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# THE YEAR AT A GLANCE

## IN 2012/13 THE DEPARTMENT OF CORRECTIONS:

### Reduced re-offending

- > Exceeded our end of year target of having 2,520 prisoners engaged in education programmes by 461 prisoners.
- > Provided greater access to National Certificate of Educational Achievement.
- > Provided 11,279 offenders with programmes that are proven to reduce re-offending, exceeding our target of 9,450 offenders for this measure.
- > Finalised our Youth Strategy to ensure young offenders will benefit from our focus on rehabilitation and re-integration.
- > Enhanced our responsiveness to Māori by improving the rehabilitative function of our Māori Focus Units.
- > Introduced the Right Track initiative to support staff to make the right choices and take the right action with offenders at the right time.
- > Introduced a new screening tool to assist health and case management staff to make appropriate brief interventions or referrals to rehabilitation programmes.
- > Began transforming some of our prisons into working prisons to provide employment opportunities for prisoners.
- > Established a High Dependency Unit to accommodate prisoners with health issues that make it difficult for them to function independently in a prison environment, but who are not eligible for release.

### Better public value

- > Commenced construction of a new 960 bed public private partnership prison in Wiri, South Auckland which contributes to reducing re-offending in a way that represents overall value for money.
- > Began a four year plan to upgrade and replace our Community Corrections Sites to encourage more efficient interactions between Corrections staff, offenders and local service providers in the community.
- > Closed two of our oldest prisons to ensure all our facilities are fit-for-purpose and capable of facilitating rehabilitation outcomes for prisoners.
- > Continued to expand our use of results-driven contracts to purchase services that support prisoners and offenders to live offence-free lives.
- > Provided regional staff, iwi and community groups with an opportunity to contribute to reduce re-offending through our Regional Fund Initiative.

- > Used Audio Visual Link (AVL) technology in 3,625 courtroom appearances at three District Courts, reducing the costs and safety risks associated with transporting prisoners to and from these courtrooms. This technology was installed in three prisons in 2012/13.

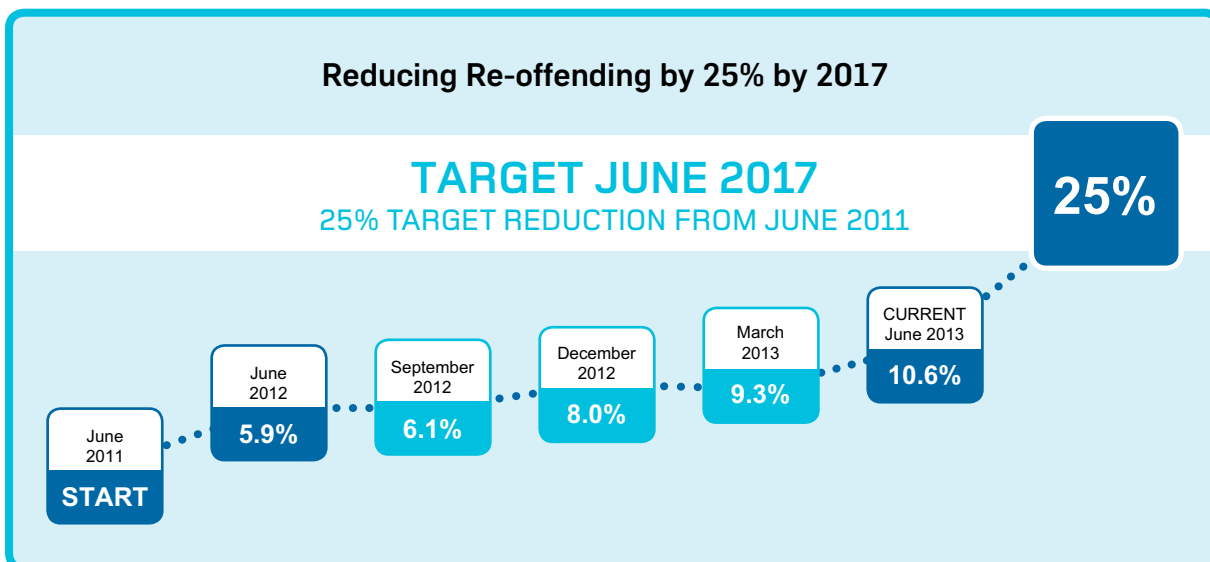
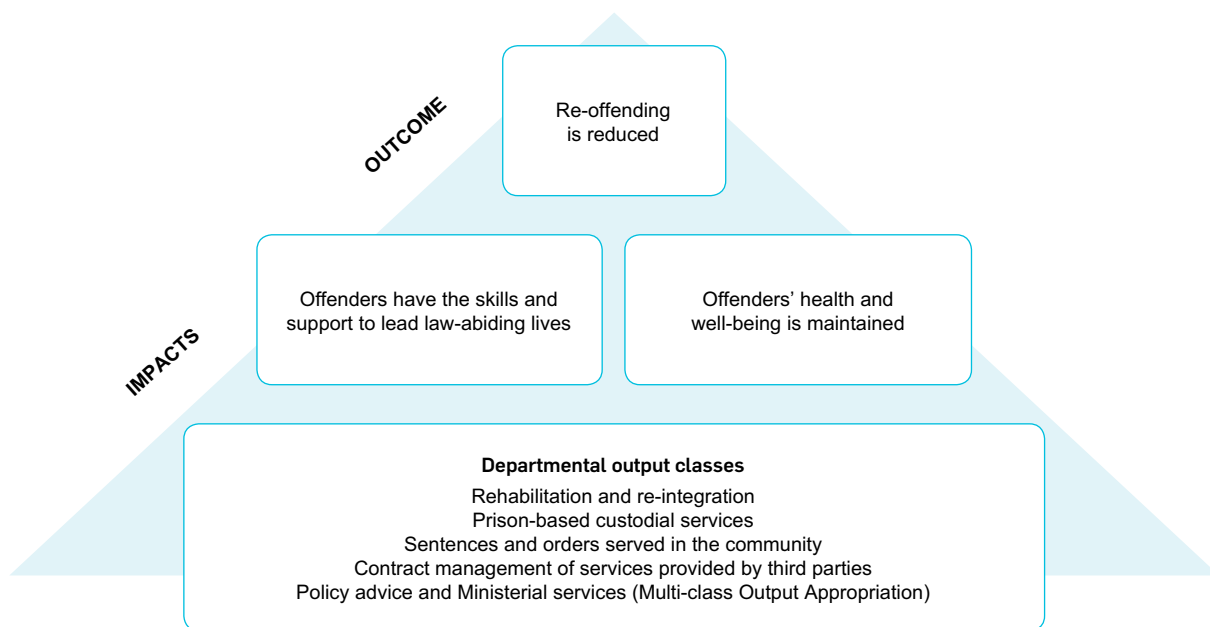
### Improved public safety

- > Finalised our Staff Safety Action Plan to help create a safe working environment and safe practices for our frontline staff.
- > Reduced the number of prison escapes to zero (our lowest number in recent years).
- > Provided staff with Tactical Exit Training to ensure they can get out of situations where their safety is threatened.
- > Equipped staff with pepper spray to restore security and prevent harm to others in approved circumstances.
- > Enhanced the Corrections Amendment Act to protect the public and our staff while prisoners and offenders serve sentences and orders in prisons and in the community.
- > Delivered 50,763 interventions to more than 15,182 offenders by probation staff.
- > Provided new professional development tools and strategies to our probation staff.
- > Made greater use of Global Positioning Satellite (GPS) technology, allowing us to monitor more high risk offenders in the community, and more offenders on community-based work opportunities.

### Visible leadership

- > Implemented our new organisational structure to become one unified and cohesive team.
- > Provided greater support to frontline staff by strengthening our regional leadership.
- > Improved our recruitment and initial training of frontline staff by focusing on the key skills and behaviours these roles need in order to reduce re-offending.
- > Worked with regional staff, iwi and community groups to identify new and effective rehabilitation activities in prisons and in the community.
- > Increased our collaboration with our justice sector partners to share information and expertise to improve the day-to-day operations of each agency.

## RE-OFFENDING IS REDUCED



The Government has set a goal to reduce re-offending by 25 percent by 2017. As at 30 June 2013, we were well on our way to achieving this goal and had reduced re-offending by 10.6 percent.

This means 1,947 fewer offenders being re-imprisoned or reconvicted each year towards the target of 4,600 fewer each year by 2017. It also equates to 7,788 fewer victims each year towards the target of 18,500 fewer victims each year by 2017.

This reduction reflects the positive differences we are making in offenders' lives to help them avoid further criminal activity. We are supporting offenders to work and gain an education, learn life skills, and address the causes of their past offending such as drug and alcohol addiction. We have expanded rehabilitation and re-integration opportunities for prisoners and community-based offenders.

During the last four years, we have seen a gradual decline in the rates of reconviction among offenders who started community-based sentences and offenders released from prison.

We expect this trend to continue as a result of the work we have done in 2012/13 to expand our re-integration and rehabilitation programmes for young offenders, and those on remand<sup>3</sup> or short sentences, or those serving sentences in the community.

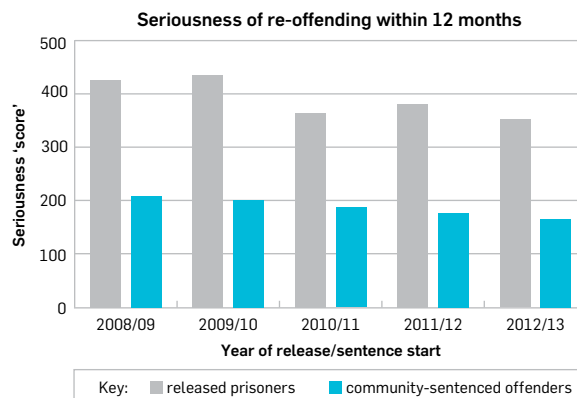
We measure the rate at which re-offending is reduced using the Recidivism Index (RI; Appendix One refers), which quantifies the rate of re-offending of a specified group of offenders over 12 and 24-months follow-up. RI figures are produced for two potential outcomes: reconviction leading to imprisonment, and reconviction leading to a community-based sentence administered by the Department.

Imprisonment figures are perhaps the more critical of the two measures, as this outcome is associated with more serious offences and higher costs in administering the sentence.

However, as the majority of reconvictions do not lead to imprisonment, general reconviction statistics are provided to give a more complete measure of general recidivism.

## Seriousness of re-offending

This is the second year that the Department has presented results for its measure of seriousness of re-offending. The Seriousness Index captures the relative seriousness of offences committed by those who were reconvicted and given a custodial or community sentence during the follow-up period. The method uses the Justice Sector Seriousness Score<sup>4</sup>, a system which assigns scores to individual offences. The Department's measure builds on this system to capture the cumulative seriousness of multiple offences committed within the follow-up period that were dealt with on a single sentencing occasion, as well as offences that were dealt with on two or more successive occasions.



The figures show a continuing reduction in re-offence seriousness over each of the last five years. This is largely consistent with the trend for rates of reconviction, which have similarly declined over this period.

## Re-offending while on parole and home detention<sup>5</sup>

This reconviction-based measure captures re-offending committed during the course of the sentence or order. Results differ from the standard "Recidivism Index" rates, which have a fixed 12 and 24-months follow-up period.

This measure captures only the offences which fall between the sentence/order start and end dates; many sentences and orders are of shorter duration than 12 months (though some are longer).

<sup>3</sup> The Department categorises prisoners on remand as being either "Remand Accused", where the prisoner is remanded in custody for trial or further court hearings, or "Remand Convicted", where the prisoner has been convicted and remanded in custody awaiting sentence.

<sup>4</sup> Published by the Ministry of Justice, 2012.

<sup>5</sup> Figures for previous years differ to those reported last year, due to a revised measurement method. Further information on this measure is available in Appendix Two.

Re-offending by home detainees during the sentence period has fallen steadily over the last five years. Re-offending by parolees fell also, but had flattened off by the end of 2012/13.

*Table 1: Percentage of offenders who started Home Detention or Parole and then committed a new offence during the following period of management, by year.*

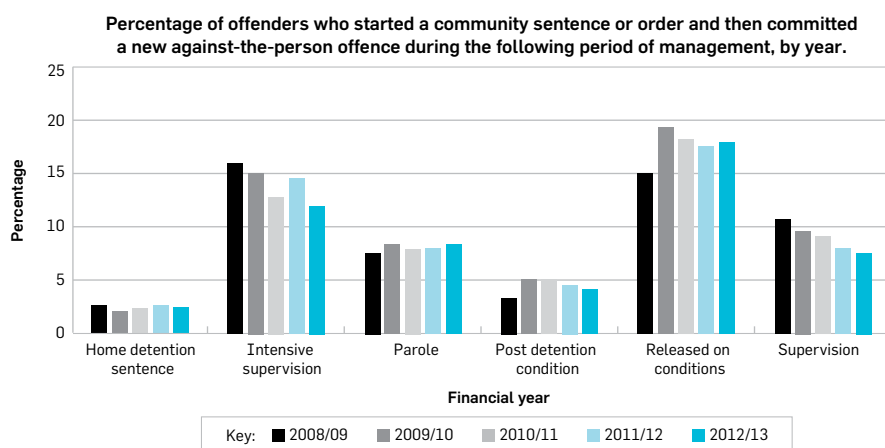
Year results reported	Parole	Home detention sentence
2008/09	24.9	10.5
2009/10	26.5	10.3
2010/11	22.5	9.6
2011/12	22.3	9.2
2012/13	22.9	8.5

## Managing offenders in the community at high risk of harm to others, to reduce offences against the person

An offender assessed as temporarily posing unusually high risks of harm to another person or persons is managed in a more restrictive manner, to control and reduce the level of risk. This heightened level of supervision and control continues until the risk returns to a low level.

The following graph presents the rates of offences against the person (i.e. sexual or violent offences) which occurred during the course of a community sentence or order in each year given.

Reducing the number of offences of this nature is an important goal of community offender management. Results indicate that probation officers, in conjunction with partner agencies in the community, are doing an increasingly effective job at minimising instances of violence-type offending amongst offenders under their management.



## OFFENDERS HAVE THE SKILLS AND SUPPORT TO LEAD LAW ABIDING LIVES

In 2012/13 we worked closely with our stakeholders, developed our staff to become more involved in the delivery of interventions, and implemented innovative solutions to support and monitor our progress to help offenders avoid further criminal activity.

### More prisoners participating in education activities

In 2012/13 we established a clear strategy to support offenders to address life-long learning barriers, and by the end of the financial year, we had 2,981 prisoners engaged in education programmes, exceeding our Statement of Service Performance target of 2,520 prisoners for this measure.

#### Greater access to National Certificate of Educational Achievement

In 2012/13, we introduced new and expanded education and employment-related training in prisons. We provided greater access to the National Certificate of Educational Achievement (NCEA) to raise the skill levels of prisoners, increasing their chances of finding sustainable employment on release.

This was achieved through the Get Ahead to NCEA initiative, which was launched in partnership with the Open Polytechnic. Get Ahead provides up to 2,000 offenders a year with the opportunity to complete NCEA Level 2. We also expanded our use of distance learning to provide prisoners with more access to NCEA levels 1 and 2, and the National Certificate in Employment Skills.

Greater access to NCEA was also made possible through our Audio-Visual Achievement in Literacy, Language and Learning programme, which develops core skills to support youth achievements in NCEA. The programme is now available in our three youth units and at Rimutaka Prison.

#### More education for remand and short-serving prisoners

Remand and short-serving prisoners also benefitted from new and expanded education programmes, including the Short Gains programme, which provides essential literacy and numeracy training to these prisoners. By the end of 2012/13, we had exceeded our target of having 300 prisoners undertake Short Gains (712 prisoners), and the programme was available at all our remand sites.

A total of 411 remand and short-serving prisoners gained essential employment skills through our Work Ready programme, which includes modules on timeliness and working in an ordered manner, communication, computer skills, and financial literacy.

Literacy and numeracy interventions were also provided at Mount Eden Corrections Facility, which is managed by a private provider, Serco. Serco has developed a suite of education activities that focus on addressing the needs of their high churn prison population. By the end of 2012/13, 650 prisoners had engaged in education activities.

As part of Serco's seven pathways, 115 prisoners had demonstrated improvements on the Education Training and Employment pathway, through a combination of distance learning, youth education, and National Qualifications Framework-based programmes.

We investigated technology to modernise our delivery of education activities. We began an online learning pilot within the youth unit at Christchurch Men's Prison to look at the benefits of providing restricted access to specific educational internet sites for young offenders. Initial feedback from participants has been positive, and in 2013/14 we will continue the pilot with a view to including more sites.

### More prisoners participating in employment

Our focus on employment is not just about learning skills. It also involves developing a positive self-awareness, a work ethic, and the ability to relate effectively to others. In 2012/13 we exceeded our target of having 7,800 prisoners engaged in employment activities by 29 percent.

#### Engaging prisoners in employment-related activity at working prisons

We are transforming some of our prisons into working prisons, where all prisoners will be engaged in a structured 40-hour week to equip them for life back in the community.

At Rolleston Prison, we established a Site Level Agreement with Housing New Zealand Corporation (HNZC) to refurbish a minimum of 150 houses at Rolleston Prison over the next five years. This provides a cost-effective option for HNZC to replace some of the 5,000 houses that were damaged in the Christchurch earthquakes. By the end of 2012/13, we began development of two construction yards at Rolleston Prison to facilitate this work.

Auckland Region Women's Correction Facility and Tongariro/Rangipo Prison have also begun the transformation to working prisons in 2012/13.

### Engaging offenders in employment-related activity in the community

In 2012/13, we launched Sustainable Employment pilots at eight Community Corrections Sites. This initiative improves access to education, job skills training, employment and support services to offenders on community sentences and orders, and to prisoners transitioning to the community.

The pilots have strengthened our links with WINZ, local job brokers, and other training providers; reducing the duplication of our work, and providing an assurance that offenders understand what help is available to help them find work.

We also established new employment-related interventions, including Job Clubs, which support offenders in the community and in prison to seek work by helping them with CV writing, job searching skills, interview techniques, and to link with agencies such as WINZ and prospective employers.

We also delivered jobs to more than 600 prisoners in our Release to Work programme. This programme provides prisoners approaching the end of their prison sentences with opportunities to work in the community for an approved employer, with a view to gaining employment on release.

### Increasing young offenders' participation in employment

We believe employment plays an integral role in reducing re-offending because it provides meaningful, real-life work experience. We use a security classification system to identify the level of risk a prisoner presents so that we can decide whether or not they can work outside the prison perimeter.

In 2012/13, we reviewed the calibration of age in the Security Classification system. The current age weighting makes it very difficult for prisoners under the age of 25 years to achieve a minimum security classification, and therefore they were unable to apply for a number of key re-integrative activities, such as living in an external self care unit, or undertaking Release to Work. We have modified the age weighting to minimise the disadvantage incurred based on age alone, while balancing the risks to public safety with a separate risk of harm score.

The revised system was trialled at four prisons with encouraging results of more younger prisoners safely participating in a wider range of re-integrative activities. The revised system will be rolled out nationally in 2013/14.

### Greater access to rehabilitation programmes that are proven to reduce re-offending

The Department's Rehabilitation Quotient (RQ) measures the impact of the major rehabilitative programmes. RQ shows the extent to which re-offending is reduced by comparing rates of reconviction and re-imprisonment amongst 'treated' offenders (who completed a rehabilitative intervention), with the rates observed amongst 'untreated' offenders (similar offenders, matched to a range of risk-related factors, who had no involvement in the programmes). Further information on the RQ and associated methodology is presented in Appendix Two. RQ results are summarised in the table below.

Table 2: Recidivism quotient results

Prisoner interventions	Reconviction (12 month follow-up)	Reimprisonment (12 month follow-up)
Special Treatment Unit (sex offenders)	- 7.7**	- 6.8**
Special Treatment Unit rehabilitation programmes	- 12.5**	- 12.9**
Drug Treatment Units (6-months)	- 6.8**	- 3.6*
Medium-intensity programme	- 1.3	- 3.8**
Short rehabilitation/ motivational programmes	- 0.1	- 4.5*
Prisoner employment	- 1.6	- 1.4
Trade and Technical Training	- 1.6	- 8.3**
Release to Work	- 5.9**	- 3.2*
Community-based interventions	Reconviction (12 month follow-up)	Imprisonment (12 month follow-up)
Medium-intensity programme	- 3.1	- 6.4**

\* results are statistically significant below the 95 percent threshold but are highly likely to be indicative of effectiveness

\*\*results are statistically significant at the 95 percent level

Special Treatment Unit (STU) programme interventions are high intensity, offence-focused psychological forms of rehabilitation delivered by appropriately qualified staff in accordance with the programme design, goals, theoretical basis and supporting research. In 2012/13, the STUs for child sex offenders in Auckland (Te Piriti), and Christchurch (Kia Marama) expanded delivery of a short intervention programme to an additional 60 prisoners. This means treatment can be provided at the appropriate “dosage” for up to 200 child sex offenders a year. In addition, the special treatment unit at Waikeria Prison, Karaka, has run an extra programme in existing facilities for the whole of the year, enabling 50 high risk violent offenders rather than 40 to be treated.

Newly introduced rehabilitation programmes can take up to two years in order to become fully embedded and capable of delivering results, but these high-intensity programmes for high-risk and mainly violent offenders are now beginning to demonstrate their true potential. Achieving a 12 percentage-point reduction in both re-imprisonment and reconviction for this very challenging group, places this programme on a par with the best programmes of this type in the world.

Our Drug Treatment Unit programme is also continuing to show solid results, as it has done since outcome evaluation of this type commenced in 2004/05.

### **Offenders in the community**

We also strengthened our engagement with offenders in the community, particularly through our medium intensity rehabilitation programmes, which teach male prisoners and offenders serving sentences in the community how to alter the thoughts, attitudes and behaviour that led to their offending, and assist them to develop strategies for maintaining any positive changes.

In 2012/13, these programmes made a solid contribution to the Department's overall goal of reducing re-offending by 25 percent by 2017, having previously been subject to relatively high non-completion rates. We provided offenders in the community with access to Kowhiritanga, a Medium Intensity Rehabilitation Programme for female offenders which targets violence, offence-related thinking and feelings, self-management and problem solving skills. This has increased the number of available places from 60 to 90 for this programme.

Our area offices provide individual assessment and treatment services to prisoners and offenders serving community-based sentences. They also undertake specialist risk of re-offending assessments for Extended Supervision Orders, Court assessments where Preventative Detention is being considered, and reports for the Parole Board. Some offices are now running the

Short Intervention Programme for child sex offenders in the community. In 2012/13, the community based residential centre Tai Aroha reached full capacity, and began providing a 16 week treatment programme for 35 high-risk community-based offenders each year.

Statistically significant reductions in re-offending amongst community offenders participating in the alcohol and drug courses, and domestic violence programmes are also a positive achievement. Though the effect sizes are modest, they are important, given the large volumes of community sentenced offenders who complete these important programmes each year.

### **Remandees**

In 2012/13, we developed a remand management tool to identify the different levels of supervision required for prisoners on remand, based on their individual risk. Following the implementation of regulatory changes in 2013/14, this tool will be used to assist case managers and custodial staff to offer a wider range of interventions to remandees.

### **Young offenders**

In 2012/13, we finalised our Youth Strategy, which sets out how we will achieve our rehabilitation targets and ensure that young offenders benefit from new and expanded initiatives. We also worked with other agencies to develop a Youth Crime Action Plan<sup>6</sup> to address offending by youth. This action plan will contribute to the Better Public Services goals of reducing youth crime.

### **Domestic violence offenders**

We improved our work with domestic violence offenders by having probation staff refer high-risk offenders to psychologists. We also began engaging with the New Zealand Police and the Ministry of Justice to identify work in common, including a review of the Family Court system and the Domestic Violence Regulations. This engagement has led to support from all parties for our work on a new intervention for low to low-medium risk domestic violence offenders.

## **Creating Lasting Change in the lives of Māori offenders**

Māori offenders have a disproportionately high level of representation across all stages of the criminal justice process. Reducing re-offending by Māori offenders is therefore a high priority for Corrections. Research has proven that programmes, activities and therapy are best delivered when matched with a prisoner's rehabilitative need, characteristics and demographics, including cultural background.

6 The plan is scheduled for Cabinet approval in 2013/14.



We are looking at our Tikanga Programmes and developing a high level Tikanga framework to ensure we get the best possible results for Māori offenders. The Tikanga framework will ensure there are clear, consistent and measurable outcomes for Tikanga programmes.

In 2012/13, we engaged with Tikanga providers to understand how Tikanga programmes work, the positive impact they can have on Māori offenders and how the Tikanga framework will assist in delivering positive outcomes. This consultation has informed development of a new Tikanga framework, which will be implemented on 1 July 2014.



#### **Profiling our success: Greater rehabilitation and re-integration for Māori**

Our Māori Focus Units (MFUs) provide intensive rehabilitative interventions for offenders. Participants live and work in a therapeutic environment where staff, kaumātua (elders) and kaiwhakamana (Māori volunteers) support the use of, and role model, Tikanga Māori on a daily basis. A good example of a common Tikanga Māori concept is manaakitanga, which essentially means to show respect and kindness to others.

The same security measures and rules are enforced in the MFUs as in other parts of the prison, but the activities prisoners are involved in vary greatly. Some spend their days in work parties maintaining local marae, while others attend education classes, and activities such as waiata (song), whakapapa (genealogy) and whakairo (carving).

In 2012/13, we improved the delivery of core programmes and services by revitalising the therapeutic programme operating in our MFUs (Mauri Tu Pae) and increased the pool of prisoners eligible to participate in these units. We aligned the Tikanga Māori Programme delivered within MFUs with the Māori Qualifications Framework via the New Zealand Qualifications Authority, which means more of the work prisoners undertake in MFUs can be credited towards nationally recognised qualifications.

## **More alcohol and drug treatment for offenders**

In 2012/13, we increased the availability of alcohol and drug treatment for offenders, providing 12,593 interventions to tackle drug and alcohol abuse.

This included:

- > 1,741 alcohol treatment interventions for prisoners
- > 4,129 brief alcohol and drug interventions for community offenders
- > 6,723 alcohol and drug interventions in the community.

Some of these new programmes include:

- > Brief Support and Intermediate Support Programmes; as at 30 June 2013 these were delivered at all prison sites except Arohata, Rimutaka and Invercargill prisons
- > Intermediate Support Programme (Otago Corrections Facility and Auckland Region Women's Corrections Facility)
- > eight week AOD Intensive Treatment Programmes at Northern Region Corrections Facility and Auckland Region Women's Corrections Facility
- > a three-month programme for segregated prisoners at Hawke's Bay Prison, providing an extra 120 prisoners a year with treatment through the Hawke's Bay Prison Drug Treatment Unit.

## **Equipping our staff to rehabilitate prisoners and community-based offenders**

In addition to the alcohol and drug programmes discussed above, we introduced a new screening tool that enables health and case management staff to identify alcohol and drug issues in prisoners, and to make appropriate brief interventions or referrals to programmes. This tool is based on the World Health Organisation's Alcohol, Smoking and Substance Involvement Screening Test tool, and by the end of 2012/13 we had assessed 1,284 prisoners.

By the end of 2012/13, probation officers across every region were delivering effective brief interventions to higher risk offenders on community-based sentences and orders. Staff had also completed training in Motivational Interviewing and Relapse Prevention. Delivery of these brief interventions as well as Direct Rehabilitation exceeded targets, with probation staff delivering 50,763 interventions to 15,182 offenders in the community.

## **Right Track**

Right Track is our model for an active management approach in our daily interaction with prisoners. The programme supports staff to make the right choice and take the right action with offenders at the right time. Developing the ability of staff to influence offenders to do the same in their daily lives is also a key focus on this work.

We piloted Right Track in 2012/13, which led to a more structured approach to the active management of offenders, with greater exchange of information and generation of ideas around offender management, and faster security classification reviews to identify the level of risk posed by offenders. We are now implementing Right Track into business as usual activity across our prison system.

We are also developing training material for use by frontline staff who deal with young offenders and those who have experienced family violence.

### **Working with our partners to improve the management of offenders**

Better collaboration with other justice sector agencies helps us achieve our Better Public Services target of reducing re-offending by 25 percent by 2017.

In 2012/13, we worked with the Ministry of Justice, Child, Youth and Family, and the New Zealand Police to make the Hutt Valley a safer place to live. Ten initiatives have been identified as part of this project. This includes Operation Relentless, which provides community work offenders with support and advice on preventing and reducing alcohol-related harm and offending.

## **OFFENDERS' HEALTH AND WELL-BEING IS MAINTAINED**

In 2012/13, we exceeded our target of having 75 percent of the prisoner population start and complete a rehabilitation programme. These programmes address addiction, mental health needs, dysfunctional family relationships and other drivers of crime. Providing access to these programmes enables us to more effectively meet the needs of those serving sentences in the community, those on remand or short sentences, and young offenders.

In order for our rehabilitation programmes to create lasting change in the lives of offenders, we need to prioritise offender health and mental well-being. We are required to provide primary healthcare to prisoners, similar to the services provided by a GP in the community. We know we are providing a high quality health service because our health centres are independently audited and benchmarked against health centres in the community.



### **Profiling our success:**

#### **The High Dependency Unit**

In 2012/13, we opened our High Dependency Unit (HDU) at Rimutaka Prison to accommodate prisoners with health issues that make it difficult for them to function independently in a prison environment, but who are not eligible for release.

Older prisoners, or those with multiple medical conditions may need help with the activities of daily life such as showering, toileting and eating. Many of these prisoners are serving indeterminate sentences (a custodial period with no set release date), and may have a history of sexual offending. In addition, they may have little or no support on the outside because of the nature of their offending.

For this small and high needs part of the prison population, the HDU has greatly improved the way we provide the level of healthcare required. These prisoners are now able to receive appropriate care, provided by trained health staff, in a fit-for-purpose, safe and secure environment that affords dignity and respect.

It isn't just about healthcare; the skills and strengths of the staff in the HDU, and their provision of services that support daily living play a vital role in developing the appropriate level of interpersonal relationships needed by these offenders.

Some of these offenders will be released back into the community; the HDU allows us to identify the health and social needs of offenders prior to release, and then provide resources to ensure this care continues when the offenders are transferred to their home region or community setting.

By the end of the financial year, 20 prisoners were accommodated in the HDU and were receiving 24 hour care from health services staff based in this unit. In 2013/14 we will add an additional 10 beds to the unit.

The HDU is an excellent example of how we collaborate with our partners to improve the lives of offenders. Private Health Organisations assist us with the release planning we do to ensure these offenders transition safely back into the community, while the Hutt Valley District Health Board provides ongoing training and support to staff at the unit, and also assists with the assessment and treatment of prisoners.

### Improved identification of prisoners' mental health needs

Addressing prisoners' mental health needs is an important part of reducing re-offending by 25 percent by 2017.

If we can identify the mental health needs of prisoners, we can improve their ability to successfully participate in rehabilitation programmes and employment, which in turn can reduce the severity and frequency of re-offending.

We have implemented a new screening tool to help staff identify prisoners' mental health needs and decide the most appropriate treatment referrals<sup>7</sup>. By the end of 2012/13, our use of this tool had led to 728 prisoners being referred for appropriate healthcare for their mental health needs. These prisoners may not previously have been identified.

Offenders undergo a number of other checks and assessments for their mental health needs during their time in prison. These include drug and alcohol screening, psychological evaluation, and assessments to check if they are at risk of self harm or suicide.

### Greater use of nationally recognised health standards

The quality of our offender healthcare is evidenced through our progress with achieving the Cornerstone accreditation standard, which has been specifically designed by the Royal New Zealand College of General Practitioners for general practices in New Zealand.

By the end of 2012/13, 11 of our 16 health centres had achieved this accreditation, providing a high level of validation with our policies, procedures and knowledge of staff.

### Fewer unnatural deaths and incidents of self-harm

Table 3: Unnatural deaths and self-harm incidents

Financial Year	Unnatural Deaths	Self-harm threat to life incidents
2008/09	5	33
2009/10	6	31
2010/11	12	23
2011/12	5	6
2012/13	3	7

Our focus on offenders' health and well-being includes self-harm threat to life incidents and minimising the number of unnatural deaths.

<sup>7</sup> All male prisoners over 18 now undergo the screening by a registered nurse in the first seven days after their arrival in prison. Prisoners are referred to Forensic Services if they screen as positive. Prisoners assessed as having a mild to moderate mental health need will be treated in prison. The prisoners may see the nurse or prison doctor or they can be referred to an external provider for a package of care which includes a range of individual tailored interventions, such as anxiety management and cognitive behavioural therapy for up to six sessions.

<sup>8</sup> Every death in custody is referred to the Coroner. Coroner reports can take up to 12 months to complete; at the time of this report, the Coroner was yet to determine the exact cause of these three deaths.

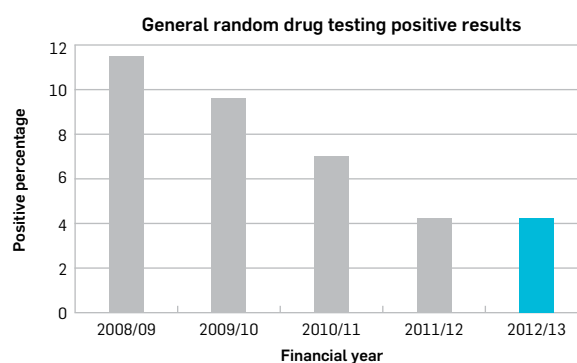
The total number of self-harm threat to life incidents has been steadily dropping since 2008/09; we had seven incidents in 2012/13. While this is one more than what we had in 2011/12, it is a significant improvement from previous years.

In recent years we have introduced a range of initiatives to prevent self-harm, such as tools to assess prisoners risk of self-harm and processes to transition prisoners back to mainstream units following placement in At-Risk Units.

Unfortunately, no amount of good practice, process or intent will prevent someone from harming themselves if they are determined to do so; there were three unnatural deaths<sup>8</sup> of prisoners in 2012/13 – the lowest number in recent years.

### Fewer positive general random drug tests

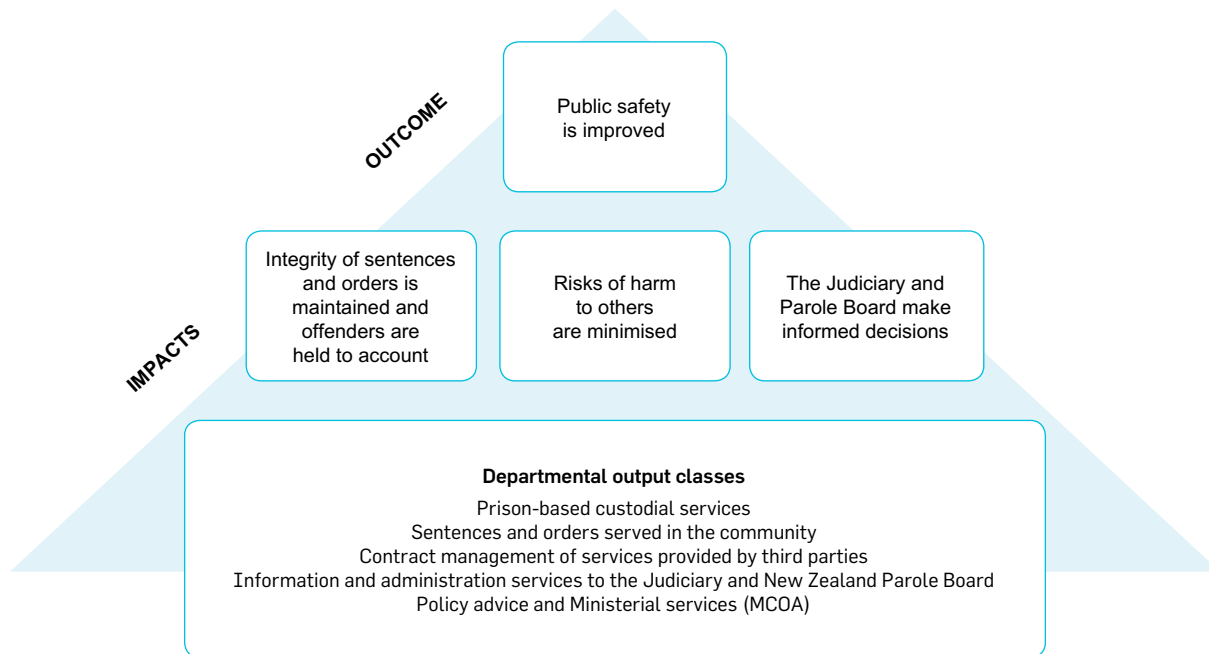
The number of positive general random drug tests has remained low at just 4.3 percent for the last two years. This follows a dramatic decrease in the number of positive tests, and is indicative of our success in keeping contraband out of our prisons.



### Justified complaints

The number of justified complaints to the Corrections Inspectorate, including health services, is an important measure of well-being. In 2012/13 a total of 37 complaints were justified – 11 fewer than the number of justified complaints we received in the previous year. This represents less than one percent of the total number of complaints made to the Inspectorate for 2012/13, none of which were health related. A detailed report from the Chief Inspector can be found at Appendix Three.

## PUBLIC SAFETY IS IMPROVED



**Public safety will always be our bottom line. We keep communities safe by ensuring offenders complete the prison and community-based sentences and orders handed down by our justice system.**

This involves making sure that the prison environment is a safe place for staff, prison visitors, and prisoners, and that the general public is kept safe while offenders are managed in the community.

We know we are doing our job well when we see the number of serious assaults on staff and other prisoners, and the number of escapes reduced.

### RISKS OF HARM TO OTHERS ARE MINIMISED

Staff safety is of paramount importance for Corrections; our vision is to create a safe working environment where staff and offenders can interact without violence. Our goal is to achieve a 50 percent reduction in serious assaults involving staff and offenders by 2015.

### Responding to the Spring Hill Corrections Facility riot

On 1 June 2013, we experienced an example of just how unpredictable and potentially volatile the prison environment can be when a riot broke out in one of the units at Spring Hill Corrections Facility (SHCF).

This was an extremely serious incident, but the professionalism and judgement shown by our people on the ground meant the riot was contained on the same day it began. Our Advanced Control and Restraint teams from across the prison network were brought in to regain control of the unit, and we also received support from the emergency services to manage this incident.

The recovery effort is now well underway, with repair and rebuilding work at SHCF on track for completion in 2013/14. We have also established an Inquiry Team to review what happened, the immediate response, the emergency management framework, the facilities and prison regime, security classifications of prisoners and key learnings.

### **Improving the safety of our frontline staff**

The SHCF riot was an unprecedented event that confirmed the value of spending time and resources on safety-related staff training and procedures. Throughout 2012/13, we delivered and progressed the development and implementation of training and tools that further enhance the safety of our environment.

#### **Staff Safety Action Plan**

We have developed a Staff Safety Action Plan, which covers Corrections staff working in prisons and the community, and focuses on projects that will help to create a safe working environment and safe practices. Some of the key components in the plan include:

- > appointing Regional Welfare Officers who will support staff and their families who have been involved in incidents
- > training opportunities which enable staff to recognise and respond to behaviour associated with mental health or behavioural issues, and which provide guidance on how to get out of aggressive situations
- > tools to support staff safety, including smart phones with a duress application, allowing probation staff to call for help if needed
- > conveying our focus on safety through offender management, linking incentives, earned privileges, and other benefits to good behaviour and positive engagement.

Developing this plan involved the appointment of an Expert Advisory Panel to look at best practice overseas and provide independent advice and guidance on staff safety. This panel received advice on the plan from the Justice Coalition, the New Zealand Nurses Organisation, the Corrections Association of New Zealand, the Public Services Association, and the Ombudsman, as well as from hundreds of Corrections staff across our four regions.

Our Expert Advisory Panel will oversee the plan's implementation and further development through to December 2013.

#### **Improving staff safety with the right training**

Assaults on staff will always be a concern for us. In 2012/13 we provided Tactical Exit training to 1,809 frontline prison staff across the country to minimise all assaults in prison.

This training enables staff to get out of situations where prisoners threaten their safety. The training also includes techniques such as escape moves and holds to help staff break free or avoid being harmed in a situation where staff are being physically restrained or cannot safely exit the area.

We also provided selected staff across the country with Advanced Control and Restraint Training, where specialised teams are trained to manage major incidents in prisons. This training included the use of advanced negotiation skills, baton use, undertaking rapid response and a demonstration of pepper spray.

#### **Improving staff safety with the right tools**

Our corrections officers try to minimise the need to use force against prisoners, but if techniques like our Tactical Exit Training are unsuccessful, other strategies may become necessary to restore security and prevent harm to others.

In 2012/13, we completed an evaluation of a 12 month trial of pepper spray conducted in the previous financial year. This evaluation taught us that prisoners would choose to comply rather than having spray used on them. We also learned that using the spray had the potential to improve staff safety, and could be an effective and efficient tactical option where use of force is required.

Following the trial and evaluation, the Corrections Amendment Regulations 2012 came into force in November 2012, making the process for issuing and using pepper spray more straightforward. By the end of 2012/13, all sites had canisters of pepper spray available for use in approved circumstances, and 49 percent of custodial staff and managers, and Health Services staff were trained to use it. All front line prison staff will be trained in the use of pepper spray by the end of October 2013.



### Profiling our success: Implementing pepper spray

While being exited from a unit within one of our prisons, a prisoner became agitated, screaming abuse at staff and smashing the contents of his cell. Trained negotiators attempted to de-escalate the situation but the prisoner continued to throw items at the door, including his television set.

Consequently there was significant risk of injury to staff from the glass and other debris on the cell floor. The prisoner was also seen with a large shard of glass in his hand, and had begun self-harming.

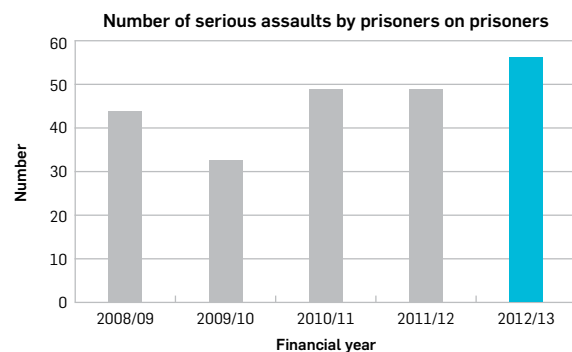
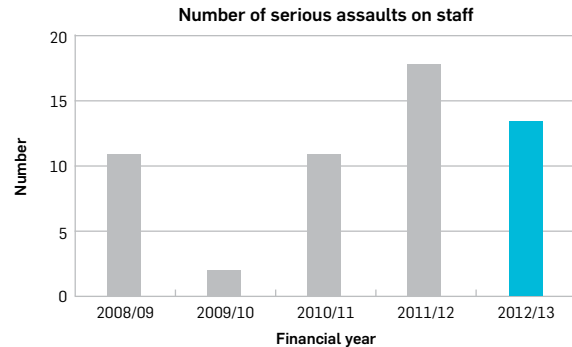
The prisoner was given two final warnings. He gave no verbal response and continued to hold the shard of glass. As a result, a three second burst of pepper spray was deployed. The prisoner fell to the ground; the Control and Restraint team entered the cell and removed the prisoner.

Health staff checked the prisoner outside his cell before he was taken to the decontamination area. Staff noted that this was the safest cell extraction that they had ever been involved in, with no staff member receiving any injury – “not even a scratch”. There were also no long term ill effects to the prisoner.

## Responding to assaults on staff and prisoners

We manage offenders in ways that minimise their risk of harm to others. This means managing prisoners to prevent assaults on staff and other prisoners, and actively working to manage and reduce the levels of risk posed by community-based offenders.

In 2012/13, there were 13 incidents where staff were seriously injured as a result of being assaulted by prisoners; a reduction of five assaults from the previous year. We had a slight increase in the number of serious assaults on prisoners by other prisoners.



Properly managing these incidents can reduce the likelihood of injury to staff and offenders, so we are providing our staff with tools and training to handle situations that could lead to assaults.

## Improving our management of offenders

We have a “One Department” view of our work, where our three distinct main service arms of prisons, probation and rehabilitation work together as one team to manage offenders in the prison and in the community.

### Improved transitions for offenders from custody to community

We have improved the transition of offenders from prison to the community by ensuring release planning between prisons and probation staff starts early. As part of our focus on reducing re-offending, we are developing a district-wide approach to supporting offenders. A number of our prisons now have probation staff working onsite. We are also working towards ensuring every paroled prisoner is seen by a probation officer in prison prior to their release, and will extend this approach to include offenders released on conditions and short serving prisoners from 2013/14.

In 2012/13, we established a High and Complex Needs panel to review the strategies put in place to manage our most behaviourally challenging prisoners as they moved back to the community.

#### Improved management of offenders in the community

Our probation staff work with a wide range of people – from first time offenders doing community work through to high-risk offenders coming out of prison on parole after serving long sentences.

In 2012/13, we embedded a Practice Leadership model into our probation services, making it easier for our probation staff to share more information about offender management with each other, and to make greater use of tools to assess risks posed by offenders in the community.

Our Practice Leadership model includes a Practice Leadership Development Programme to strengthen skills, knowledge and behaviours of our staff.

We re-designed frontline practice to increase the effectiveness of our staff with offenders through the Probation Change Programme. This included the 'Integrated Practice Framework' to guide staff in doing the right thing, at the right time, with the right offender, while meeting all mandatory standards.

The programme has changed the way probation officers work – from treating all offenders on the same sentence in the same way – to managing each offender according to the risks and challenges posed by that individual.

This success earned us a Community Corrections award at the International Corrections and Prisons Association (ICPA) forum. ICPA's internationally-regarded awards programme recognises outstanding progress and best practice by individuals and agencies that support its mission of 'advancing professional corrections'.

## THE INTEGRITY OF SENTENCES AND ORDERS IS MAINTAINED AND OFFENDERS ARE HELD TO ACCOUNT

### Fewer escapes from prison and custody

We keep escapes to a minimum by upgrading prison units, closing some of our oldest prisons, and by continually reviewing prison security to identify areas where we can improve. For the first time in recorded history, we had no escapes from prison (known as breakouts).

We also had fewer instances of sentenced prisoners or offenders on remand escaping from secure escort, including court cells. In 2012/13, we had one such instance, but promptly recaptured the offender.

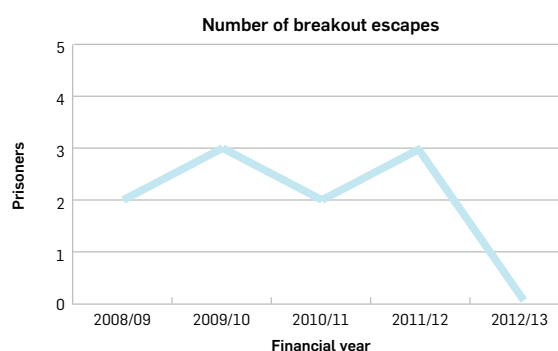


Table 4: Number of other escapes

Financial year	From escort	Breach of temporary release	Abscond
2008/09	2	1	6
2009/10	1	3	2
2010/11	2	0	0
2011/12	5	0	2
2012/13	1	0	0

The Department manages offenders serving community-based sentences and orders, including Home Detention, Community-Based Sentences and Post-Release orders (set by judges at the time of sentencing an offender to imprisonment). We ensure compliance with the sentence or order, including any conditions attached to the sentence or order (for example, curfews or restrictions on living arrangements).

Where an offender fails to comply with their sentence or order, they are held to account by probation staff. This may range from a warning through to being issued with a breach (which may result in imprisonment).

Corrections exceeded the target of 97 percent of offenders complying with their sentences and order, or being held to account, except Community Work. A new Integrated Practice Framework was recently set for Community Work, which requires a separate action for every instance on non-compliance. Better monitoring of this will help improve performance over the year ahead.

### **The Judiciary and New Zealand Parole Board make informed decisions**

We are responsible for providing the Judiciary and New Zealand Parole Board (NZPB) with information to inform their decisions about the offenders we manage. We do this through the provision of services covering:

- > attendance at court
- > prosecutions
- > attendance at sentencing resulting from community probation initiated proceedings
- > parole assessment reports
- > parole progress reports
- > psychological reports.

Further information on the delivery of these reports to quality and timeliness standards is available in our Statement of Service Performance (p 36).

### **Developing legislation to protect the public**

During 2012/13, the Government enhanced legislation designed to protect the public and our staff while prisoners and offenders served sentences and orders in prisons and in the community.

The Government introduced some important changes in the Corrections Amendment Act, which removes barriers identified by staff as obstacles to the safe, secure, humane and effective management of prisoners. The Act now provides a legislative assurance that prisons remain smoke-free, and changes our rules around strip searching, water loading (where prisoners drink a lot of water to intentionally dilute their urine samples when they are being tested for drugs), prisoner self-employment and the contract management of prisons.

In 2012/13, several changes were made to the Criminal Procedures Act to simplify the procedures used by the courts in criminal cases. It puts the responsibility on the justice sector to collectively resolve more cases outside of the courtroom and to work together where they can. The amended legislation will be implemented in 2013/14.



## BETTER PUBLIC VALUE

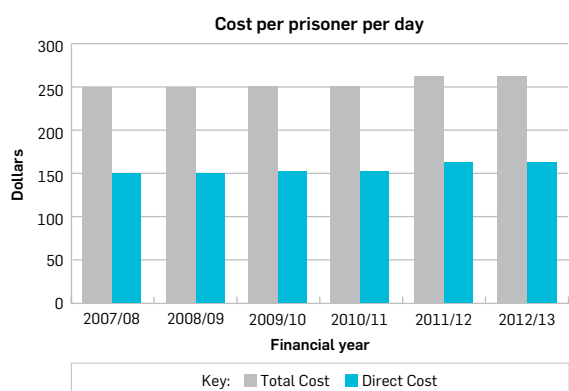
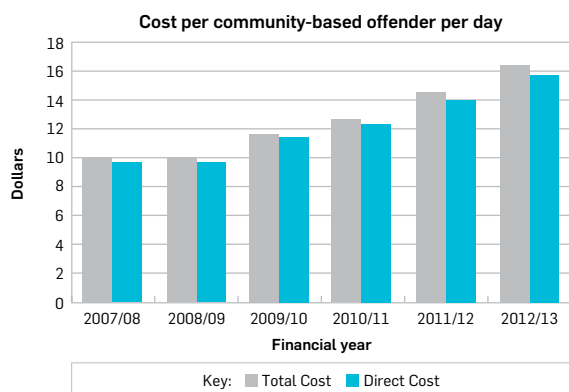
Delivering our services with the best value possible to the New Zealand public involves freeing up resources and reallocating these to improve our service responses.

To make this happen, we are streamlining the way we manage our \$2 billion portfolio of facilities, which includes 17 operational prisons and 144 Community Corrections sites to become faster, smarter and more efficient at reducing re-offending. We are also investigating and implementing technology solutions and working with our partners in the justice sector to create lasting change in the lives of offenders.

Our progress in 2012/13 provides an assurance to the New Zealand public that it has a Corrections system that is using taxpayers' resources wisely to achieve its outcomes.

### FREEDING UP RESOURCES WHILE IMPROVING OUR SERVICE RESPONSES

We have implemented an Expenditure Review to transform our business model and operations, and to ensure our long-term sustainability. We are absorbing cost pressures, meeting dividend commitments to the Crown, and re-prioritising funding into activities that are driving a significant reduction in re-offending.



In 2012/13, a decline in the overall prisoner population, and an increased focus on effective rehabilitation and reintegration impacted on the overall costs associated with managing prisoners and offenders in the community.

A decrease in the number of community-based offenders increased the associated costs of managing this group from a five year low of \$9.90 per day in 2008/09 to \$16.54 per day in 2012/13.

We also had fewer prisoners in 2012/13, but the associated costs of managing this group decreased from \$270 in 2011/12 to \$266 in 2012/13. This was due to a reduction in the cost of delivering offender employment activities, as well as a small increase in the revenue earned from them.

### Maximising the value of contracted services

We are using results-driven contracts to purchase a range of services that support prisoners and offenders to live offence free lives. This contracting for results approach provides smarter incentives to the providers of rehabilitative and re-integrative services we enlist to be more effective in reducing re-offending.

In 2012/13, we used engagement with key stakeholders, such as the Justice Coalition, to present and discuss our vision for future results-based contracts, and began using contract renewals and new procurements to describe the requirements of contracts in terms of results required, rather than the methods of performance of the work.



**Profiling Our Success:  
Improved performance through  
Public Private Partnerships**

In September 2012, we signed a contract with the SecureFuture consortium and commenced construction of a new 960 bed prison in Wiri, South Auckland. The contract is for a full custodial Public Private Partnership (PPP) which means that SecureFuture will design, build, finance, operate and maintain the prison. While this was the second PPP contract to reach Financial Close in New Zealand, it was the first to bundle all of these elements. By the end of 2012/13, design and construction of the new prison were ahead of schedule.

Our expectation at the outset is that this project would contribute to our key priorities of achieving better public value and reducing re-offending. It will do so in a way that will lift the overall standard of our prison system and represent value for money. We will also deliver capacity where it is needed, enabling us to accommodate prisoners close to their family and whānau.

We adopted an outcomes-focused procurement strategy when specifying our requirements to the market. We removed as many constraints as we could and challenged the market to develop the most innovative solution possible. The payment mechanism and performance regime we designed are world leading, and require SecureFuture to deliver better performance than the Department. This is achieved through a carefully balanced combination of incentives and penalties designed to ensure a focus on those aspects of the contract of most value – reducing re-offending and ensuring sentence compliance. These innovative aspects of the contract have received international recognition in 2012/13 and have earned the project several awards to date.

## CAPITAL AND ASSET MANAGEMENT INTENTIONS

We manage \$2 billion worth of assets to produce our services. The asset base is predominately land and buildings, including 17 operational prisons, two prisons which were decommissioned in 2012/13, and 144 Community Corrections sites across the country.

Our capital plan helps us to reduce re-offending by linking prison site redevelopment and investment with offender training and working prison opportunities. Over the next few years, redevelopment will commence at Auckland, Waikeria, Tongariro / Rangipo, Whanganui and Invercargill Prisons as well as Community Corrections sites.

The capital plan also includes information technology investment to enhance our management of offenders. This includes our use of Audio Visual Links and other electronic security and software applications. It also details how we will maintain and upgrade our IT infrastructure and technology solutions we use in our work.

### Upgrading our community probation centres

The improvements we are making to our management of offenders in the community are complemented by work to replace and upgrade our Community Corrections sites, creating hubs that encourage more efficient interactions between Corrections staff, offenders and local service providers in the community. Nine of our community sites were retrofitted for this purpose in 2012/13, and further sites will be upgraded in 2013/14.

### Rethinking our services in Christchurch

By 2017, we will be part of Christchurch city's Justice Sector Precinct where staff from the Ministry of Justice, the New Zealand Police, the Department of Corrections, the New Zealand Fire Service, St John Ambulance, and Civil Defence will all work together under the same roof. This will be the first time New Zealand agencies have co-located in this way.

### **Keeping our prisons fit-for-purpose**

The decisions we make around prison configuration and development ensure our facilities are fit-for-purpose and support rehabilitation outcomes for prisoners.

In 2012/13, after a consultation process to better understand the implications that closures present at a prison and community level, we closed two of our oldest prisons in Wellington and New Plymouth. Public open days arranged as part of this process were an opportunity to increase public awareness of the need for more modern facilities to rehabilitate prisoners and reduce re-offending. Gold coin donations at these events raised \$10,855 for local charities including the Night Shelter, Women's Refuge, Victim Support and the Salvation Army in Wellington, and Hospice Taranaki, the New Plymouth Community Foodbank, the Children's Ward at Taranaki Base Hospital and the New Plymouth Lions Club.

We are also redesigning individual units at prison sites to ensure our facilities support our focus on rehabilitation. This has resulted in three prison wings at Arohata Prison being closed, with the three previously adjoining rooms converted into spaces specifically designed for our new rehabilitation and re-integration programmes. We also closed individual units at Rolleston, Tongariro/Rangipo and Waikeria Prisons, and commenced plans for refurbishing parts of Auckland Men's and Invercargill Prisons in 2012/13.

This work is also an opportunity to incorporate seismic strengthening into the design of our facilities, and this will continue in 2013/14.

### **INFORMATION TECHNOLOGY**

We use technology to support our management of offenders, to keep the public safe and to ensure offender information is secure, reliable and appropriately accessible.

### **Improving the mobility of our staff**

In 2012/13, we focused on developing technology solutions to enable flexible working, and to improve offender compliance with sentences and orders. Many of these are ready to be implemented in 2013/14, including mobile phones for community staff and mobile staff safety duress solutions.

### **Reducing the costs of courtroom appearances**

We are participating in a wider justice sector effort to modernise the court system using technology to deliver court services in ways which are better, faster, cheaper, easier, and more convenient.

Audio Visual Link (AVL) technology in courts and prisons means more prisoners can make court appearances while physically remaining inside the wire. This not only reduces the costs associated with the transportation and escorting of offenders to court, it also improves public safety by reducing the likelihood of escapes, and removes the risk of contraband being smuggled back into prison.

Prisoners have been appearing in some courts via AVL since it was first trialled between Mt Eden Corrections Facility and Auckland District Court in 2010/2011. Several installations followed soon after, including Waikeria Prison, Christchurch Men's Prison, Manukau District Court and Hamilton District Court. Whanganui Prison was completed in January 2013.

By the end of the financial year, the technology had been used in 3,625 courtroom appearances at three District Courts. Over the next two years, we will expand its use to a further 14 District Courts and nine prisons.

We also conducted the first AVL-based visit between a prison and a probation service centre. This took place between Whanganui Prison and the New Plymouth Service Centre.

## VISIBLE LEADERSHIP

### Aligning our structure to support our goals

In 2012/13, we implemented our new organisational structure to become one unified and cohesive team. Under this new structure, our regional leaders have greater authority and influence to work with offenders, families, communities and stakeholders.

We communicated our approach to reducing re-offending through our district plans, which show how we will achieve this goal in each part of the country. In 2012/13, we developed and published these plans, and in 2013/14 will be working with regions to keep them relevant and up-to-date.

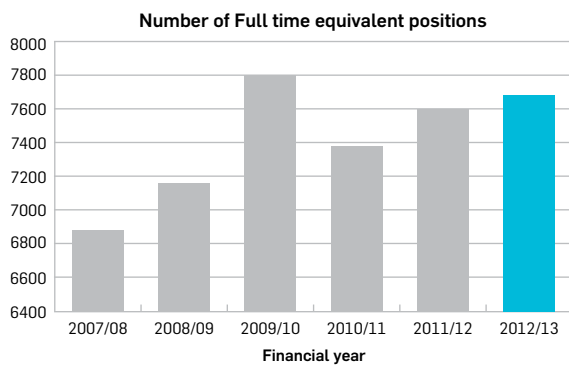
### Strengthening regional management to support the frontline

Enhancing the role of our regional managers supports our frontline staff as they work to create lasting change in the lives of offenders. In 2012/13, our newly established Executive Leadership Team expanded our highly commended Emerging Leaders programme<sup>9</sup> to include emerging leader groups in each of the four regions.

We also launched our Visible Leadership Programme, which enhances our managers' leadership skills in the workplace, and established our quarterly Frontline Staff Forum as a new conduit between the frontline and National Office to gather suggestions for innovation and to test and evaluate policy changes.

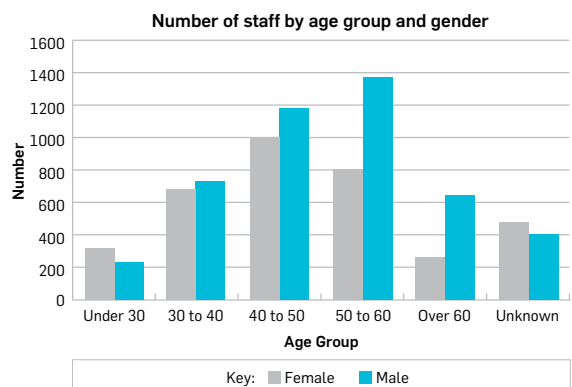
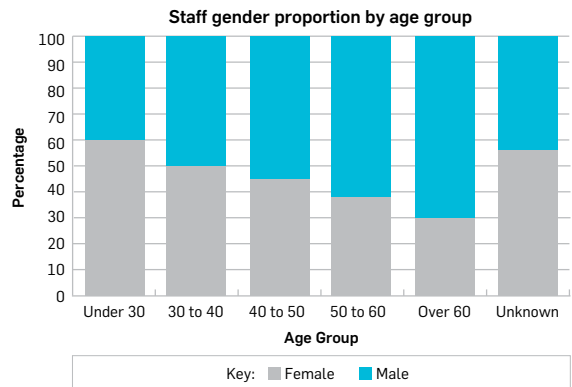
## OUR PEOPLE

Our permanent workforce continued to grow in 2012/13; we filled many of the positions created from the new organisational structure, and continued to fill vacancies created from our focus on employment and education.



With Māori and Pacific peoples continuing to be over-represented in the corrections system, it is important for us to ensure that our staff represent the full spectrum of the offender population. As with previous years, this level remained high in 2012/13.

More than 20 percent of our staff identified as Māori in 2012/13, and approximately eight percent identified themselves as Pacific Island peoples. More and more staff are identifying themselves as having a multi-ethnic background, and this is reflected in the continued growth of staff selecting the 'other' category.

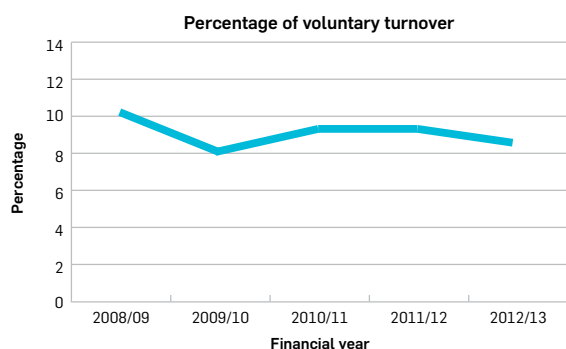


9 A programme developed by the Department for people who aspire to take on more influential or senior leadership roles and accelerate their development.

The average age of our staff is 47 years. Fifty seven percent of Corrections' staff are male, and 43 percent are female.

### Turnover

Voluntary turnover at Corrections has moved in line with similar movements elsewhere in the public sector, and is below the public sector average.



### Improving our recruitment and initial training of frontline staff

In 2012/13, we reviewed the way we recruit and train frontline staff to make sure we attract the right people to work with us. As a result of this review, we have put a fresh focus on the key skills and behaviours that are needed to reduce re-offending.

We also worked with our frontline probation staff to create a new set of competencies for their roles, enabling us to verify that we have reflected the most important skills, knowledge and attributes needed for the role. This has resulted in a new competency model that better reflects what is expected of staff working in the Integrated Practice Framework – particularly frontline administration staff, community work staff, probation officers, senior practitioners, and practice leaders.

To help new staff stay safe, we extended our Initial Training Course for corrections officers and offender employment instructors from six to nine weeks. The new course length brings us into line with international training standards.

### Keeping our workforce healthy

We know that our staff are most effective in their role when they are fit and well, so we have appointed a Healthy Workforce Coordinator to assist the Department with its goal of improving the wellbeing of staff.

Staff can also participate in the My Healthcheck initiative, which provides information on heart health, cholesterol and blood pressure. As part of these checks, staff receive a personal health booklet with tips and advice.

### Partnerships

Close working relationships with other agencies and organisations that share our objectives is essential to reducing re-offending. As we focus our efforts on creating lasting change in the lives of offenders, our relationships with justice sector partners and community organisations become increasingly important.

### Working with the community to Create Lasting Change

#### Reducing re-offending with local solutions

The Regional Initiatives Fund (RIF) was set up in 2012 to support our goal of reducing re-offending by 25 percent by 2017. Regional staff, iwi and community groups have the opportunity to compete for funding by submitting their ideas for new and effective rehabilitation activities in prisons and in the community.

Overall, the RIF exceeded its 2012/13 targets, delivering 971 additional interventions to offenders. We had two funding rounds in 2012/13, with nearly \$1.2 million allocated to 27 initiatives. By the end of the financial year, over 820 prisoners and 377 offenders on community-based sentences had started with a regional provider through this fund.

We are now focusing on increasing the number of community-based offenders participating in programmes through the RIF, and have updated our targets accordingly; in 2013/14 we aim to have 500 prisoners and 1,000 community offenders start on an initiative through this fund.



**Profiling our success:  
Preventing inter-generational offending**

While our work is about rehabilitating and re-integrating prisoners back into the community as productive members of society, we also work closely with organisations that support prisoners' children and families who are often the unseen victims also living a sentence.

There are close to 23,000 children in New Zealand who have a parent in prison and a lack of effective intervention means these children are up to seven times more likely than the average person to end up as prisoners themselves.

In 2012/13, we provided financial support to Pillars Incorporated, a charity that supports children and whānau of prisoners in New Zealand, and provides integrated services and support that help prevent inter-generational offending. The range of programmes provided by Pillars includes assisting access to much needed social services but also mentoring of children of prisoners.

This support resulted in a service being established at Christchurch Men's Prison where Pillars' staff are on hand during weekend visiting hours. The staff provide resources and supplies for prisoners to use to bond with their children. Items available include books, colouring pages and crayons, playing cards and small toys. Rather than a children's play area, the Pillars team are actually assisting families maintain connections while a parent is away from the family environment.

Starting with six families, over the year the programme has grown to support on average 65 families each weekend. Many more visits occur because of the child-friendly atmosphere, and the programme is considered extremely successful.

The programme will be piloted at Invercargill Prison in 2013/14.

**Working with large community organisations**

The Salvation Army plays an important role in improving community life in New Zealand, and in 2012/13 we signed a Memorandum of Understanding (MoU) to formalise our decision to work together.

The MoU recognises our shared goals of ensuring our services best meet the needs of people, a focus on the rehabilitation and re-integration of people we work with, and the importance of working with communities.

We also recognised that changing our approach to re-integration would benefit more prisoners. Although this saw the closure of the Faith Based Unit at Rimutaka Prison, it also resulted in a new agreement with Prison Fellowship New Zealand (PFNZ), as well as other new programmes that give prisoners greater access to re-integration services than ever before.



**Profiling our success: Supporting a seamless and integrated justice sector**

We work closely with the New Zealand Police and the Ministry of Justice through the Joining Forces programme to reduce crime and re-offending and increase public safety. Our participation in this programme is about making sure we share expertise and resources in ways that help us operate as effectively as possible.

In 2012/13, the Joining Forces Programme focused on establishing collaborative working relationships between the New Zealand Police, Corrections and the Ministry of Justice (across frontline service areas), with a view to making it second nature to think and work together as partners and deliver more efficient and effective services.

Collaborative work has delivered a Corrections remand facility within the New Plymouth Police Station (including shared services), targeted information sharing and management of child sex offenders, and shared training resources with the New Zealand Police.

The key areas of focus for 2013/14 are custodial services, prisoner transport and further innovation into co-located facilities.

## Shared services arrangements

We are working with our justice sector partners to identify savings that can be made through the shared services arrangements we have with local providers. We will continue to stand alongside the New Zealand Police and the Ministry of Justice to deliver against our shared objectives of reducing crime and producing operational savings.

## RISK MANAGEMENT

The Department's risk management approach has been refreshed this year, in alignment with good practice. The Executive Leadership Team leads a strong risk aware culture, and has challenged the Risk and Assurance team to build a risk based assurance programme which both supports the strategic priorities of the Department but also maintains full coverage of the wider operational environment.

The Audit Committee has received confidence, from robust reporting this year, that management assurance and independent assurance are working effectively. In 2012/13, Corrections undertook a significant programme of audits to review key processes across the Department. In addition, front end audit advisory has been provided to ensure development of new projects, processes, or policies gives consideration to key controls and risks that need to be mitigated. Utilisation of subject matter experts on technical audits has also strengthened the approach of Internal Audit and built stronger relationships across the wider team.

The merging of the Professional Standards Unit into Risk and Assurance in September 2012, has resulted in better information sharing and we now take a joint approach to the education of the wider Department, training staff in how to identify and respond to fraud, corruption, and manage emerging risks.

Maturity of the three Risk and Assurance teams (Risk, Internal Audit and Professional Standards Unit) has significantly increased over the past twelve months. This has been borne out by successful independent reviews on our internal processes, a significant increase in demand for assistance from the wider Department for assurance services and increased confidence from the Audit Committee and Executive Leadership Team.

