.

A comprehensive strategy is currently being drafted to increase management capability across the Department. The development needs of managers are being analysed as a basis for planning future management development programmes. Both the management capability strategy and the management development programmes will align with the overall Organisational Development Strategy.

## Culture

Linked with the development of the 2008–13 Strategic Business Plan the Department is working on defining the organisational culture that will support the achievement of its vision and outcomes. The Corrections' culture will be understood and lived by staff, and will be recognised as the core driver of the Department's success. The project is timed to follow on from the new Head Office organisational structure, implemented in 2006/07, to reinforce the message about change, and the need for improvements in the culture to one of high integrity and concerted action.

<b>P</b>	Professionalism
<b>R</b>	Responsiveness
<b>I</b>	Integrity
<b>D</b>	Diversity
<b>E</b>	Efficiency and effectiveness

The Department's values are known by its acronym PRIDE. These values aim at creating and maintaining an organisational culture that promotes the highest standards of professionalism and integrity.

Over the past few years, the Department has implemented a system of recognition for those staff who exemplify the values of PRIDE – the annual Chief Executive's PRIDE Awards.

All Department of Corrections employees have a responsibility to meet the minimum standards of integrity and conduct for public servants set out in the Public Service Code of Conduct, issued by the State Services Commission in terms of its authority under the State Sector Act 1988.

The nature of the Department's work and the need for it to be positive role models for offenders means our professional and ethical standards must be set high. Corrections' Code of Conduct ensures the Department's standards are not compromised by inappropriate behaviour that may undermine respect for the Department and its employees.

The Department established a Professional Standards Unit in 2007/08. Core functions of the unit include investigating alleged corruption and criminal offending by Corrections staff, pro-actively identifying and acting on integrity risk issues and providing training and education to management and staff.

Specific projects that the Department will work on over the medium term to contribute towards culture include:

- implementing strategies to improve organisational culture arising from the Culture in Corrections project
- delivering training to all staff on code of conduct, protected disclosures, conflicts of interest and appropriate channels for raising concerns and complaints.

## Responsiveness to Māori

The Department has a real strength in the fact that a quarter of its staff are Māori – especially given half of the prison population are Māori. The Department provides an environment which is responsive to the needs of Māori staff. It also provides opportunities to improve the knowledge and skills of non-Māori staff so they can be effective when working with Māori staff and Māori offenders.

Management training in cultural awareness is delivered through a specific module, Responsiveness to Māori, as part of the Department's Management at Corrections training programme. This module provides context, background and a range of perspectives as to why Māori are highly represented in the Corrections system. The workshop facilitates understanding of how a number of core Māori concepts can be applied in the workplace to enhance workplace responsiveness.

The Department offers Te Reo training to staff. In addition a Māori mentoring programme (Amohia Ai) has been developed and recently introduced, aimed at further increasing the number of Māori managers. The programme, whereby non-managerial Māori staff are mentored by Māori managers, provides personal and professional development opportunities for the participants, while assisting the Department's drive to create a capable and responsive workforce. It will further incorporate Māori values in the Department's organisational policies, practices and processes and increase the development of Māori staff to support Māori-to-Māori service delivery.

The Department will revise its Te Reo Strategy, and the initial pilot of the Māori mentoring programme will be evaluated to ensure the programme is delivering the required results.

## Equal Employment Opportunities

The Department's Equal Employment Opportunities (EEO) Policy aligns with and promotes the Government's policies on equal employment opportunity detailed in the *EEO Policy to 2010: Future Directions of EEO in the New Zealand Public Service*.<sup>3</sup> Equal employment opportunities apply to all aspects of the Department's human resource policies, including recruitment, selection and appointment practices, training, performance management, career development, conditions of employment and the work environment. All departmental employees, regardless of gender, race, marital status, age, disability, sexual orientation, family status, religious or ethical beliefs, political opinion or union affiliation, have similar access to employment opportunities.

The Department measures its performance in this area by monitoring demographic information, particularly relating to the gender and ethnicity breakdowns of its staff and managers.

Work is continuing to increase the number and proportion of Māori and Pacific staff and managers (particularly those managing Māori and Pacific offenders). Māori and Pacific recruitment strategy intranet pages have been introduced as a tool for staff to share recruitment strategies and ideas.

The Department has implemented specific initiatives to increase the number of Māori and Pacific staff within the service as part of its overall ongoing recruitment campaign. This includes targeted marketing materials, attendance at Māori expos and events and advertising in Māori media.

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<sup>3</sup> As from 21 April 2008, the EEO Policy to 2010 is superseded by the Equality and Diversity: New Zealand Public Service Equal Employment Opportunities Policy

## **Pay and Employment Equity Review**

The Department is currently undertaking a Pay and Employment Equity review under the Government's Pay and Employment Equity Action Plan. The review will allow the Department, unions and employees to work in close partnership to investigate employment equity across the organisation, identifying areas that are performing well and those that may warrant further investigation. The process will assist the Department's drive to be an employer of choice by working towards removing any barriers to pay and employment equity.

## **Health and Safety**

The Department has made significant increases in health and safety results over recent years, resulting from a range of proactive activities, including training of employee Health and Safety Committees, training its Health and Safety team in Internal Auditing to the ACC Audit level, improvements to information made available to staff, and introducing consistent reporting tools.

The Department has maintained primary status in the Accident Compensation Corporation Partnership Programme since 2003.

The Department will continue to strive for continuous improvement in both its health and safety systems and practices and to build on the successes achieved to date. The establishment as part of the Head Office review of one team for health and safety, responsible for specialist advice and information across the whole Department, is already proving successful in this regard and is expected to do so for the future.

In 2008, the Department will develop a new Health and Safety Strategy.

## **Disability Strategy**

Each year the Department of Corrections prepares and implements a Disability Implementation Work Plan aimed at delivering the New Zealand Disability Strategy 2005. This plan is prepared in consultation with the Office of Disability Issues.

Many of the actions contained in the 2007/08 work plan are being progressed as opportunities and resources permit. These actions will continue into the 2008/09 work plan. A key action for this year will be the launch of a 'Staff Disability Intranet Forum' that will facilitate communication and support amongst staff who may share similar disabilities or common issues. The Forum will also provide an opportunity for issues or needs arising to be aired so that further assistance or support from the Department may be considered.

## **Information Technology**

The Department has information technology and knowledge management strategies that guide the management of technology and information within the Department. The Department's IT direction is also influenced by the wider E-govt and Justice Sector Information Strategies.

The implementation of the Department's strategies seeks to optimise efficiency and effectiveness of systems, decision support, business processes, and provision of information.

The Department will continue to improve the information systems that support good decision making. This will sit alongside continual maintenance of facilities to ensure that the Department can meet demands for its services.

Over recent years, the Department has continued to develop the Integrated Offender Management System (IOMS) to ensure that the Department's business unit operations are supported. This system is currently being upgraded to .Net technology, which provides the ability to quickly build, deploy, manage, and use connected, security-enhanced solutions with Web services.



An internal Electronic Document and Record Management System (EDRMS) is also being implemented progressively as well as continual development of the Department's information assets.

Information Technology is an integral part of the Department's business – therefore, projects with a high Information Technology component are listed under the Outcomes on pages 11–21.

Specific projects that the Department will work on over the medium term to contribute towards information technology include:

- developing IOMS in accordance with the recommendations of the IOMS Review and the Information Technology Operational Strategy 2008–13, to ensure that the Department's business requirements, as well as wider justice sector information requirements, are supported
- supporting the implementation of Year 3 of the new Justice Sector Information Strategy, with a focus on the quality of information, across the justice sector
- supporting E-Government initiatives.

## Physical Assets and Capital Intentions

The Department of Corrections manages over \$1.7 billion worth of physical assets across New Zealand. In recent years the Department has managed its assets to accommodate a substantial increase in the offender population.

The Department has a Capacity Planning Optimisation Model to determine the optimum prison building and decommissioning programme – when and where new prison beds are potentially required. The programme is then used to quantify the operating requirements – for example the number of custodial staff required and funding implications.

The Department will decommission and upgrade some of its prison facilities to ensure that it can safely and humanely contain prisoners and deliver effective rehabilitation programmes and reintegration services. The largest project of this nature is the redevelopment of Mt Eden Prison which will deliver two new accommodation buildings providing 450 permanent beds to replace current capacity of 420 beds (fully operational by 2011); support facilities and infrastructure for future development (allows for additional capacity of 570 permanent beds from 2014); and the preservation and conversion of the Mt Eden prison heritage building.

The Department is also working through a capital programme developed for the Community Probation and Psychological Service to provide appropriate facilities to manage community-based offenders.

In 2008/09, the following initiatives will develop the Department's capital asset base:

- commencement of the redevelopment of Mt Eden Prison
- completion of new infrastructure required as a result of building additional beds on existing sites over recent years
- progressing with additional support facilities as part of the Effective Interventions programme.

The table on the following page outlines the Corrections' capital expenditure programme. This capital programme is aimed at helping to achieve the Department's operating intentions by ensuring the Department has the required capacity to meet demand and that the Department's physical assets are maintained to a standard that ensures offenders are managed securely, safely and humanely.

## Capital Expenditure Trends and Forecasts

	2010/11 Forecast \$000	2009/10 Forecast \$000	2008/09 Forecast \$000	2007/08 Forecast \$000	2006/07 Actual \$000	2005/06 Actual \$000
<b>Land and buildings</b>						
New regional prisons	–	–	9,039	35,951	235,453	310,650
Prison expansion – additional beds & infrastructure	–	–	48,272	20,299	44,149	70,880
Mt Eden Prison redevelopment	53,000	103,000	40,130	4,367	2,496	980
Effective Interventions	–	31,525	20,237	11,220	1,330	–
Security projects, including fences	5,000	10,000	5,000	7,000	–	–
Health and safety	7,500	15,000	23,006	5,828	1,088	8,880
Deferred maintenance	–	–	2,739	11,331	21,315	17,100
Community Probation and Psychological Services accommodation	19,598	7,700	–	952	4,162	2,320
<b>Sub-total</b>	<b>85,098</b>	<b>167,225</b>	<b>148,423</b>	<b>96,948</b>	<b>309,993</b>	<b>410,810</b>
Prisoner employment projects	5,000	5,000	5,000	6,320	4,679	2,600
Plant and machinery, equipment, motor vehicles, and furniture and fittings	8,850	8,850	9,017	15,515	6,242	5,390
Information technology	11,500	11,500	12,150	13,163	17,306	14,040
<b>Total</b>	<b>110,448</b>	<b>192,575</b>	<b>174,590</b>	<b>131,946</b>	<b>338,220</b>	<b>432,840</b>

## Sustainable Development

Sustainable development is about actions that maintain and mutually reinforce economic, environmental, cultural and social conditions. The Department supports the Government in recognising that New Zealand's future prosperity depends on long-term sustainable strategies for the economy, society, environment, culture and our way of life.

Delivery of the Department's core services contributes primarily to social and cultural sustainability. Examples include the rehabilitation programmes for offenders, units that focus on specific cultural needs and initiatives that build staff capability. In order to progress its overall contribution to sustainability, the Department will focus specific initiatives on addressing environmental and economic sustainability.

The Department aligns its sustainability activity to the goals of the Ministry for the Environment's Govt<sup>3</sup> programme. This programme focuses on the four main areas where government impacts on the environment; waste, building, transport and procurement.

As part of its involvement in the Govt<sup>3</sup> programme, the Department will annually update and deliver on its Sustainable Action Plan.

## Business Continuity Planning

A major emergency event such as an avian influenza pandemic, earthquake, fire or flood would have a significant impact on the Department for both offenders and staff.

The Department's Business Continuity Plans are an essential tool to guide response and recovery from a major emergency. These plans will be reviewed during 2008 as part of a continuous improvement process and where appropriate, linked or combined with emergency management procedures.

Prison Services' emergency plans will be subject to progressive review with a view to nation-wide standardisation. Good practice in one area or incident type will be transferred department-wide and supported by practical training. At the same time improvements will be made to the emergency plans for Community Probation and Psychological Services' locations.

The risk of an avian influenza pandemic in recent years has strengthened the need for robust emergency plans to cover any type of emergency and current business continuity plans. The Department has improved its suite of pandemic plans and supporting resources following extensive involvement in the national pandemic Exercise Cruickshank in mid-2007. Personal Protective Equipment holdings of first aid kits, masks and hand-wash have been distributed to all frontline sites and the remainder pre-packaged ready for issue if a pandemic/health crisis arises. The focus for 2008/09 will be on training across the Department.

# Strengthening Partnerships

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The Department of Corrections cannot achieve its outcomes on its own. Strong partnerships improve:

- outcomes for offenders – both reduced re-offending and enhanced sentence and order compliance
- innovation based on a range of perspectives
- access to expertise from outside the Department
- services that reduce re-offending across the community, not only within the Departmental environment
- implementation of services in specific cultural, geographical and social situations.

The Department works with many other 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.

Every day the Department works with partners in the community. Significant relationships with iwi and specialist Māori service providers have been established in many regions, along with increasing recognition of the value of the Department's long standing relationships with volunteer based groups such as the NZ Prisoners' Aid and Rehabilitation, Prison Chaplains and Prison Fellowship NZ. Many groups benefit from the community work that offenders do. Over 3,000 volunteers work each year with offenders. Employers benefit from prisoners working in their business. Many rehabilitative services are delivered by partner organisations. The fact is that partnership is an integral element of how the Department achieves its outcomes.

The Chief Executive has a Māori Advisory Group and a Pacific Advisory Group to guide policy and operational decisions on how the Department can be more effective for Māori and Pacific peoples. The Department works closely with local iwi to ensure that its services are delivered in ways that work best for Māori. The Department runs specialist programmes and units focusing on the unique needs of Māori and Pacific offenders.

Partnership and collaboration have been strengthening across the justice sector. Joint solutions are being implemented to tackle persistent justice sector issues. Effective Interventions is an example of a justice sector approach being tackled to reduce offending and, in turn, the growth in the prison population.

Strong partnerships have been built with the health sector. These partnerships are particularly important given the special health needs of the offender population, and the links that issues such as mental health and drug and alcohol abuse have to offending behaviour.

The Department will seek to improve its responsiveness to the Government's community partnerships policy. Currently the Department is working to implement a revised approach to developing relationships and managing contracts with partner non-government organisations. It is working on improving national level partnerships which support the work of front-line staff. As part of this, a stock-take of partnerships and relationships across the Department will be undertaken to understand clearly who its partners are, and how its relationship with them can be enhanced.

# Additional Statutory Reporting Requirements

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The Department of Corrections is required to provide additional reporting at the end of each financial year under the Corrections Act 2004 and under the Parole Act 2002. These reports are provided as appendices to the Department's Annual Reports.

## Section 190 of the Corrections Act 2004

Section 190 of the Corrections Act 2004 prescribes particular issues that must be reported on in the Department's Annual Report. These issues cover:

- **S190(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 this responsibility.
- **S190(1)(b)** – reports on the work undertaken by 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 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
  - to an employee of the Chief Executive
  - number of proceedings against a person for a disciplinary 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 sections 111 to 122 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 S171(2) and (3)
  - a summary of reports made to the Chief Executive under S172(2)(b)
  - a summary of actions taken in relation to the operation of security contracts as a result of matters raised in any report forwarded.

- **Section 190(1)(h)** – reports on the operation of any contract prison, including a summary of reports by the manager of the contract prison, including:
  - a summary of reports forwarded to the Chief Executive under S214(2) and (3)
  - a summary of reports made to the Chief Executive under S215(2)(b)
  - a summary of actions taken in relation to the management of contract prisons as a result of matters raised in any report forwarded.

With regard to the report required under section 190(1)(b) above, the Corrections Inspectorate is established under the provisions of section 28 of the Corrections Act 2004 as 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 (other than as a standard detention condition while on home detention), were convicted for a breach of the condition, or convicted of any other offence, or recalled to prison under an interim recall order or a final recall order
- a description of processes and systems relating to electronic monitoring that were in place during the year reported on.



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