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# RR25%

REDUCING RE-OFFENDING

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DEPARTMENT OF  
**CORRECTIONS**  
ARA POUTAMA AOTEAROA

STRATEGY 2014 - 2017  
**YEAR ONE**

# OUR VISION

Creating lasting change by breaking the cycle of re-offending

# OUR GOAL

To reduce re-offending by 25% by 2017

***Public safety is our bottom line***



# ***Creating Lasting Change***

***Most of us have a strong opinion on crime, and even stronger views on the best way to manage the people who commit those crimes.***

Opinions can range from the 'lock 'em up and throw away the key' variety to those with firm beliefs in the power of rehabilitation, but no matter where you sit on the spectrum, one thing remains constant - the need for us to act now to bring down the levels of re-offending in New Zealand. In the following pages you will find out what the Department of Corrections plans to do over the next 12 months to reduce re-offending.

In 2011 we launched our first strategic plan focused on creating lasting change. Since then, Corrections has undergone significant changes to tackle re-offending head on. We have brought our organisation together as one team with a shared vision and goal that still resonates four years on. We have shown that we can transform the way we operate to create lasting change in people's lives and break the cycle of re-offending. In the year ahead we will continue to change and adapt as we strive to change people's lives for the better and stop more people becoming victims of crime.





For the next three years we're placing *Reducing Re-offending* by 25% at the front and centre of our collective effort. We've reshaped our four key priorities to better reflect where our investment in time and resources will go over the next three years – Community Support, Working Prisons, Modern Infrastructure and Visible Leadership.



In 2015 Corrections will mark 20 years as a government department. As one of New Zealand's important public institutions let's celebrate by delivering even more value as we strive to achieve the next level in reducing re-offending.

# ***A Safer System***



***While reducing re-offending is our top-line target, ultimately confidence in the corrections system is underpinned by our ability to improve public safety.***

Our justice system must be based upon legislation and policy that supports our aims of protecting the public and reducing re-offending. To this end, we are working toward a safer system that takes victims into consideration while providing greater opportunities to manage offenders who pose the greatest risk.





This year the Government will introduce a series of legislative changes that enhance the way we manage offenders. These include drug and alcohol reforms that will allow for the testing of people serving community sentences. The introduction of Public Protection Orders, an extension to Extended Supervision Orders and the establishment of a child protection offender register will ensure a greater level of monitoring and management of sex offenders.

As a justice sector, we are united in our efforts to reduce crime and re-offending. The combined efforts of Police, Courts, Corrections, Serious Fraud Office and Crown Law bring together our expertise and experience to create a safe and fair justice system for the people of New Zealand. Across the wider public sector, we will continue to work closely with agencies such as the Ministries of Social Development and Health, and Housing New Zealand to ensure that we support those with the greatest need.



# ***Community Support***

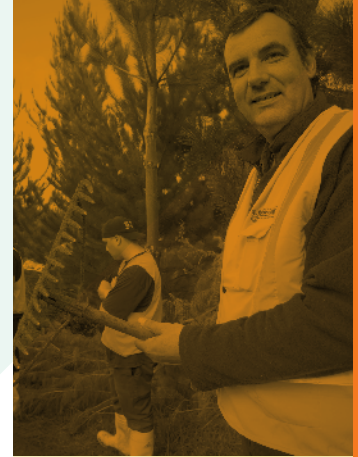
*Community support must be flexible enough to suit the complex and differing needs of offenders who may range from the first-time offender with a short community sentence to the high-risk offender just released from prison.*



Whether it's churches, iwi groups, volunteer bodies or informed consumers buying products made by offenders, there is considerable scope to foster more community support for ex-offenders.

***What you will help achieve:***

- > More **supported accommodation** available for offenders on transition from prison to the community.
  - > More **real jobs** on release from prison guaranteed through our industry/ employer partnership programme.
  - > A boost to the delivery of **alcohol and drug treatment** in the community.
  - > Growth in our **work and living skills** delivery for offenders on community work, particularly targeting **road safety**.
- > An extension of our **Out of Gate** service to include families and children of prisoners.
  - > New **family violence programmes** that better target offending behaviour.



***“My town looks good,  
the schools, marae,  
parks – and that’s  
our work.”***



# ***Working Prisons***

*Working prisons are based on a structured environment where all prisoners take part in some form of work, education or rehabilitation programme. They also provide people with the skills and opportunities they need to take greater control of their life.*



***What you will help achieve:***

- > Four more prisons will achieve **working prison** status in 2015 as we plan to move all prisons to be places of industry, learning and treatment by 2017.
- > **A more unified delivery** of custodial, rehabilitation and employment services in prisons and clearer accountability for results.
- > **Better scheduling** of interventions for prisons leading to increased participation rates in rehabilitation and employment.
- > **A new prisoner placement system**, to replace the existing security classification system, which better balances risk and opportunity.



- > **Changes to prison industries** that seek to optimise the opportunities we create for employment and training, while reducing our risk exposure to market pricing variables.



***“You wear a lot of caps in one day.”***



## ***Modern Infrastructure***

*We have already seen how safety can be enhanced through technology and many of our sites have already benefited from recent upgrades. Further improvements will ensure we continue to operate within a modern infrastructure.*



### *What you will help achieve:*

- > **Auckland South Corrections Facility (ASCF)** will open in May 2015, our newest prison designed and operated to reduce re-offending under a Public Private Partnership with SecureFuture consortium.
- > **3M will take over the delivery of electronic monitoring** of offenders, offering enhanced technology and services that will lift our capability in managing public safety.
- > Frontline Community Corrections staff will receive **smartphones** (Samsung Galaxy S5), with built-in security and safety features, that will improve their mobility.
- > **On-body cameras** will be introduced for all prison staff working in higher risk areas to enhance staff safety.
- > 12 more **Community Corrections centres** will be lifted to a modern standard, supporting rehabilitation and staff safety.



- > \$140m will be invested in **lifting the standard of our prisons** in 2014/15 to support the long term security, rehabilitation and safety needs of our core infrastructure.
- > Delivering **online learning in prisons**, new **prisoner kiosks** and a new **Psych IOMS** platform for our psychologists will be three major deliverables that lift our technology response.



***"It's that breakthrough moment, when people genuinely regret what they've done."***



# ***Visible Leadership***

*Whether you are already a leader at Corrections, or aspire to be, we all have a role to play in leading by example and demonstrating the professionalism and commitment that is intrinsic to working at Corrections.*



### *What you will help achieve:*

- > A relentless focus on lifting our response to **Health and Safety** as we seek to be a recognised leader in this field.
- > Mobilising of our effort and resources to support the achievement of the justice sector and wider **Better Public Services** targets.
- > Introduction of **results based contracts** with our non government organisation partners where it makes sense to do so.
- > Joined-up responses with the NZ Police to address **gang activity**.
- > Investment in our staff through our new **Frontline Futures** initiative will make internal recruitment, moving between frontline roles and developing as a leader easier.



- > Embedding of our **emerging leaders** programme across the country ensuring talent is recognised and given opportunity to thrive.



***“Never underestimate  
the impact we can have.”***

