

PART

E

ADDITIONAL INFORMATION

BACKGROUND TO CORRECTIONS

The Department of Corrections manages custodial and non-custodial sentences imposed by the courts. This includes prison sentences, periodic detention, home detention, community service and supervision. Corrections also provides information to the judiciary and administers the Parole Board and District Prisons Boards.

Structure

There are: 17 Public Prisons Service institutions; the Auckland Central Remand Prison which is managed by Australasian Correctional Management; 15 Community Probation Service area offices and 143 service sites³⁶; eight Psychological Service offices; 14 Special Treatment Units³⁷; and head office.

The Department of Corrections consists of eight services and groups.

The *Public Prisons Service* is responsible for the safe, secure and humane containment of sentenced and remand inmates. Sentenced inmates are those imprisoned following conviction. Remand inmates are those who have been charged with an offence and are being held in custody pending pleas, trial, or sentencing. The Service is also responsible for managing the sentence needs of each offender, including those relating to rehabilitation and reintegration. Offender information is coordinated and supplied to the National Parole Board, District Prisons Boards and prison management.

The *Community Probation Service* provides information and reports to judges (to help them sentence offenders) and currently supplies information to the National Parole Board, District Prisons Boards and prison management. The Service manages community-based sentences, rehabilitation, reintegration, and orders such as supervision, community

³⁶ Service sites include service centres, reporting centres and periodic detention centres.

³⁷ Special Treatment Units currently consist of three Drug and Alcohol Units, two Sex Offender Treatment Units, four Māori Focus Units, four Youth Units and one Violence Prevention Unit.

service, community programmes, periodic detention, home detention, and parole orders, and also administers funding to providers of community-based programmes.

The *Psychological Service* provides specialist clinical treatment and advice for offenders, and training and education for departmental staff and community groups. The Service also undertakes a large number of research projects.

The *Service Purchasing and Monitoring Group* is responsible for purchasing corrections services from both internal and external providers. As part of this role, this Group monitors compliance with key operational and strategic standards. It establishes and monitors national systems that all providers are required to operate.

The *Policy Development Group* provides strategic analysis and policy advice. It evaluates and develops effective corrections services and establishes quality standards for service delivery.

The *Strategic Development Group* provides specialist advice and services to help run the Department. These include information technology, human resources, planning and communications.

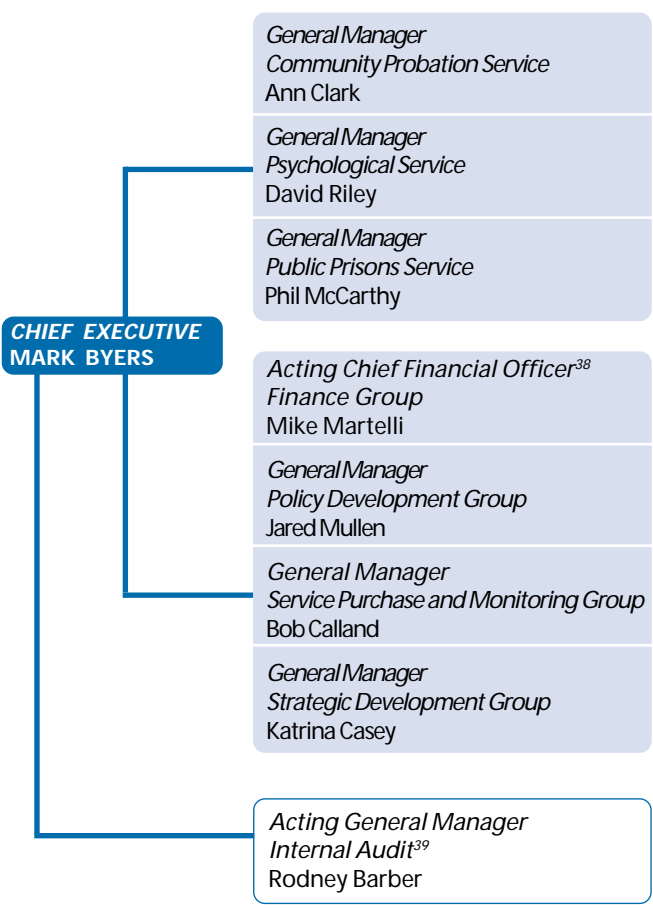
The *Finance Group* provides a range of financial and property advice and support services to the Department. The Group incorporates Corrland Inmate Employment, which manages inmate employment in prisons throughout New Zealand. Inmates work and receive training under the supervision of corrections officers, in areas such as joinery, catering, farming and forestry.

Internal Audit provides assurances to the Chief Executive on key statutory accountabilities and oversees the implementation of the risk management framework. It reviews the systems and procedures in the Department and provides advice to the Chief Executive. Through the Inspectorate, it also provides assurance to the Chief Executive on the fair, safe, secure and humane treatment of offenders.



The Department also has in place a number of contracts for the provision of services with private providers. These include Australasian Correctional Management who manage the recently built Auckland Central Remand Prison and Chubb New Zealand Limited who provide prisoner escort and courtroom custodial services in the Auckland and Northland regions and home detention monitoring services throughout the country.

SENIOR MANAGEMENT STRUCTURE



³⁸ Richard Morris will return to the Chief Financial Officer role at the end of November 2001
³⁹ Mike Martelli will return to the General Manager role at the end of November 2001

HUMAN RESOURCE INFORMATION

Labour Flow

The Department measures and monitors its staff turnover rate through the labour flow index. This index is derived from the number of resignations and appointments made within a specified period.

Corrections' labour flow index has remained constant over the past two years. Any variations can be largely attributed to recent departmental growth, mirroring increased demand, particularly in relation to prison and community-based staff.

Forecasts suggest that the index will remain steady over the next year, perhaps with a slight increase given current workforce growth. The labour flow index will be identified within the Department's Annual Report.

Gender

All recruitment and selection procedures are consistent with EEO and Human Rights principles. This helps to ensure that no bias or discrimination occurs.

Gender ratios across the Department are monitored regularly. In recent years, these gender ratios show an increasing number of female managers and a growing correlation between the total workforce composition and the number of female managers.

These statistics and analysis will be contained within the Annual Report.

Ethnicity

A number of initiatives are being introduced to improve the representation of ethnic groups within the Department.

Examples of these include: a strategy to improve staff responsiveness (and thereby enhancing the Department's capability to provide effective, responsive services to Māori); a Māori language strategy; a Treaty of Waitangi Policy



statement; and a Future Leaders programme targeted to increase Māori in management.

These initiatives are expected to increase representation of Māori within all levels of the Department. The progress in this area will continue to be monitored and reported upon.

ADVISORY BODIES

Assurance Board

The Assurance Board assists the Chief Executive to ensure that the Department's risk management framework is operating effectively. In particular that:

- internal control and quality assurance environments are robust and enhanced where necessary
- operational, legal, financial, information technology, human resource management and security systems risks are identified and managed
- management of the offender environment is maintained with issues appropriately addressed where they arise.

The Board maintains professional oversight over the operation of the Department's internal audit and inspectorate functions and reviews progress in key risk areas through reports from internal audit, the inspectorate and from departmental management.

The Board's primary interest has been directed at reports providing assurance as to the secure custody and the safe, fair and humane treatment of offenders along with the maintenance of effective offender management and complaint resolution systems. The Board acknowledges there has been a positive operational response to matters requiring attention from these reports.

Risk management is an integral component of departmental operations. The identification and analysis of risk along with the development of mitigating strategies is an ongoing requirement, with regular reporting to the Chief Executive



and Senior Management Team. Formal departmental reporting on risk management is also provided to the Assurance Board.

Inmate Employment Advisory Committee

The Inmate Employment Advisory Committee (IEAC) advises the Chief Executive on: the implementation of Inmate Employment policy; the external and internal operation targets and financial performance; and the identification and management of risk arising from the Department's inmate employment activities.

The IEAC was formed in August 1999 when the Corrland Board was joined with the Inmate Employment Steering Committee. This was the first stage of integrating the inmate employment activities associated with the Department's farms and forestry assets with many of the inmate employment industries run by the Public Prisons Service.

Psychological Service Advisory Board

The role of the Psychological Service Advisory Board is to oversee the strategic direction and operational performance of the Service. This includes such tasks as overseeing the implementation of the Bicultural Therapy Model and monitoring the quality of forecasting and reporting. The Board also has a role assessing the efficiency, succession planning and development of current and potential management staff, and also monitors the efficiency of recruitment and retention practices.

The Board meets monthly and reports to the Chief Executive on a quarterly basis to provide him with advice on management and operational performance.

Chief Executive's Māori Advisory Group

The Chief Executive's Māori Advisory Group was established to provide direct advice and feedback to the Chief Executive on Māori issues. The Group ensures that the Chief Executive



is given advice on the strategic, policy and operational issues that affect Māori. In addition, the Group acts as a conduit for information to and from the Māori community on matters affecting them and the Department.

The Māori Advisory Group is used to support, develop and enhance the service now provided by the Department. The Group's aim is to enable the Department to become more responsive to Māori needs through a reduction in the high rate of re-offending by Māori.

TERMS AND DEFINITIONS

Bicultural Therapy Model

A method of therapy involving Māori tohunga (a spiritual expert or healer) working alongside prison psychologists to treat offenders.

Breakout escape⁴

Escape from a secured prison area that breaches a physical barrier. This definition has been further refined to include: *An escape where an inmate has breached security measures provided the inmate has physically left the area contained by the outermost perimeter fence, or if there is no such fence, prison buildings; police cell; vehicle or court complex or other place of custodial control; or from an officer escort anywhere.*

Criminogenic programmes

Programmes which address an offenders criminogenic (crime causing) needs. These needs are the risk factors that lead to offending behaviour. By addressing these, offenders are less likely to re-offend.

District Prisons Boards

The District Prisons Boards, established under Part VI of the Criminal Justice Act 1985, determine the release of offenders on parole when the offender is serving a prison term of more than 12 months but less than seven years. The Boards set conditions of release for offenders who are not eligible for parole upon their final release date.

Economic farm surplus (EFS) per hectare

The total cash income generated by a farm, with cash adjustments for the difference between opening and closing stock numbers and classes, and less the purchase of replacement stock. From this figure, farm operating expenses, less wages of management, are deducted. The net



figure is then divided by the effective area of the farm. The economic farm surplus per hectare is the most common and standard measure of a farm's performance and its performance in comparison with those of a similar group of farms in terms of their physical similarity.

Habilitation centre

An approved residential centre which operates programmes for offenders that are designed to identify and address the causes of, and factors contributing to, their offending.

IOM

Integrated Offender Management (IOM) is a co-ordinated, consistent approach to managing offenders across their sentence. It targets programmes and interventions at those offenders most at risk of further offending and address factors that are linked to an offender's offending.

IOMS

Integrated Offender Management System (IOMS) is the Department's computer system, which integrates the management of offenders. Information on individual offenders can be centrally accessed with no duplication or re-entering of data.

Māori Targeting Framework

A guide to the matching of services and programmes to Māori offenders

Māori Therapeutic Programmes

Specialist programmes substantively developed from a Māori perspective. They address offending-related and reintegrative needs.

NCES

The National Certificate in Employment Skills. This is a programme offered to inmates to assist them to gain the basic life skills needed upon release.

Non-return from temporary release

Refers to inmates released temporarily from prison who do not return at the appropriate time and are therefore counted as an escape from custody.

NZPARS

New Zealand Prisoners Aid and Rehabilitation Society (Inc).

Other escapes

Other escapes are defined as “walk-aways” and “escapes while on escort” (other than court-related).

Parole

The point of the sentence at which the Parole Board or a District Prisons Board may, but is not required to, release an offender pursuant to section 89 of the Criminal Justice Act 1985. An offender is released on parole from a term of imprisonment with standard conditions, including reporting to a Probation Officer, and special conditions which focus on rehabilitation.

Periodic detention

A community-based sentence where an offender makes reparation to the community. Offenders work in groups in the community and/or undertake rehabilitative programmes.

Recidivism Index

The proportion of offenders who are not re-imprisoned within 12 months of completing a sentence or order.



Rehabilitation Quotient

The proportion of offenders given an intervention who are not re-imprisoned within 12 months of completing a sentence.

Straight Thinking

A cognitive skills programme that aims to provide offenders with the opportunity to address one of the main factors contributing to their offending, namely the lack of critical reasoning skills required for effective social interaction.

Structured Individual Programmes

A 30-hour individual general programme developed under IOM specifications, to be run where specific programmes are not available.

Supervision

An alternative to imprisonment that involves reporting regularly to a probation officer, and may include attendance at an appropriate programme that deals with the cause of the offending.

Tikanga

Māori culture and values. Tikanga Māori is used in programmes by the Department in an attempt to change behaviour and reduce re-offending by embracing and acknowledging a Māori perspective.

Victim Notification Register

A register administered by the Department of Corrections and Police. It enables victims of serious offences to be notified when an offender has temporary release, comes up for a parole hearing, escapes or is about to be released finally.

Public Prisons Service

Auckland/Central North Island Region

- A** Auckland Prison
- A** Mt Eden Prison
- A** Mt Eden Women's Prison
- B** Ohura Prison
- C** Tongariro/Rangipo Prison

Waikeria Region

- D** Waikeria Prison

North Island West Coast/
Hawkes Bay Region

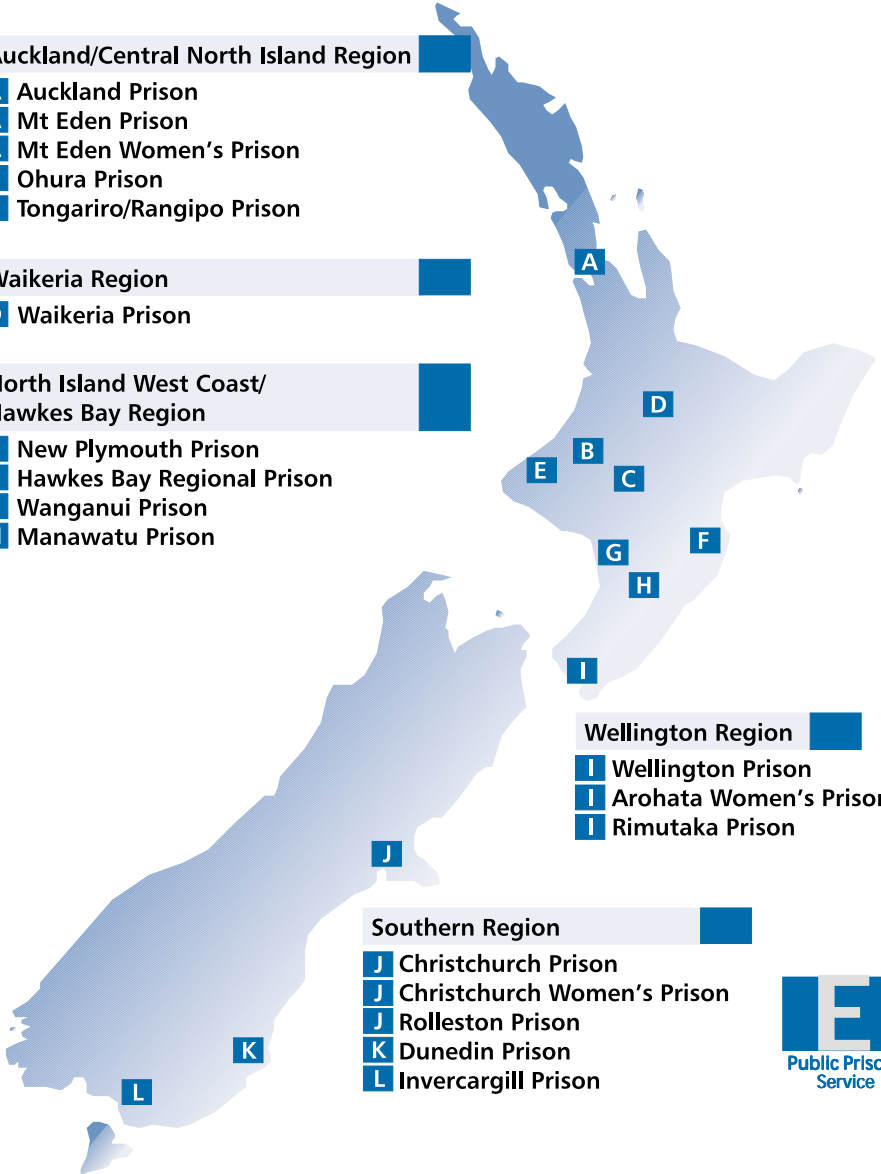
- E** New Plymouth Prison
- F** Hawkes Bay Regional Prison
- G** Wanganui Prison
- H** Manawatu Prison

Wellington Region

- I** Wellington Prison
- I** Arohata Women's Prison
- I** Rimutaka Prison

Southern Region

- J** Christchurch Prison
- J** Christchurch Women's Prison
- J** Rolleston Prison
- K** Dunedin Prison
- L** Invercargill Prison



Psychological Service

Northern Region

- Auckland Office
- Te Piriti Special Treatment Unit (Auckland Prison)
- Hamilton Office
- Palmerston North Office
- Rotorua Office
- Hawkes Bay Office



Southern Region

- Wellington Office
- Violence Prevention Unit (Rimutaka Prison)
- Christchurch Office
- Kia Marama Special Treatment Unit (Rolleston Prison)
- Dunedin Office



Community Probation Service

