



Contribution to Priorities and Delivery of Outcomes

A photograph of three Corrections officers in uniform walking down a long, brightly lit corridor. The officer in the center is a woman, and the two flanking her are men. They are all wearing light blue short-sleeved shirts, dark blue trousers, and black tactical vests. The woman in the center is holding a black leash attached to a brown dog on the right. The dog is wearing a blue harness. The corridor has a high ceiling with recessed lighting and a series of white pillars on the left side.

❖ Public Safety is Improved

A safe and secure Corrections system is fundamental to providing public safety in New Zealand, and to delivering an effective justice system.

Pressure on the prison network

Capacity pressures provide challenges to maintaining the integrity of sentences and orders and minimising the risks of harm to others.

Record prison population

Corrections has targeted strategies to manage an increasing prisoner population, these include certain prison capacity buffers as well as increasing the number of beds available at certain prisons.

The prison population reached a high of 8,906 on 29 June 2015, above the projected maximum of 8,393. This was the culmination of a pattern that has stretched throughout the financial year, with an average 2014/15 prison population of 8,732 compared to 8,460 in 2013/14. The higher than expected population has meant that standard, pre-prepared prison capacity has been full for the majority of the year, and more than half of prepared buffer capacity has also been utilised. The opening of Auckland South Corrections Facility and other additional beds in other parts of the estate are helping to address this pressure, and there is a planned net increase of 433 beds in 2015/16.

Increase in remandees

A major component of the increase has been in prisoners on remand. The average number of remandees has increased from 1,694 in 2013/14 to 1,977 in 2014/15. This increase has been even greater as a proportion of the prison population, rising to 23% of the total in 2014/15 from 20% in 2013/14. The higher number is itself a challenge for staff, as prisoner placements, interactions, and transportations all become more frequent and complex in line with the increase. Remandees represent a particular challenge as they are outside of the scope of most rehabilitation programmes, and have security and segregation requirements that are above those of average sentenced prisoners. In 2014/15 remandees have also been over-represented in violent incidents.



Minimising risks of harm to others

Corrections is committed to providing the safest possible environment for staff, the community, and prisoners. A multifaceted approach is in place to manage safety throughout the prison network.

Outcomes in 2014/15

Serious assaults are defined as “an act of physical violence that involves one or more of the following: sexual assault of any form and degree; bodily harm requiring medical intervention (assessment including medical treatment) by medical staff followed by overnight hospitalisation in a medical facility or bodily harm requiring extended periods of ongoing medical intervention.”

Serious assaults on prisoners by other prisoners decreased in 2014/15 compared to 2013/14. The number of serious assaults on staff increased by three compared to the previous financial year, but has continued a longer term decline from 2011/12.

The number of staff days lost to injury has decreased from 15,863 to 14,107. While we cannot link time lost due to injuries to the injuries' specific causes (such as assaults), the decline is a positive trend in terms of staff health and safety overall.

The number of non-serious and no injury assaults on staff and prisoners have increased between 2013/14 and 2014/15. While this is a matter that requires further strategic focus, it can be seen in the context of improved reporting as a result of the campaign to make violence in prisons unacceptable. It may also be linked to the increasing number of prisoners on remand (and with indicators of high-risk and complex needs), as these individuals do not have access to the full range of rehabilitative programmes, can be suffering from recent abuse of alcohol or drugs and can be volatile as a result of uncertainty while awaiting trials or sentences.

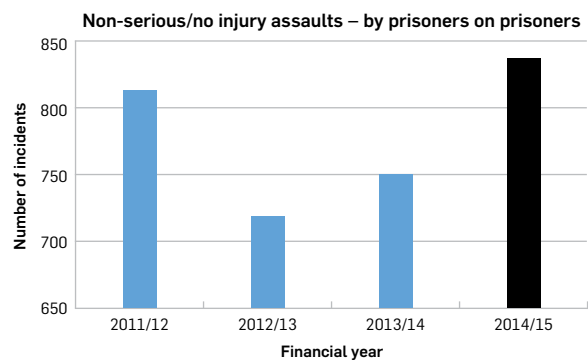
Zero tolerance for violence

Corrections has a policy of zero tolerance for violence, although it is sometimes unavoidable in the context of our work. In 2014/15 we have worked to transform attitudes towards violence in prisons, moving through the second year of our three year Staff Safety Plan. The plan has seen the introduction of new staff capabilities and reporting systems, designed to frame all violence as unacceptable.

Responding to assaults in prisons

We work in challenging environments with some of New Zealand's most violent individuals. Violence is always a risk to our staff, as many offenders use violent behaviour to resolve issues or express themselves.

Every violent incident is taken seriously, and staff are trained to respond immediately when such incidents occur. Staff in prisons carry radios and will be assisted within minutes of an alarm being activated. Additional staff can then bring the incident under control. Longer term responses can include moving perpetrators or victims to different units or facilities to reduce the potential for further violence, reviewing prisoner security classifications, changing our operational procedures, conducting internal investigations, or referring the matter to police to be treated as a criminal investigation. The safety of both prisoners and staff is our overriding priority, and we will continue working to reduce the harm caused by the offender population through prudent management of our estate, optimisation of the prison network, and investments in the capabilities and equipment of our staff.



Implementing the Staff Safety Plan

As part of our journey to becoming a Zero Harm Workplace, the department has implemented a number of major health and safety initiatives over the previous 12 months. Central to these has been the three year Staff Safety Plan, the second year of which was completed in June 2015. Numerous initiatives have been put in place, designed to improve the quality and suitability of equipment, to expand and enhance the capabilities of staff and to increase the transparency and effectiveness of Corrections' health and safety systems.

The Staff Safety Plan

The Staff Safety Plan is a comprehensive three year work programme, which began in July 2013. The plan is based on findings from the 2012 Staff Safety Expert Advisory Panel and has five priorities: visible leadership, enhanced staff capabilities, effective communication, more appropriate tools and resources, and improved processes, all of which are oriented to make staff safety their guiding principle. The plan's first year established a 'new normal' for Corrections' facilities, including a comprehensive campaign to reshape prisoner attitudes and make violence unacceptable, and an overriding consideration for the safety of staff in all contexts. In its second year the plan has seen new equipment, capabilities and organisational processes piloted and put in place, in line with the prioritisation of safety that has become standard practice.

Improvements to Personal Protective Equipment

By the end of June 2015 Corrections had reached an advanced preparatory stage in the deployment of several new items of Personal Protective Equipment (PPE) for prison staff. This equipment includes lightweight stab resistant body armour (SRBA), as well as on-body cameras and slash-proof gloves. Testing of these items has demonstrated their capacity to enhance the flexibility and effectiveness of responses to challenging situations within the prison environment, reducing the potential for violence to break out, escalate or expand.

Stab resistant body armour

Corrections' current stab resistant body armour (SRBA) is designed as an emergency response vest and is intended for use in high-risk weaponised environments. While these are necessary for some of the environments in which we operate, they have been found to cause overheating and fatigue, and are inappropriate for standard use.

The rollout of new, lightweight SRBA is expected to be complete by December 2015. The new SRBA is more suitable for longer periods of use, providing protection from most weapons encountered in prison environments and aligning more closely with the risk profile of Corrections' work. It is consistent with the specifications of SRBA used by New Zealand Police and offers a mounting solution for on-body cameras.

On-body cameras

On-body cameras were piloted in Rimutaka and Auckland Prisons between January and June 2014. The cameras were shown to have a calming effect on interactions between prisoners and staff, and staff reported that they felt safer and more confident when going about their duties. In all scenarios the trial showed positive outcomes, with a drop in prisoner related incidents of up to 20% compared to the same time in the previous year. Further testing of on-body cameras began at Arohata Prison on 18 June 2015. For further roll out of on-body cameras we are in the process of evaluating technology products that meet the operational requirements and maximises staff time efficiencies.

Slash-proof gloves

Slash and needle stick resistant gloves have been provided to all frontline custodial staff. These allow searches of prisoners and property to take place with substantially reduced risk, as investigators' hands are generally protected from being cut or otherwise injured by concealed objects. This improves the integrity of the prison system by making the concealment of contraband more difficult and enhances the safety of Corrections' staff when searches take place.

Enhancing staff capabilities

The capabilities of staff are central to success in any organisation, and Corrections is no exception. Over the 2014/15 financial year we have invested significantly in improving the capability of staff within environments that can be dangerous and unpredictable, and in which flexible and well-managed responses can have transformational positive impacts. As part of this, 2014/15 has seen the piloting of Site Emergency Response Teams and training to increase staff awareness of mental health and its impacts upon offender behaviour.



Site Emergency Response Teams

On the basis of Recommendation 8 of the inquiry into the June 2013 riot at the Spring Hill Corrections Facility, a Site Emergency Response Team (SERT) was developed at the facility as an effective pilot for such teams throughout the prison network. These teams are designed to bridge a capability gap between standard Control and Restraint and the Advanced Control and Restraint teams that can take some time to arrive at the site of an incident. The SERT pilot began on 1 April 2015, and positive results have led to an accelerated programme for establishing SERTs across the prison network.

Mental health awareness

Mental health awareness training for staff has been expanded in the 2014/15 financial year. A suite of information has been created within the Community Probation Practice Centre online resource, which includes guidelines for staff to recognise and respond to offender behaviours that may be influenced by the state of their mental health. All staff are encouraged to build knowledge, understanding and skills around issues of mental wellbeing, and all probation staff will take part in a training programme for Mental Health and Suicide Awareness.

Physical Readiness Assessment

A Physical Readiness Assessment has been piloted at several sites, to ensure that custodial staff are able to meet the physical demands of responding to emergency situations.

On-body cameras improved interactions between staff and offenders in all tested scenarios

Site Emergency Response Teams were successfully trialled at Spring Hill Corrections Facility, and are being expanded to an additional three sites

Organisational changes

Changes have also taken place at the national level, in particular with the establishment of the Executive Leadership Health and Safety Governance Committee. The Committee is chaired by the Chief Executive, and works to demonstrate leadership by exercising active oversight of significant operational issues relating to health and safety, as well as providing strategic governance in this area. Initiatives of the committee have been wide ranging and include systematic reviews of the most significant health and safety risks of Corrections' activities, and developing targeted measures to improve the safety of critical exposures. Areas investigated by the committee include the use of quad bikes, the protection of staff from Hepatitis B and the safety of Corrections' vehicle fleet.

Integrity of prison sentences

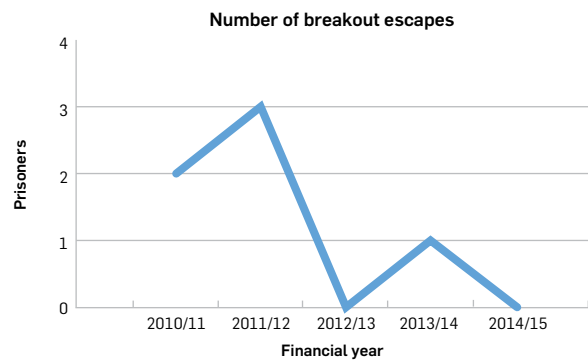
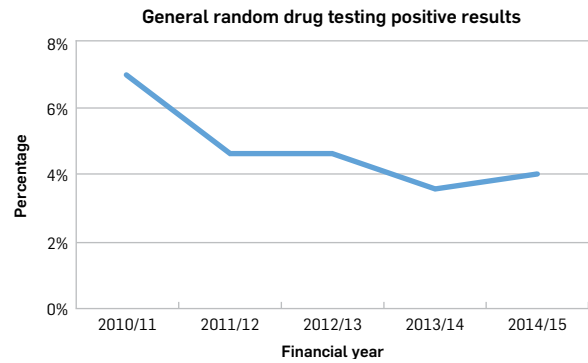
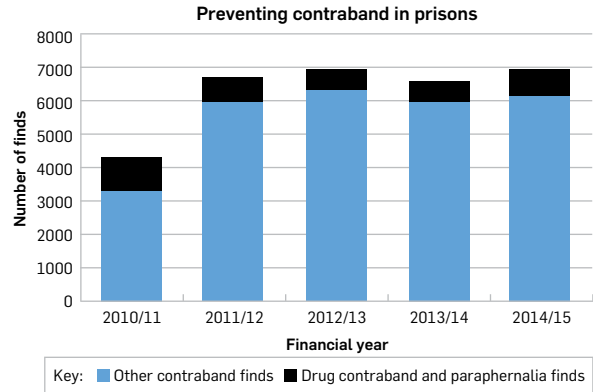
Preventing prisoner access to alcohol and drugs

Preventing prisoners from accessing alcohol and illicit drugs is of significant importance to maintaining the integrity of prison sentences and is challenging in a prison environment. Such substances can counteract efforts towards rehabilitation, especially for prisoners with histories of abuse, addiction or dependency. During the 2014/15 financial year 4,454 drugs tests were carried out in prisons under the general random drug testing regime, to assess the scope of the problem and the effectiveness of countermeasures. For the second year in a row the percentage of general random drug tests that returned positive results was 4% or lower, outperforming our target of 6% or less. The number of general random drug tests sampled was higher than in previous years (4,295 tests in 2013/14 and 4,454 tests in 2014/15) and the results represent an encouraging decline in the ability of prisoners to access drugs while in prison.

Improving site security

We are continually striving to improve upon our high standard of prisoner management, in line with our success in reducing numbers of escapes over time. Investment is ongoing in a range of security improvements across Corrections' network, including the installation of new detection and surveillance systems, enhanced perimeter fencing and the introduction of single entry-points at all prisons.

Looking ahead, \$40 million is being invested in upgrades to five prisons as part of our Prison Development programme. This will further improve site security and provide better facilities for rehabilitation, reintegration and training.



Reduced opportunities for escape

Zero prisoners have broken out of prison in 2014/15, and such breakout escapes have remained below three per year for the last four years. The six escapes that did occur in 2014/15 are classified as prisoners absconding or breaching temporary release, because they occurred when the prisoners were already outside of prison. Two of these were during escorts to hospital, two during escorts to court, one from a prisoner work party outside of the prison, and one during an overnight temporary release. The department is taking steps in each of these areas to prevent similar events occurring in the future.

Escorted transits are one of the most common situations in which prisoners find opportunities to abscond. There are an average of over 60,000 transportations of prisoners each year and over 50% of these are between prisons and district courts. Each movement requires a secure escort provided either by Corrections or a contracted security provider, and Corrections currently maintains a fleet of over 100 vehicles for this purpose.

In 2010 we began the use of Audio-Visual Link (AVL) connections. These allow prisoners to attend remand hearings via a video link rather than appearing in person, resulting in fewer needing to leave secure facilities to make court appearances. This significantly reduced the need for transits and escorts, in turn reducing the risk of prisoners attempting to escape, acquiring contraband, or becoming violent during transport.

Our use of AVL connections reduced escorts of prisoners to courts by more than 3,500 in the six months to June 2015.

AVL has also contributed to our efforts to reduce re-offending, as it increases prisoners' capacity to access rehabilitative programmes. Prisoners who are required to attend specific courts were previously held at sites close to the courts, even when appropriate rehabilitation services were only available at a different site. With the introduction of AVL, prisoners can now be held at facilities that do provide appropriate rehabilitation, and can attend court hearings through an AVL video link.

AVL also provides an opportunity for prisoners to maintain contact with friends and family, even when they are housed at a distant prison site.

Number of other escapes

Financial Year	From Escort	Breach of temporary release	Abscond
2010/11	2	0	0
2011/12	5	0	2
2012/13	1	0	0
2013/14	1	0	0
2014/15	4	1	1

Breach of temporary release

A high profile incident occurred in late 2014, when a prisoner breached a 72 hour temporary release for home leave and left the country. Temporary releases are common practice for low security prisoners and can be central to successful reintegration. An approved sponsor was required to monitor the prisoner during his time outside of prison.

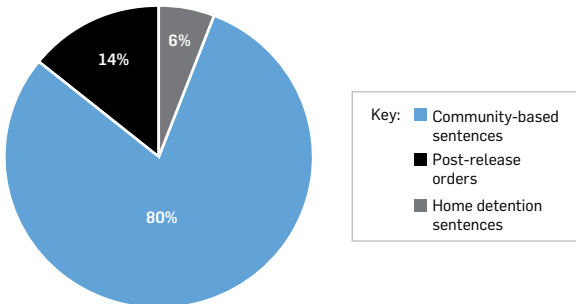
Corrections responded quickly to this incident, with all temporary releases suspended within five days of the breach. An internal review resulted in a ten point action plan and thirteen recommendations, all of which have been responded to by the department. Actions taken on the basis of the review and other investigations included the suspension of all temporary releases until new approval and monitoring systems were put in place, reviews of the psychological treatment and temporary releases of higher-risk prisoners, the exploration of closer links with New Zealand Customs Service and a wider inter-agency review into the sharing of information on offenders' identities.

Advisory panels have been established in the wake of the escape, to provide a range of perspectives and information to prison directors when activities and interventions outside the prison perimeter are considered. Advisory panels are multi-disciplinary teams of Corrections' staff, external agencies, and community representatives, who provide advice to enable more purposeful decision making. The inquiry into the escape, as well as amendments to the *Parole Act 2002*, have created an opportunity to enhance the pre-release phase of offenders' sentences. In the future, temporary releases may be utilised as part of a graduated pre-release pathway.

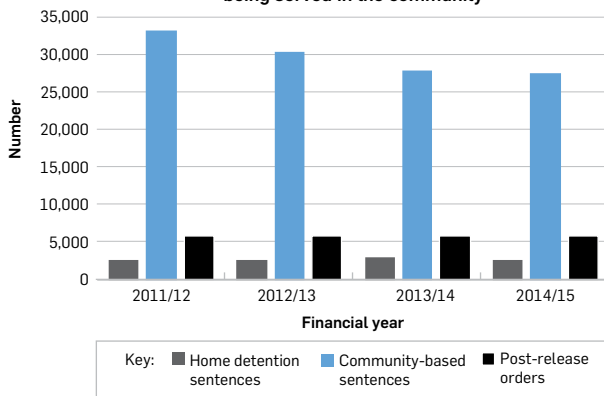
Offenders in the community

Maintaining the integrity of sentences and orders served in the community, and holding offenders to account.

Offenders serving sentences and orders in the community



Average number of sentences and orders being served in the community



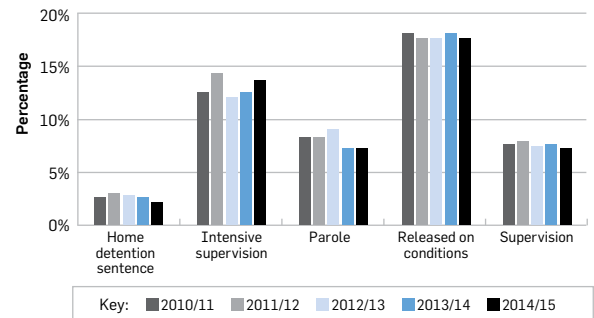
Managing offenders in the community to minimise risks of harm to others

An offender assessed as temporarily posing unusually high-risk of harm to another person or persons is managed in a more restrictive manner, to control and reduce the level of risk. Levels of supervision are responsive to regular risk assessments by probation staff.

The graph represents the rates of offences against the person (ie 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 violent offending among offenders under their management.

Re-offending involving offences against the person while on a sentence or order and within the 12 month follow up period resulting in a reconviction



Mandatory standards; ensuring compliance with sentences and orders

Compliance with sentences and orders is achieved when offenders comply with all directives and restrictions inherent to the sentence or order (attendance at programmes, non-association orders, residential or employment restrictions), are subject to appropriate consequences in the event of non-compliance, and complete the imposed sentence or order.

Any failure by an offender to comply with a requirement of the sentence is considered to be non-compliance. This could include failure to report as instructed, breaking a curfew, or failure to advise of an address change.

A key component of ensuring compliance, and that appropriate action is taken in the event of non-compliance, is ensuring that probation staff comply with a set of Mandatory Standards of Practice. The Mandatory Standards of Practice are designed to measure the quality of service provided by Corrections.

An average of around 29,500 offenders were being managed in the community at any one time in 2014/15. Probation officers manage the sentences and orders of these offenders, and the table below reports the percentage of offenders that were managed in accordance with our Mandatory Standards of Practice. The table shows that more than 92% of these sentences and orders have been managed appropriately for at least five consecutive years, and in most cases this figure has been above 95%.

Mandatory Standards of Practice are unique to each sentence or order, setting the minimum level of service to be delivered to each offender. New Standards of Practice for probation officers came into effect on 1 July 2015, and replaced ones that had been in place for the previous five years. The new Standards of Practice focus on the optimisation of rehabilitative outcomes, and streamlining practice across all sentences and orders to centre our efforts on offenders.

Compliance with sentences and orders

Financial Year	Home detention sentences	Community-based sentences	Post-release orders
2010/11	95%	96%	–
2011/12	98%	96%	98%
2012/13	98%	93%	98%
2013/14	95%	92%	96%
2014/15	95%	95%	97%

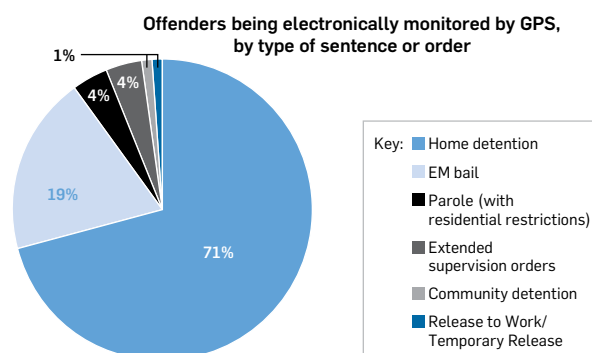
Improvement and expansion of Electronic Monitoring

The 2014/15 financial year has seen the standardisation and expansion of Corrections' Electronic Monitoring (EM) capabilities, representing an advance in our management of offenders on community-based sentences and orders. The number of EM providers has been reduced from three to one, standardising the procedures and accessibility of EM and providing a reliable and dynamic set of capabilities. More than 3,500 offenders were being monitored electronically by the end of June 2015.

Corrections' Electronic Monitoring services have been transitioned to a single provider, with a single contract and a consistent set of capabilities. Services were previously provided through four contracts with three providers, with a range of different systems that provided different capabilities and required different skill sets and procedures to be used to their full capacity. Standardisation has made EM consistent across regions and sentence types, and the single contract allows for monitoring of a much higher number of offenders without a significant increase in costs.

The standardisation also improves the transferability of skills within Corrections, as staff will no longer need to become familiar with a new set of procedures and systems when they move from one area of EM to another.

Corrections' staff, including probation officers and a dedicated National EM Response Team, use the 3M system to access information on an offender's prohibited movements, as well as the areas and times in which they are permitted to travel and whether these are breached. When police are called to respond to breaches or tamper alerts, they can now be given real-time information about an offender's location and movements, and a record of these is retained in 3M's system for use in follow up responses.



Drug and alcohol testing of community-based offenders

On 26 February 2015, the first reading was made of a bill to allow drug and alcohol testing of offenders on community-based sentences, when they are subject to conditions prohibiting consumption or use. At present, such offenders are held to their conditions on the basis of observations and circumstantial evidence, neither of which provides consistent and reliable information for staff to identify and respond to violations. When the bill is passed it will enable Corrections and police to require such offenders to undergo drug and alcohol testing, greatly improving our capacity to hold offenders to account and maintain the integrity of their sentences.

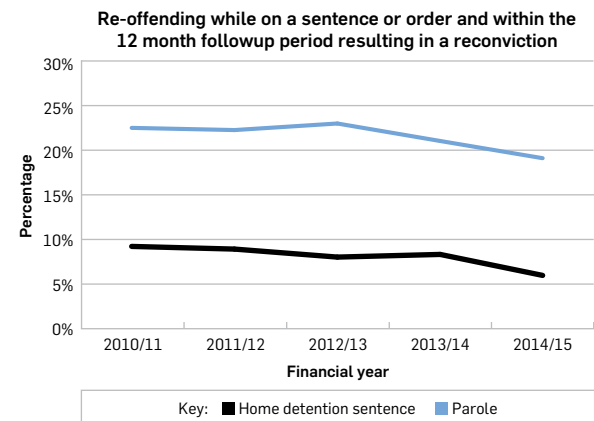


The Judiciary and New Zealand Parole Board

Corrections works with the Judiciary and New Zealand Parole Board (NZPB) to ensure that they make informed decisions. The first priority is maintaining and improving public safety, followed by promoting rehabilitation to contribute to reducing re-offending. In line with these, Corrections provides advice and documentation to support the organisations' assessments, helping them to make decisions that are appropriate for the individual circumstances of each offender.

We regularly compile information into integrated reports, which work through complex risk factors that can impact upon offenders' abilities to complete sentences and orders, to put forward appropriate recommendations. These reports:

- > assess the level of risk that an offender poses to those around them and the wider public
- > detail previous breaches of sentences and orders by the offender
- > detail the risk of escape
- > detail support available to the offender through family/whānau and
- > detail the potential for employment opportunities following release.



7,932
reports were provided to the New Zealand Parole Board in 2014/15

39,736
reports were provided to the courts in 2014/15

Public protection

Public protection orders and extended supervision orders.

In December 2014 two Acts were passed that enhance Corrections' ability to control high-risk offenders who have come to the end of prison sentences, allowing us to reduce the risk that such individuals pose to the safety of others. These bills are the *Public Safety (Public Protection Orders) Act* and *Parole Amendment (Extended Supervision Orders) Act*, and are aimed at protecting the public from serious violent and sexual offenders.

The first Act established a legal framework for public protection orders (PPOs); High Court orders that allow for the indefinite detention of individuals who have served a prison sentence but continue to pose an imminent risk of serious sexual or violent re-offending. These individuals will be housed within a secure and independent residence on the grounds of Christchurch Men's Prison. They are civil detainees rather than prisoners, but their residence is controlled by Corrections and they are not permitted to re-enter the community.

Corrections will conduct reviews of each PPO on either an annual or biannual basis, and the orders will be reconsidered by the High Court at least once every five years. Lifetime detention is allowable under the law, but in each case an offender plan will be developed to set out milestones for eventual rehabilitation and release.

The second Act enhanced extended supervision orders (ESOs), allowing serious sexual and violent offenders to be monitored by Corrections after the end of prison sentences. ESOs hold offenders to a set of conditions following release from prison; previously these had been limited to ten years following release and could only be applied to child sex offenders. Conditions can now be renewed after the initial ten years, and can be applied to any sexual or violent offender who poses a serious risk to the community (although not so serious as to be held under a PPO). This means that the movement and activities of such offenders can be controlled, reducing their likelihood of entering situations where they are likely to re-offend. ESOs ensure that offenders remain visible to relevant agencies and that risks are identified and managed appropriately, without the restrictions that a prison sentence or PPO would place on the life of the offender.

Victims of Crime Reform Bill 2014

Under the law that came into force on 6 December 2014, the Department of Corrections has altered the way in which we keep registered victims notified about the status of those who offended against them. We are now required to notify victims of:

- > all breaches of sentences and conditions by relevant offenders, not just breaches of parole, home detention and extended supervision, and advise victims of the Act that has been breached
- > the deaths of any relevant offenders, not just those in prison, on home detention or extended supervision, and specify the sentence or conditions that the offender was serving at the time of death and
- > any application by a relevant offender or their probation officer to have a sentence of home detention cancelled and substituted with another sentence.

The way that victims receive notifications at the end of an offender's sentence has also changed. Previously a letter was sent to victims two weeks before the expiry of home detention or extended supervision sentences. The new legislation requires Corrections to notify victims about the end of all relevant sentences, and prior to the end date of release on conditions and parole.

Quality of victim notification services

There have been zero justified complaints made about victim notification services during 2014/15. This is in line with our target and an improvement on the two justified complaints received in 2013/14. This is a positive result and demonstrates year-on-year improvement.





❖ Re-offending is Reduced

Working towards our target of a 25% reduction in the rate of re-offending.

Reducing re-offending through our six areas of focus

Corrections has developed targeted strategies to reduce re-offending by 25% by 2017, through six areas of focus:

- > tackling alcohol and drug abuse
- > more rehabilitation that works
- > interventions delivered by probation staff
- > education, jobs skills and working prisons
- > real jobs on release, and
- > partnering with iwi and community groups.

Work in these areas will help offenders address the reasons behind their offending and give them the skills, training and experience to make positive changes in their lives. By strengthening rehabilitation and reintegration opportunities for offenders we can reduce re-offending and improve public safety, while contributing to reducing crime overall in New Zealand.

Tackling alcohol and drug abuse

Drug and alcohol abuse is a major driver of crime. Two-thirds of New Zealand prisoners have substance abuse problems and over 50% of crime is committed by people under the influence of drugs or alcohol. By tackling this issue we can help offenders to lead offence-free lives following the completion of their sentences.

We provide alcohol and other drug (AOD) treatment in prisons through six month and three month intensive programmes. In the second part of this financial year we aimed to increase the number of such programmes and lift prisoner participation, and to provide a range of brief interventions to prisoners through our health staff. More than 4,800 brief interventions had been delivered by the end of 2014/15, against a target of 4,300.

We have also worked to achieve earlier identification of community-based offenders who have problems with drugs or alcohol, and to refer them to appropriate rehabilitative services. Over 14,000 drug and alcohol rehabilitation interventions were delivered to community-based offenders by probation officers in this financial year.

More rehabilitation that works

This year:

- > More than 1,300 community-based offenders have received the Medium Intensity Rehabilitation programme (MIRP), above our target of 1,135
- > Over 300 prisoners received treatment in Special Treatment Units
- > The overall number of interventions delivered under this area of focus was above 11,000, well beyond our target of 9,625.

The MIRP is a group-based programme for male offenders aged 20 years and above, with a medium-level risk of re-offending and specifically identified rehabilitative needs. Offenders are encouraged to address the thoughts, attitudes, and behaviour that led to their offending, and are aided in developing strategies to maintain positive change. The programme is available to offenders in prisons as well as those serving sentences in the community, and is delivered by trained programme facilitators.

Key factors targeted for change by the programme include:

- > violence propensity
- > anti-social attitudes
- > poor self-control and impulsivity
- > alcohol and drug abuse, both as a rehabilitative need and a health issue.





Family violence is recognised as a significant and costly social problem in New Zealand, with over 50% of violent crime being related to family violence.

Corrections is piloting a new Community Family Violence programme, created in collaboration with professional programme designers and representatives from a range of providers and agencies, including NZ Police, Ministry for Women, Ministry of Social Development, and the Ministry of Justice. We have been guided by research when considering the best way to design this programme and to target offenders.

In October 2014 we began a multifaceted Family Violence programme (FVP) pilot, with 13 suppliers to test the effectiveness of different models of programme delivery. The pilot is scheduled to be completed in September 2015, and will enhance our base of knowledge and by extension our capacity to provide effective, evidence-based FVPs in future years.

The rehabilitation of young people is another area of particular importance. Young offenders re-offend more frequently and more severely than other offenders and, if they fail to establish a law-abiding lifestyle, their cycle of

offending will last for longer and have a greater social impact than would be the case for older offenders. Young people are also more susceptible to change, and the benefits of positive change will last throughout their life.

Programmes within our ongoing Youth Strategy include the Young Offender programme and Mauri Toa Rangatahi. The first of these is a 16 week prison-based programme, which works to address the rehabilitative needs of medium-risk men under 20 years of age. The second programme is for 17-19 year old male offenders serving community-based sentences, and includes group and one-on-one sessions that address issues such as substance abuse, lifestyle balance, and personal supports.

We have also introduced the Parenting with a Purpose programme to offenders, designed to support them to improve their parenting skills and strategies. This will teach pro-social values and behaviour, reducing the exposure of children to ineffective parenting and poor role models. The programme aims to counteract intergenerational cycles of offending, which feeds into our goals within the Youth Strategy and reducing re-offending.

Interventions delivered by probation staff

Probation staff play a crucial role in reducing re-offending. Working on the frontline, they have the ability to make important decisions that can make a real difference to people's lives. Research shows that a reduction in reconvictions can be achieved by probation officers using the risk, need and responsivity framework in daily interactions with offenders. In line with this, our frontline probation staff are trained to deliver brief relapse prevention and motivational interventions to offenders.

Over this financial year, this area of focus has seen:

- > over 3,000 offenders on community-based sentences receive education and job skills training
- > more than 7,000 community-based offenders receive rehabilitation interventions from probation officers
- > almost 28,000 relapse prevention interventions delivered to community-based offenders.

Education, jobs skills and working prisons

People in regular employment are less likely to offend or re-offend. However, due to their criminal histories and often limited education, many prisoners experience significant difficulty in finding jobs upon release. Addressing this difficulty is vital to achieving success in reducing re-offending.

The working prisons initiative is designed to turn prisons into centres of treatment, learning and industry, with programmes that simulate a 40 hour engagement week for prisoners. By the end of 2014/2015, seven prisons have been converted to the working prisons model, and the initiative continues to be rolled out across the network.

An important part of the initiative is the formation of partnerships between Corrections and other organisations. These partnerships provide opportunities in both learning and industry, as well as providing skills and employment opportunities upon release.

Partnerships with other government departments is an area that Corrections is actively increasing. There is a partnership between Housing NZ and Corrections for prisoners to refurbish homes at Spring Hill Corrections Facility. A total of 125 houses are scheduled to be refurbished over a five year period. Prisoners are able to gain valuable work experience, and earn New Zealand Qualification Authority credits that count towards a National Certificate in Construction Skills.

A further partnership with the Department of Conservation is currently under discussion with a variety of initiatives already identified. These include assisting with the making of wooden bridges and pathways as well as providing native plant nurseries. All these initiatives include training which provide prisoners with skills and qualifications to gain sustainable employment upon release.



Real jobs on release

Recent data has shown that up to 60% of offenders in prison were unemployed prior to imprisonment. In addition, we know that people who find stable employment on leaving prison are significantly less likely to commit crime in the 12 months following their release.

By partnering with employers and industries we have worked to help more prisoners find employment when they leave prison. The search for a job begins in prison and continues once they return to the community.

Training, case management and cooperation with Work and Income all form part of our efforts to improve prisoners' ability to find work upon release.

During this financial year:

- > over 5,500 community-based offenders have received assistance to find stable employment
- > almost 1,500 prisoners received improved services to assist them in finding stable employment.

The Department of Corrections and Work and Income, through a formal agreement, are working on initiatives that will see prisoners as a priority group who will receive work brokerage support prior to leaving prison. Having prisoners engaged in the job search earlier will see them employed sooner and will likely reduce their flow to the beneficiary system. It is anticipated that with this support, a reduction of long-term benefit liability, as well as building on efforts to reduce re-offending will be achieved.

Agencies consider that the number of prisoners who go on to become long-term beneficiaries or return to prison can be significantly reduced by making concrete improvements in two key areas over the short and longer-term. The first is achieving better integration of Corrections and Work and Income services pre-release, ensuring that prisoners know they will be expected to seek employment following release, and supporting them to do so. The second is stronger support and incentives for prisoners following release, supporting those that have been educated, trained, and rehabilitated to find employment. These initiatives will have positive implications for long-term benefit liability as well as reduce their risk of re-offending.

In supporting offenders to gain employment, Corrections purchases employment-supported services that provide job searching and in-work support to offenders. The in-work support assists prisoners for the first 6 months of their employment.

Work has continued with a range of groups to provide **rehabilitative and reintegrative support** to offenders

75%
of prisoners have demonstrated measurable gains with literacy and numeracy

Partnering with iwi and community groups

Corrections works with several iwi and community groups, which have proven results in rehabilitation and helping prisoners to return successfully to their communities.

We have worked closely with these groups in this financial year, to improve the design and delivery of contracted services. Offenders often find themselves in unique and challenging circumstances when they are released from prison, and services need to be tailored to meet the individual needs of these offenders and their whānau or family support networks. Improvements have been agreed to the supported accommodation service, which will see an additional 140 offenders receive support in seven additional provincial areas from 2015/16. A new emergency accommodation service has also been contracted, which will support up to 250 offenders in the time immediately after they are released from prison.

Our use of results-driven contracts has linked the purchasing of services to outcomes that make a difference, putting increased emphasis on helping offenders to live law abiding lives on the completion of their sentences. This includes maintaining suitable accommodation and sustainable employment.

Corrections has continued to work with a range of groups to provide rehabilitative and reintegrative services to offenders. These include Prisoner's Aid and Rehabilitation Societies, which provide general reintegrative support; the Salvation Army, Anglican Action, and the Salisbury Street Foundation that provide accommodation support; and the Problem Gambling Foundation and Alcoholics Anonymous, which provide targeted forms of addiction counselling and support.

Offender education

Supporting offenders to gain education and achieve recognised qualifications is an essential component of reducing re-offending. A stable job is one of the most fundamental components of a law-abiding lifestyle, and qualifications and education are key to enhancing an offender's employability.

Without basic English literacy and numeracy skills, offenders are limited in their ability to gain qualifications and secure employment. Not having these skills will impact on all aspects of offenders' lives, making it more difficult to gain employment and contributing to re-offending. While offenders are in our custody we have an opportunity to support them to lift their skill levels and improve their chances of gaining employment on release.

Embedded literacy and numeracy

Over 60 education, community and employment staff have participated in embedded literacy and numeracy training across the regions in the past year. The training is provided by Adult Literacy Education and Consulting Ltd and enables staff to attain the National Certificate in Adult Literacy and Numeracy Education (Vocational) Level 5.

Over 80% of participants have graduated with this qualification and are now able to use the Literacy and Numeracy for Adults Assessment Tool developed for national use by the Tertiary Education Commission. They are also able to support learners to lift their literacy and numeracy skills in various learning contexts.

In total we now have over 140 qualified staff in prison and the community who can embed literacy and numeracy within their learning and industry environments. Embedded literacy and numeracy can support those who are wanting to attain Level 1 and 2 qualifications.

Implementation of Secure Online Learning

During 2014/15, the department has developed, tested and implemented 14 Secure Online Learning computer suites across 11 prison sites. The Secure Online Learning solution allows carefully selected prisoners restricted access to 12 pre-approved educational websites, including sites that improve literacy, numeracy and digital skills, and provide access to NCEA subjects, Te Reo Māori, drivers licence theory, budgeting, careers guidance and job search skills. The implementation has involved the upgrade of prison IT infrastructure and provision of modern IT equipment for existing computer suites.

The implementation solution follows a successful pilot at Christchurch Men's Prison Youth Unit in 2014. Youths achieved statistically significant gains in reading and numeracy skills at twice the rate of similar age students in the community, and also achieved more NCEA credits than their peers had in the previous year.

Memorandum of Understanding with the Tertiary Education Commission

Early in 2014, Corrections and the Tertiary Education Commission (TEC) signed a Memorandum of Understanding (MOU) to enable a more collaborative achievement in rehabilitation, education, and employment.

As a result of this MOU, for the first time, tertiary education organisations were able to submit bids for delivery of prison-based education services, as part of the TEC's level one and two qualification competitive funding process. The education market responded strongly to this, and the department was able to grow the number of learner places for prisoners from around 900 to 1,700 per annum. In addition, this allowed for a greater focus to be placed on education at each prison site, and allowed for a wider range of qualifications to be made available for prisoners, including an ongoing focus on trades training and the National Certificate in Educational Achievement.

Offender employment

Assisting offenders to gain meaningful and fulfilling employment can be central to breaking the cycle of re-offending. International research has shown a positive link between the stability, income, and satisfaction gained from work and a reduction in an offender's likelihood to re-offend. Employment can provide structure and purpose in a person's life, and can cement an offender's transition to a sustainable and law abiding lifestyle.

The following outcomes make up Corrections' framework for offender employment:

- > Forming a pathway to stable, real jobs on release
- > Representing the most cost effective way for offenders to gain experience and skills
- > Avoiding unacceptable risks to public safety.

Industry and training within prisons

Industries that operate within prisons, as well as activities that are required for prisons to be run, provide valuable opportunities for offenders to gain education, training, skills, and experience, and to develop a sound work ethic. It can also assist prisons to become more self-sufficient, and reduces operational costs by minimising the need for external workers.

Corrections seeks to be dynamic in its provision of training and industries within prisons, aligning these with the skills and rehabilitative needs of prisoners, the requirements of local industries, the direction of the national economy and the goals of the wider public service.

A further initiative aims to optimise employment outcomes through changes to prisoner placements. If a prisoner has basic construction skills and comes from a region where construction skills are in demand, then they will be placed in a prison that encourages training or employment in construction. This rationalises the supply of training programmes and avoids the need for every programme to be offered in every prison.

Industries currently available within prisons, which contribute to effective functioning of the sites, include laundry, cleaning, and asset maintenance. Other industries for which training or employment programmes are available include horticulture, painting, construction, joinery, wood carving, light engineering, catering, and landscaping.

Release to Work

Release to Work is an employment programme that allows eligible prisoners, who have demonstrated an active commitment to building a law-abiding lifestyle, to take part in employment away from the prison site. Advice on prisoners' suitability and eligibility is provided by multi-disciplinary panels, which provide similar support for all temporary releases. The programme allows prisoners to develop or maintain the skills and habits of normal employment, and to rebuild contact with employers and the general public.



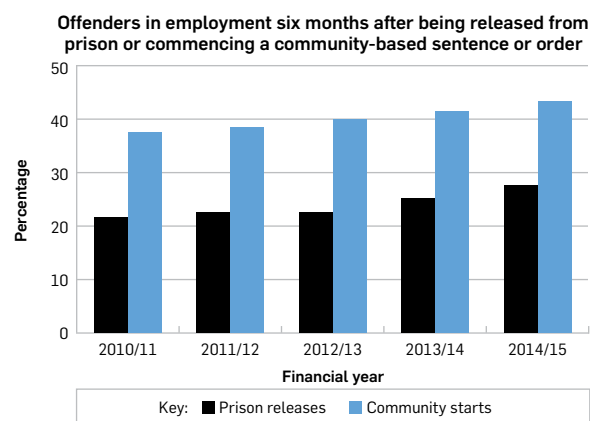
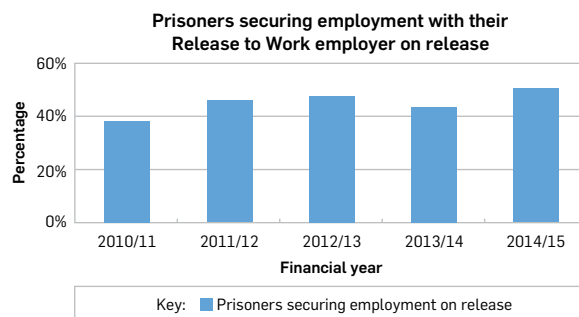
Employers engaged in the Release to Work programme are encouraged to offer permanent and sustainable jobs to their Release to Work workers following release. In the 2014/15 financial year, 50% of prisoners who took part in Release to Work gained permanent employment with the same employer at the end of their prison sentences.

In the community

Community probation works alongside community organisations and employers to support offenders to gain and maintain sustainable employment. Probation officers can provide several forms of assistance to offenders serving community-based sentences, including linking them to potential employers, ensuring the provision of appropriate training and employment support services, and organising contact between the offender and Work and Income.

Future initiatives

Corrections is finalising a new offender employment strategy and has introduced a set of planning tools designed to focus each site's mix of training and employment-based activities. This will better align prisoners' employment readiness with the needs of the local employment market. This initiative, along with our efforts to strengthen partnerships with local industry, will be a catalyst for us to achieve medium-term improvements in the opportunities for prisoners to attain sustainable jobs on release.



Working prisons

Working prisons are designed to engage prisoners in a 40 hour week with activities in industry, treatment, and learning, in preparation for release and reintegration. The 40 hours are made up of activities within the four pillars of a working prison: rehabilitation and reintegration, education and training, employment, and other constructive activities. These help to optimise prisoner pathways, and help them develop skills, experience and behaviours that will assist them in finding employment and stability following release. Through this focus on preparing prisoners for life following release, working prisons have become a key part of our efforts to reduce re-offending by 25% by 2017.

Activities that have taken place within the framework of the working prisons initiative include:

- > Expanded opportunities for prisoners to attain education qualifications through the Tertiary Education Commission and other providers
- > Greater attendance at rehabilitative programmes with a particular focus on provision to short-servers
- > A new café and catering business onsite at Auckland Region Women's Corrections Facility whose customers include local businesses
- > Partnerships with other government departments in which prisoners are provided with skills and qualifications to assist in gaining sustainable employment upon release.

Three sites, Auckland Region Women's Corrections Facility, Rolleston Prison, and Tongaririo/Rangipō Prison, became fully functional working prisons in December 2014. Four more sites, Hawkes Bay Regional Prison, Northland Region Corrections Facility, Otago Corrections Facility, and Spring Hill Corrections Facility, had completed their transitions by 30 June 2015. Nine remaining sites, Arohata Prison, Auckland Prison, Christchurch Men's Prison, Christchurch Women's Prison, Invercargill Prison, Manawatu Prison, Rimutaka Prison, Waikeria Prison, and Whanganui Prison, are completing their transitions and aim to be achieving 100% engagement by 2017.



Responding to offenders' reintegrative needs

Continued funding for Out of Gate

Justice Sector funding for Out of Gate has been extended for another 12 months. The Out of Gate service supports offenders at a particularly vulnerable stage of their lives, when they are released from prison and reintegrating into the community. While in prison offenders are isolated from society and support networks, and upon release they often have little money, few relationships and no job or accommodation. Out of Gate works with them both before and after release, supporting offenders through every aspect of their reintegration. This can include assistance to attend doctors' appointments, set up bank accounts, prepare for interviews or write CVs to apply for employment, and maintain programmes of rehabilitation and other forms of treatment.

The services within Out of Gate are provided by a number of organisations within the community. These include Presbyterian Support, Goodwood Park Healthcare Group, CareNZ, Healthcare of New Zealand Ltd, and the National Urban Māori Authority. By working with these organisations Corrections can help to make an ongoing difference in the lives of offenders, turning their release from prison from a time of vulnerability to one of renewed, positive involvement in their communities.



More than
4,000
prisoners have been referred to Out of Gate for post-release reintegrative support

Reducing the rate of re-offending

In May 2012, Corrections committed to achieving a 25% reduction in the rate of re-offending by June 2017. This would see the re-offending rate drop to 22.6% from the 2011 baseline of 30.1%.

Over the past three years Corrections, with the support of other agencies, has made significant progress towards the target by focusing our efforts on preparing offenders for employment, expanding and strengthening rehabilitation and reintegration programmes, and tackling alcohol and other drug abuse to support offenders to live crime-free lives in the community.

In February 2014 we reached the halfway point (12.6%), however our progress has since slowed (see graph below). Although the number of prisoners reimprisoned and the number of community-based offenders reconvicted has fallen since June 2011, the increase in the proportion of offenders with more entrenched and complex issues has made achievement of the target more difficult.

Table 1 (opposite) shows the results of outcomes analysis for our rehabilitation and reintegration programmes and interventions for the 2014/15 year.

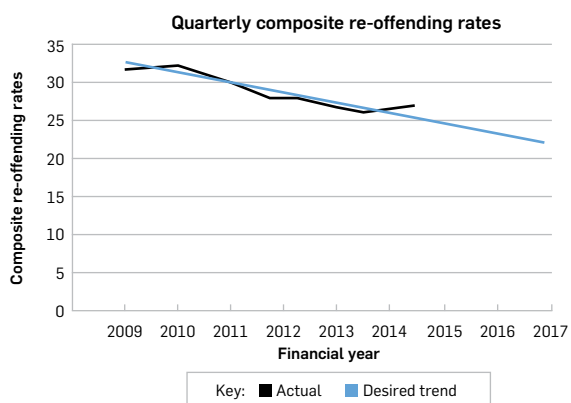


Table 1: Rehabilitation Quotient scores (reimprisonment and reconviction, 12 month follow up) for prison and community interventions.

Prisoner interventions	Reimprisonment (12 month follow up)	Reconviction (12 month follow up)
Special Treatment Unit Rehabilitation programme	-9.2	-17.1
Special Treatment Unit – Child Sex Offender programme	-2.2	-4.1
Medium Intensity Rehabilitation programme	-5.2	-4.2
Young Offenders programme	-10.6	-6.7
Drug Treatment Unit programme (3 months)	-5.3	-5.0
Drug Treatment Unit programme (6 months)	-5.4	-4.8
Short Motivational programme	-2.6	-5.7
Trade & technical training	-5.2	-5
Employment-related training	-4.4	-4.9
Short gains	-0.7	-3.8
Release to Work	-4.4	-4.2
Out of Gate	-6.2	-5.2
Community-based interventions	Imprisonment	Reconviction
Medium Intensity Rehabilitation programme	-4.6	-9.8
Short Rehabilitation programme	-6.2	-2.1
Short Motivational programme	-4.5	-4.7
Alcohol and Other Drug programme	-3.4	-5.3
Tikanga Māori programme	-2.7	2.6





Outcomes are measured by the Rehabilitation Quotient (RQ), which compares the rates of reconviction and reimprisonment for offenders who completed a rehabilitative intervention with the rates of a matched group who did not complete that intervention (see appendix two).

There have been significant reductions in reconviction and reimprisonment rates across a wide range of programmes and interventions both in prison and the community.

The Special Treatment Unit rehabilitation programmes continue to show extremely good levels of effectiveness. This is the third year that the programmes have shown effect sizes of around 10 percentage points. The reduction in reconvictions (ie re-offending resulting in either a prison sentence or a community sentence) was almost twice that, at 17.1 percentage points. Reductions of this extent, with some of the most high-risk and long-serving offenders we manage, continues to place these programmes on a par with the best in the world.

The outcome for the Young Offenders programme this year is perhaps the best ever recorded. Nearly 400 prisoners who started a prison sentence in 2014/15 were under the

age of 20, and this 16 week period programme targets young offenders with a medium-risk of re-offending. Investment in this programme is valuable considering the potential for preventing long-term offending by young offenders.

The first annual analysis of the Out of Gate navigation service also shows good impacts for a relatively light-touch reintegrative support service.

Alcohol and drug treatment programmes and interventions both in prison and community have shown positive results, as has the Medium Intensity Rehabilitation programme (MIRP). In the community the MIRP – a group-based programme for offenders with a medium-level risk of re-offending – has shown a very strong impact in reducing reconvictions. Not only do these results create a positive impact on the justice sector pipeline, reducing the potential for high policing and court costs, but is strategically significant for reducing the overall offender population in the future.

Valuable contributions also continue to be made by services focused on education and employment.

RR25%

Boost aims to reduce re-offending through a focus on key, high-volume offender populations

Over
9,000

additional Work and Living Skills interventions will be delivered to offenders



Our refreshed approach - RR25% Boost

Although we have made progress in our efforts to reduce re-offending, there is more to be done. Corrections has introduced RR25% Boost as a secondary push, intensifying our efforts to achieve our target of reducing re-offending. RR25% Boost has a focus on lifting participation rates of offenders in rehabilitative programmes, improving our rehabilitation efforts with people serving short sentences in prison and creating opportunities for community-based offenders through life skills programmes such as those designed to improve literacy and road safety.

Making permanent, positive changes to offenders' lives will create equally permanent reductions in re-offending, and is one of the most important things that we can do to improve public safety.

The programme of work has the potential to reduce the number of offenders re-offending by more than 1,400, by:

- > Creating an expectation that short-serving prisoners (those sentenced to less than 2 years) will complete AOD interventions and attend a combination of educational and therapeutic interventions (eg education, family violence programme, short rehabilitation programme, short motivation programme). We are adapting processes such as scheduling to ensure interventions can commence from the point an individual starts on remand. Once the interventions have been completed, short-serving offenders would have access to the Out of Gate navigation service.
- > Enhancing the current menu of Work and Living Skills activities for community-based offenders to lift the target annually from 10,000 to 24,000 participants. This would include increasing access to programmes that cover literacy and numeracy, road safety and drink driving, driver licence support, health and safety training, and support for managing finances, benefit and debt.
- > Lifting programme participation for offenders on intensive supervision or supervision orders using a greater suite of brief interventions.

Maintaining the health and wellbeing of offenders in custody

Feeling physically and mentally healthy is an essential component of rehabilitation. The state of a person's health affects their overall wellbeing, and a healthy person is better able to live a full and law-abiding life. When an offender's physical and mental health needs are being met, they are able to focus on rehabilitation and reintegration.

Many offenders enter prison with serious health issues resulting from a lifetime of inadequate care, lack of screening for chronic conditions, violence, alcohol and drug abuse and poverty-related illness. The prison population tends to have healthcare needs in excess of those of the general population, for example a prisoner in their 50s is likely to be in a state of health comparable to someone 10 years older in the general community. This situation will be exacerbated as the average age of prisoners continues to rise.

It is a legislative responsibility of Corrections to keep offenders safe in our care. Incidents of unnatural death and life threatening self-harm are causes for serious concern. Reducing the numbers of such incidents remains a key priority.

Offenders are entitled to the same healthcare as the general population and the department has a responsibility to provide healthcare within prisons.

Corrections' plans for 2014/15 were centred on maintaining the continuous improvement loop of programmes from the previous year. These include an ongoing pilot of expanded primary mental health services, introducing options for Hepatitis C screening in conjunction with the Hepatitis Foundation, and the expansion of the High Dependency Unit at Rimutaka Prison. Initiatives are also being developed with a focus on the prevention of self-harm, including tools to assess levels of risk and new processes for the transition of prisoners between At-Risk Units and the mainstream population.

Healthcare provided within the prison system has generally achieved or exceeded Corrections' targets. Over 100,000 consultations took place between prisoners and healthcare staff, 99% of newly received prisoners received health triage assessments on their day of reception, and more than 97% of prisoners identified as requiring cardio-vascular risk assessments received one within eight weeks of reception. In addition, Cornerstone® Accreditation of Health Centres within all public prisons has been retained.

The expansion of the High Dependency Unit at Rimutaka Prison will increase the number of available places from 20 to 30. The unit has been widely recognised as a model for the management of offenders who have been assessed as requiring a higher-level of care than that available in mainstream prison units. The expansion represents a significant advance in Corrections' capacity to ensure the wellbeing of prisoners with high-level needs who are not eligible for release.

Corrections will shortly have the results of a major survey of prisoners' mental health and substance abuse disorders. This survey involved 1,200 prisoners received in prison over the first half of this year, and will produce accurate quantification of the proportion of the prison population who suffer from psychiatric disorders. This information will be invaluable to improving services to address these needs within the prison population.

Unnatural deaths in prisons

The number of unnatural deaths in prisons has increased since last year while the number of life threatening self-harm incidents has decreased. Both remain uncommon in terms of the overall prison population; in 2014/15 there have been eight unnatural deaths and four life threatening self-harm incidents within an average prison population of over 8,700. The decrease in self-harm threats to life represents a success in the ability of staff to identify and manage at-risk individuals; prison staff have intervened at least 85 times in self-harm incidents over the previous five years. Corrections continues to investigate and assess such incidents as part of efforts to avoid future occurrences as much as possible.

Number of unnatural deaths and self-harm threat to life incidents

Financial Year	Unnatural deaths	Self-harm threat to life incidents
2010/11	12	23
2011/12	5	6
2012/13	3	7
2013/14	3	17
2014/15	8	4

Justified complaints to the Corrections Inspectorate

The Inspectorate is Corrections' second tier of complaints resolution. As such, it is effectively our last opportunity to resolve a complaint before the involvement of external agencies or court action.

Complaints received by the Inspectorate are categorised into one of 18 complaint groups, such as food services, security classifications, and prisoner work and pay.

The number of justified complaints to the Corrections Inspectorate has been higher than anticipated. Of the complaints made in 2014/15, 42 were found to be justified, up from 38 in 2013/14. 2.5% of total complaints were found to be justified, so the number here represents a very low proportion of the interactions that occur each year between Corrections and offenders.



Responding to incidents in prisons

Following a death and a serious assault at one of our prisons in March and April 2015, two reviews were carried out into the prison's operations. These reviews were the Well Functioning Site Report and the Operational Review Report, which returned a series of recommendations to improve Corrections' sites and minimise the likelihood of future incidents.

The Well Functioning Site Report made use of a new assessment matrix which identifies both areas of operational strength, as well as areas requiring improvements. A number of steps were outlined and implemented to strengthen the areas requiring improvement, including the assignment of an additional principal corrections officer, enhanced training and support for other staff and changes to prisoner management to provide more unlock time and structured activities. Prisoners associated with the incident that resulted in the death of another prisoner have been moved to other facilities, which has been judged to have significantly improved the environment at the prison.

The Operational Review Report identified areas in which prison staff could improve their ability to recognise threats to prisoners' wellbeing, and made five specific recommendations in relation to this. Four of the recommendations have been put in place. Subsequent staff safety risk assessments have led to the fifth recommendation being reconsidered. Other areas identified by the report have been considered by the prison and will be acted on when appropriate solutions are developed.



❖ Better Public Value

Prioritising our resources to improve services
and ensure value for taxpayers' money.



Investing to improve our facilities

Prisons

A four year capital investment programme has been put in place for the prison network, with the aim of upgrading and enhancing the network to support reducing re-offending. Corrections is investing \$105 million in Rolleston, Waikeria, Tongariro/Rangipō, Whanganui, and Invercargill Prisons, enhancing site security and public safety through measures such as prison control points, high security unit hardening, perimeter fences and improved electronic security. This work will ensure prisons are in good condition and fit for purpose, and will improve security and safety for staff, prisoners, and the public.

Upgrading Community Corrections sites

An investment of \$80 million has been made in upgrades to the majority of Community Corrections sites. At least 70% of these upgrades will be completed by 2018.

2014/15 was the second year of upgrades to Community Corrections sites.

A multi-year programme is being implemented, focusing on providing facilities that support offenders to reduce their likelihood of re-offending, as well as improving safety and security for visitors and staff. The changes have been partially informed by the tragic events at the Asburton Work and Income site in 2014. Corrections is also consolidating the number of Community Corrections sites, to allow more efficient management of our property portfolio. The reduction in numbers is particularly linked to the growth of Community Corrections hubs, which are large, new sites that can replace a number of smaller sites in the area. An example of a Community Corrections hub can be found in the new facility at Hamilton, which will replace at least seven existing sites.

Self-service kiosk pilot

There are approximately 240 kiosks installed in prisons around the country. The current kiosks are outdated and as a result are under-utilised, under-valued and are subject to vandalism.

As a forerunner to embarking on a nation-wide replacement programme, the proposed replacement technology was installed at Hawkes Bay Regional Prison (HBRP) in July 2015, and the outcome from this pilot will inform decisions for a wider roll-out.

In addition to providing information to prisoners, the new robust and secure kiosks will offer self-service functions such as canteen ordering, appointment requests and trust account balances.

The delivery of personalised services to prisoners through the new kiosks will reduce staff time spent on administrative tasks and will help prisoners to develop self-management skills that will be useful for life outside of prison.

In the self-care units and the Whare Orange Ake at HBRP the kiosk functionality will be provided through networked PCs with applications such as word processing.





Auckland South Corrections Facility

The Public Private Partnership model is an example of the different approaches Corrections utilises in order to deliver better value for money to the government and public of New Zealand. Whether it is the Public Private Partnership to re-build and maintain the high security unit of Auckland Prison, or the consolidation of contracts for the Electronic Monitoring of offenders to a single provider (3M), Corrections is always seeking the best value for money, both in terms of financial investment and the achievement of outcomes.

Auckland South Corrections Facility (ASCF) represents our innovative procurement approach to the building of our assets and management of our operations. ASCF will house 960 prisoners and therefore also represents a significant expansion to the capacity of the prison network; following the planned closure of units at other sites that are no longer fit for purpose, the net gain for Corrections will be over 330 beds.

ASCF has been developed through a Public Private Partnership between Corrections and SecureFuture. SecureFuture has managed the financing, design, and construction of the facility, and is responsible for its ongoing operation, security, and maintenance.

This has resulted in lower costs to Corrections than would have been incurred through standard procurement of a comparable level of capacity through a traditional build. Corrections will take full management of the site at the end of the 25 year contract period.

SecureFuture can earn incentive payments if it reduces rates of re-offending by at least 10% more than that achieved at prisons that are directly operated by Corrections. Any innovations developed to achieve this will become intellectual property of Corrections.

The facility is located in the centre of south Auckland, close to community groups, employers, and the families of many prisoners. The prison is designed and built to be a centre of learning and training, with purpose-built facilities to teach welding and building, and computers in cells on which prisoners can receive literacy and numeracy training. Several partnerships have been developed with local businesses and volunteer groups, creating further opportunities for the rehabilitation, training and employment of offenders during and after their time in prison.

Ongoing reprioritisation into frontline services

A large proportion of Corrections' staff is employed in frontline roles with only 8.7% of roles performing back office support functions. In 2012 our back office staffing model was revised under the Unifying our Efforts restructure to better support Corrections' unified service delivery model and reallocate resources into frontline services.

In April 2014 Corrections initiated a systematic review to lift productivity and improve efficiency, and to ensure that corporate overheads continue to be managed tightly. This has allowed Corrections to steadily increase investment in staff and programmes that increase the number of opportunities for offenders to participate in the programmes that help address their needs. Particular emphasis has been placed on increasing access to alcohol and drug treatment programmes, developing and expanding rehabilitation interventions at special treatment units, investing in family violence prevention and providing reintegration services.

The increased investment in delivering frontline services to reduce re-offending forms part of Corrections' continued change programme to raise productivity and performance while delivering outcomes in a smart and efficient way.

\$105
million

is being invested in Rolleston, Waikeria, Tongariro/Rangipo, Whanganui and Invercargill Prisons

\$80
million

of upgrades have been made to Community Corrections sites





❖ Visible Leadership

Our people are our greatest asset. We are committed to supporting and developing staff to ensure they have the skills and training to make a difference in the lives of offenders.



Supporting our people

Frontline Futures

Attracting and developing the right people to work on our frontline is essential for Corrections to achieve its goals. We know that providing opportunities to gain experience and capabilities in a range of roles makes Corrections, the Justice Sector and the wider public service a more attractive and rewarding place to work. Frontline Futures represents a significant investment in our frontline staff, as a one team training approach for the core roles of corrections officer, probation officer, case manager, employment instructor, and programme facilitator.

We have enhanced our approach to the recruitment and selection of frontline staff. We will focus on promoting careers at Corrections all year round. A new approach to assessment centres has been designed and tested where applicants for all core frontline roles can fully demonstrate their competence through a range of simulated frontline situations. These new frontline assessment centres will soon be implemented nationally. Psychometric tests provide important information for hiring managers and, through Frontline Futures, we will soon have one psychometric assessment for all core frontline roles at no extra cost.

As one of the largest operational government departments, Corrections offers a wide range of career opportunities. A Career Hub is now available to provide in-depth information on available roles and transferable skills, as well as emphasising the value that Corrections places upon gaining experience in different environments. Staff who successfully transition between roles are encouraged to support others who are considering similar moves.

Frontline Start

We now prepare our frontline staff for their new role through the Frontline Start Learning programme, where learning that is common across these roles is delivered on a monthly basis. This includes an introduction to Corrections and the wider public service by the Chief Executive, National Commissioner and representative from the State Services Commission. The programme is heavily focused on integrity and values, the importance of safety and the principles of good decision making.

The Frontline Start Learning programme consists of three, week long learning modules, which create a structure of knowledge for new frontline staff. It aims to give staff a generalised overview of the context and nature of frontline roles, so that practical experience can be mapped onto an appropriate knowledge base. It sits within Frontline Futures as an effort to unify and enhance initial training, and has been developed over the 2014/15 financial year with pilot modules beginning in May 2015.

Developing our leaders

Our focus on leadership development is producing ongoing and positive results. We have continued to set clear expectations for the development, performance and accountability of our staff. Concurrent strategies include the Emerging Senior Leaders and Emerging Regional Leaders programmes, which work to create strong leadership dynamics throughout the organisation. Our annual Leaders Forum brings together emerging senior leaders to share initiatives, and to acknowledge work programmes, teams and individuals that have achieved particular success. Visible Leadership embodies the expectation that managers will be strong and active leaders who inspire their teams. Beyond Corrections, it is about us taking a lead role across the public sector and demonstrating how we can work together to reduce re-offending.

Integrity at Corrections

Integrity means different things to different people and different cultures. It can be informally defined as doing the right thing even when no-one is watching. Integrity takes on added significance within the context of Corrections, as our staff are tasked with managing some of the most challenging people in society and supporting their rehabilitation and reintegration. In this financial year we have worked to strengthen integrity at every level of the department.

Integrity Support Team

The Integrity Support Team (IST) has replaced the Professional Standards Unit, creating a fresh focus that works to strengthen integrity beyond the investigation of specific lapses.

The work of the IST is focused upon five key areas:

- > Leadership and culture: driving change from the top down
- > Education and prevention: setting clear expectations and standards of behaviour, communicating practical processes and the consequences of non-compliance
- > Human resources: ensuring staff accountability, staying in touch with employees through all stages of the employee cycle
- > Detection and investigation: impartiality, specialist skills, knowledge and accountability; furthering large scale reviews of unlawful or unethical practice and behaviour
- > Continuous improvement and reporting: monitoring our integrity framework through measurement and assessment to ensure objectives remain relevant, and identifying opportunities for learning and improvement.



Offenders on community work sentences contributed over **2.2 million hours** of work in 2014/15

Corrections works wherever possible to **give back to our communities**



Strengthening our partnerships to deliver our shared objectives

While offenders are in our care we aim to provide rehabilitative and reintegrative services that will make a difference in their lives. However, to provide the most effective and long term forms of support we need to partner with others who can enhance our strategies and efforts. With this in mind, we work with iwi, community groups and non-government organisations (NGOs), to engage them in the rehabilitative and reintegrative process for offenders.

In 2014/15 we piloted the Te Ihu Waka framework for interventions with Māori offenders, which will be adopted as standard practice from July 2015. Te Ihu Waka is a culturally responsive framework, developed in consultation with providers of our existing tikanga programmes, which uses Māori philosophy, values, knowledge and practices to motivate offenders to address the underlying causes of their behaviour. This framework will enable greater engagement between Corrections, iwi groups and Māori offenders.

Corrections has continued to work with a range of NGOs to provide rehabilitative and reintegrative services. NGOs provide a wide range of support, for example the Prisoner's Aid and Rehabilitation Society provides general reintegrative services, the Salvation Army and Salisbury Street provide accommodation support, and the Problem Gambling Foundation and Alcoholics Anonymous provide targeted forms of rehabilitation. As well as the services, programmes, and support that NGOs provide, their involvement represents a joint commitment to provide offenders with the rehabilitative and reintegrative support that will allow them to reintegrate into the community and lead a law-abiding lifestyle.

Giving back to the community

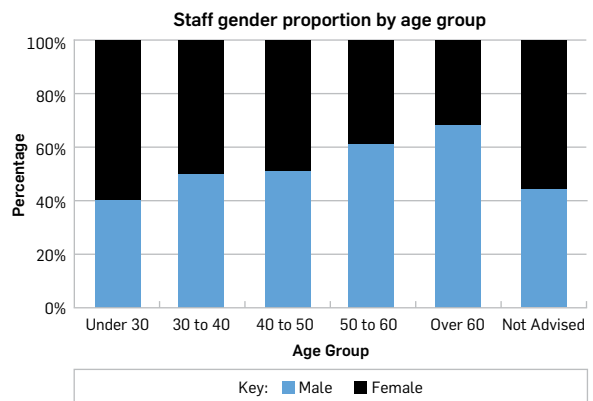
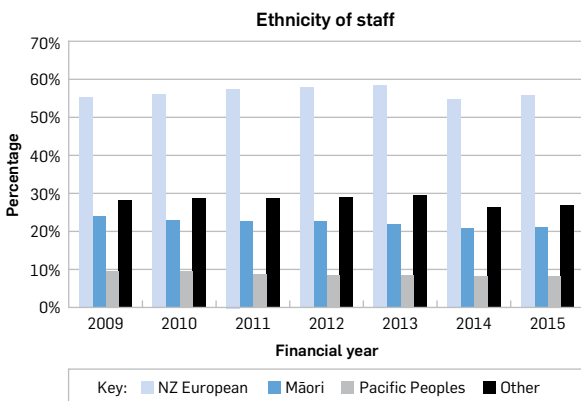
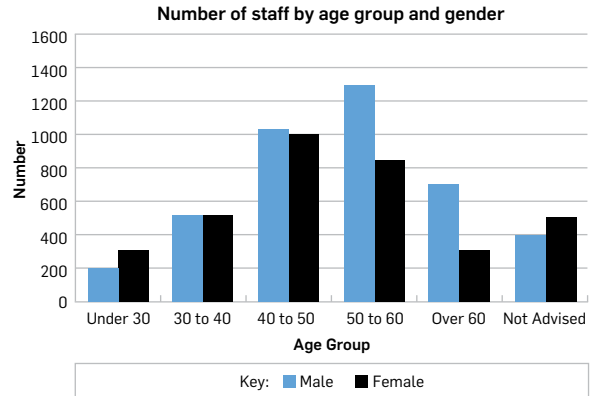
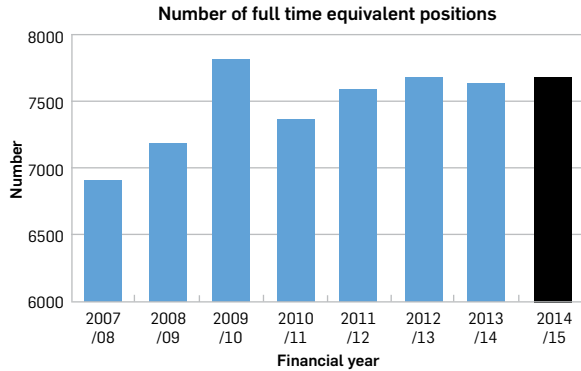
Corrections works to improve the lives of all New Zealanders, and wherever possible works to give back to our communities. In this financial year we have worked with the Ministry of Health and Housing NZ to progress the goal of reducing rates of rheumatic fever by two thirds. One cause of this disease is damp houses and storage units, and prisoner employment programmes at Spring Hill Corrections Facility and Whanganui Prison have built healthier houses and furniture to be distributed to families in need. Training and employment in construction has been encouraged at Rolleston Prison, where prisoners are helping to rebuild in the wake of the Canterbury earthquakes. Four community-based offenders from New Plymouth formed part of the team that transformed the Bowl of Brooklands for the WOMAD festival in March 2015.

Offenders on community work sentences completed over 2.2 million hours of community work in 2014/15. Community work parties contributed nearly 500 hours to the clean-up at Whanganui following severe floods in June 2015, which included:

- > clearing debris from the play area at Putiki Kohanga Reo on SH3
- > clearing mud and silt from the playground equipment, public toilets and Tot Town railway at Kowhai Park
- > work at Whanganui Airport to enable trucks to dump silt without damaging fences
- > unpacking donations received at a community work agency (Koha Shed).

Our people

The permanent workforce remained steady in 2014/15.



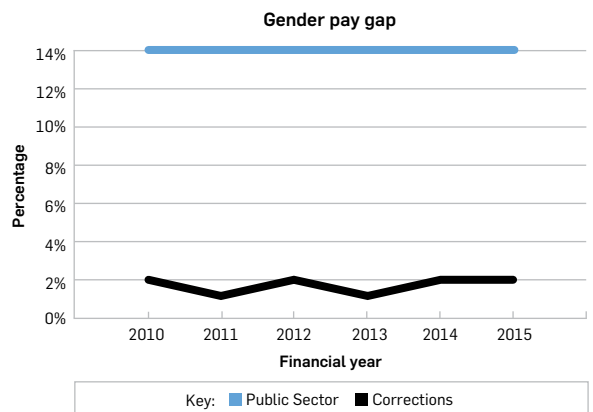
With Māori and Pacific peoples continuing to be over-represented in the corrections system, it is important for Corrections to ensure that its staff represent the full spectrum of the offender population. As with previous years, this level remained high in 2014/15.

More than 20% of staff identified as Māori in 2014/15, and approximately 8% identified themselves as Pacific Peoples. A high number of staff identify themselves as having a multi-ethnic background, and this is reflected in the high level of the other category.²

The average age of our staff is 47.9 years. 54% of Corrections' staff are male, and 46% are female.

Turnover

Voluntary turnover at Corrections stayed steady at just over 9% in 2014/15, remaining below the public sector average. It has been at or around this level since 2010/11.



Pay equality

The gender pay gap at Corrections continues to be significantly less than the Public Sector average. The most recently reported pay gap was 2% compared to a sector average of 14%, a difference of 12%. This difference has been generally consistent since 2010, with the sector average remaining at 14% and Corrections' varying between 2% and 1%.

² The percentages for each year in the graph will add up to more than 100%, because staff can identify as more than one ethnicity.