

CREATING LASTING CHANGE

STRATEGY 2011 – 2015
(YEAR ONE)



DEPARTMENT OF
CORRECTIONS
ARA POUTAMA AOTEAROA

OUR VISION

Improving public safety by ensuring sentence compliance and reducing re-offending, through capable staff and effective partnerships.

OUR WAY

We take new approaches to get better outcomes

We make a difference

We are accountable

We achieve more by working together



CREATING LASTING CHANGE

Every day of the working week, more than 8,000 people get up and come to work at the Department of Corrections with New Zealand's most difficult and challenging citizens.

Corrections staff work in an environment of high risk and high reward. We feel the enormity of the responsibility we carry for playing our part in keeping New Zealand safe. That is why we put such high priority on making sure we are always thinking about and responding to the risks we see in the offenders we manage.

To do our job well we must be disciplined in our planning, courageous in our decision making and passionate in our belief that we can change lives. When the going gets tough we don't give up, we create new solutions, always ensuring that offenders remain accountable for their actions and the safety of communities is put first.

Today the Department of Corrections is a well performing organisation, a position we have worked diligently to achieve. This platform has allowed us to get clear about our future priorities and the expectations we must meet to be successful for all New Zealanders.

Creating Lasting Change brings our plans together in one place so that we can operate as One Team in everything that we do, placing offenders at the centre of our effort and victims at the centre of our concern.

In all that we do we will strive for excellence, be accountable for our actions and demonstrate professionalism in our endeavours.

OUR PRIORITIES

Public Safety

Keeping communities safe by ensuring offenders complete the sentences and orders handed down by our justice system and are held to account if they don't. This will always be our bottom line.

Reducing Re-Offending

Cutting the rates of re-offending leaves fewer victims and adds significantly to the social well-being of our communities as offenders become productive members of our society. This is our ultimate goal.

Better Public Value

We face a challenging economic environment so our commitment is to achieve more with every taxpayer's dollar, freeing up resources where we can, while improving our service responses.

Leadership

Using our unique insights into offending behaviour, we must lead across the public service and within the community sector, a programme of change that achieves our goals and those of the communities we serve.



ACHIEVING OUR PRIORITY >>

PUBLIC SAFETY

WE WILL

enhance the quality of service delivery practice by:

- > Completing our Probation Services' Integrated Practice Framework to improve:
 - the provision of advice, information and reports to the judiciary to assist offender sentencing
 - the outcomes we achieve from our community work and community detention services.
- > Creating a performance culture that promotes transparency in our efforts, and ensures our bottom line mandatory standards are met for every offender on a sentence or order in the community.
- > Streamlining and simplifying our prisoner management procedures to remove unnecessary process and to increase the effectiveness of time spent with offenders.
- > Implementing a practice leadership framework that strengthens our professional supervision processes ensuring probation staff operate to the highest professional standards, and are supported by best practice.
- > Requiring all managers and staff to match their performance against our highest achievers, learn from them and ensure the team they lead or belong to achieves the same or better levels of success.
- > Implementing our new service design for rehabilitation and reintegration to ensure evidence-based practice and focus on maximising the effect of the right rehabilitation option for the right offender at the right time.



WE WILL

deliver Prison Services to a recognised world leading standard by:

- > Taking a more active management approach to our daily interaction with prisoners, ensuring they participate in the plans available to them, and that actions are focused on reducing re-offending.
- > Introducing smokefree prisons from July 2011 to improve the health status of prisoners and prisons and to reduce the occurrence of fires.
- > Identifying and prioritising investment in initiatives that further improve the security of our prison environments.
- > Upgrading prisons progressively to achieve best design principles for the safety and rehabilitation of prisoners, and their humane containment.
- > Benchmarking our performance against the delivery of services at Mt Eden Corrections Facility by our contracted partner, Serco.
- > Leading the implementation of New Zealand's first Public Private Partnership for the design, build and operation of a prison in South Auckland.
- > Introducing a suicide prevention strategy, including implementation of mental health screening and enhanced collaboration with DHBs to target our high-needs prisoners.



ACHIEVING OUR PRIORITY >>

REDUCING RE-OFFENDING

WE WILL

place offenders at the centre of our efforts to achieve better outcomes by:

- > Introducing a case management approach to planning for the rehabilitation and reintegration of prisoners while serving their sentences.
- > Expanding the range of services available to offenders in the community that improve their chances of living offending-free lives.
- > Increasing the availability of drug and alcohol treatment programmes across all of our prisons.
- > Strengthening the programmes currently running in all five Māori focus units in our prisons to ensure long-term change in offending behaviours is achieved.
- > Developing local solutions to enhance drug and alcohol treatment for offenders in the community alongside District Health Boards.
- > Equipping every frontline staff member to be an agent of change for offenders in their daily interactions.
- > Dedicating services and resources to the rehabilitation of young offenders, targeting education, training, employment, parenting and living skills.
- > Implementing “Whare Oranga Ake” in Spring Hill and Hawke’s Bay Prisons to improve the rehabilitation and reintegration of Māori offenders.





WE WILL

ensure prisoners have the skills and opportunity to have a job on release by:

- > Taking maximum advantage of the employment services offered by Work and Income through joint planning and preparation of prisoners on release.
- > Hosting employer and industry seminars within our prisons to showcase prisoners at work in our CIE* industries.
- > Increasing the participation of prisoners in CIE activities to lift their skill levels, confidence and employability.
- > Ensuring more prisoners have access to programmes that improve their literacy and numeracy.
- > Introducing job opportunity boards in every prison to increase the awareness and engagement of prisoners in their release planning.
- > Doubling the number of prisoners participating in our Release to Work programme, lifting their employability long-term.
- > Delivering a range of training opportunities that specifically prepare prisoners for labouring and trade activities relevant to the rebuild of Christchurch.

* Corrections Inmate Employment (CIE) provides a range of initiatives to improve prisoners' employment skills, training and formal qualifications whilst they are serving their sentence.





ACHIEVING OUR PRIORITY >>

BETTER PUBLIC VALUE

WE WILL

modernise the way we deliver services by:

- > Investing in the use of telecommunications to more effectively ensure that offenders meet their obligations.
- > Increasing flexibility through the use of technology to enable probation staff to become more mobile in the way they work with offenders in the community.
- > Enhancing IOMS (our core operating system) to support all Corrections staff to work more effectively within their respective practice frameworks, processes and systems.
- > Maximising our ability to use new technologies to track and manage high-risk offenders on community sentences and orders.
- > Seeking opportunities to more actively engage the services of community agencies, iwi and non government organisations (NGOs) in the delivery of community work.
- > Updating our probation service centre footprint and designs to match our evolving ways of working with offenders in the community.
- > Identifying the long-term strategy for the optimal prison configuration to support reducing re-offending and public safety outcomes.



probation



WE WILL

produce operational savings every year for the next four years by:

- > Completing a rolling value for money review, searching for operating efficiency led by key internal and external personnel.
- > Developing a 10 to 20 year approach to our capital expenditure planning, prioritising every investment to meet future demand for our services, reducing the need for additional finance.
- > Seeking opportunities across the justice sector to share support services where overall costs can be reduced.
- > Reviewing line by line all rehabilitation programme expenditure and shifting our investment to the activities that generate the best outcomes.
- > Producing more value for money from the portfolio of CIE business we operate, re-investing the gains in reducing re-offending.
- > Demanding more service for every taxpayer dollar we spend with the commercial partners we have outsourced work to.





ACHIEVING OUR PRIORITY >> **LEADERSHIP**

WE WILL

partner with others to achieve better outcomes for communities and offenders by:

- > Working more effectively with Police to improve our joint strategies for managing high-risk offenders.
- > Intensifying our work with health services to ensure offenders are managed effectively when they present with long-term illnesses and significant mental health concerns.
- > Improving information sharing with Child Youth and Family, integrating our efforts to reduce offending among young people.
- > Integrating our leadership efforts regionally to provide a “One Team” approach for members of our community when they work with the Department of Corrections.
- > Actively engaging with non government organisations (NGOs) who are able to provide support services and treatment services for at-risk offenders.
- > Improving the support we provide to the New Zealand Parole Board and the information they have available to make decisions about high-risk prisoners.
- > More effectively engaging with victim support networks to improve communication about our management of prisoners and offenders in the community.
- > Proactively engaging with iwi/Māori leadership in the search for solutions for Māori offenders.





WE WILL

prioritise the professional development and safety of our frontline staff by:

- > Sponsoring an emerging leaders' group of 20 staff each year whose development is fast tracked.
- > Ensuring every frontline staff member is able to participate in training that increases their knowledge, confidence and performance on the job.
- > Delivering a training curriculum with a common induction component that provides a roadmap of continuous development and learning for all Corrections staff.
- > Reinforcing a consistent approach to staff safety, and continuously improving our ways of working safely with offenders.
- > Addressing the needs of our Christchurch-based staff, building on initiatives like "Give Your Mates a Day" and our Christchurch staff welfare plan.
- > Rewarding effort and achievement and celebrating the outcomes we achieve.
- > Delivering additional Amohia Ai development programmes each year for Māori staff members across the Department who are displaying leadership potential.
- > Introducing a new uniform for our Corrections Officers that lifts the professional presentation of our staff.



WE WILL *know we are making a difference when:*

Public Safety is Improved

We are respected for our role in keeping communities safe, holding offenders to account, and always doing the right thing.

Re-Offending Rates Reduce

We achieve a breakthrough in recidivism rates, creating lasting change.

Success with Māori Offenders is Achieved

We will have greater success with Māori offenders particularly in reducing re-offending.

Our Effort is Valued

We deliver on key government expectations, building trust that our performance is sustainable and our services are well planned to meet future demand.



