

# VOTE *Corrections*

---

# Corrections

---

## Overview

Departmental appropriations sought for Vote Corrections in 2007/08 total \$894.189 million. This is intended to be spent as follows:

- \$111.533 million (12.5% of the Vote) on management and delivery of community-based sentences and orders through offender management and sentence management services.
- \$506.001 million (56.6% of the Vote) on providing custodial services and administering sentences of imprisonment.
- \$123.895 million (13.9% of the Vote) on custodial remand services to hold people charged with offences, and offenders convicted but not yet sentenced.
- \$10.967 million (1.2% of the Vote) on the transportation of prisoners to and from court and their supervision while at court.
- \$40.240 million (4.5% of the Vote) on providing information requested by the courts and the New Zealand Parole Board to inform their decision-making processes.
- \$4.881 million (0.5% of the Vote) on the provision of advice and development of policies to improve the delivery and effectiveness of corrections services, development of service standards, analysis of trends in the offender population, evaluation of the impact of programmes to reduce reoffending, ministerial servicing including responses to ministerial correspondence, parliamentary questions, official information requests and requests from the Office of the Ombudsmen.
- \$38.395 million (4.3% of the Vote) on prisoner employment, including providing opportunities for prisoners to gain recognised qualifications and work experience through a diverse range of employment-related activities and training.
- \$50.835 million (5.7% of the Vote) on prison and community-based responsivity and rehabilitative programmes to address the underlying causes of criminal offending, reintegrative services to prepare offenders for release into the community, and psychological services.
- \$1.734 million (0.2% of the Vote) on the provision of inspectorate services, development, management and monitoring of services from external providers, community funding contracts with external providers, contracts with Community Residential Centres, agreements with other Government agencies, development and maintenance of service specifications and national systems, victim notification services and offender records services.
- \$5.708 million (0.6% of the Vote) on funding for, and administrative services to, the New Zealand Parole Board.

The Department of Corrections does not expect to collect any Crown revenue in 2007/08.

Details of how the appropriations are to be applied appear in Parts B1, C and E of this Vote

## Minister Portfolio Table

18

Minister of Corrections

# Corrections

---

ADMINISTERING DEPARTMENT: Department of Corrections  
The Minister of Corrections is the Responsible Minister for the Department of Corrections

## Part A - Statement of Objectives and Trends

### Part A1 - Objectives for Vote

#### *Related Government Outcomes*

##### **Key Government Goals**

Vote Corrections directly supports the following themes that constitute government priorities for the next decade:

- Economic transformation
- Families - young and old
- National identity.

##### **Justice sector outcomes**

Vote Corrections contributes to the Government's priorities through its contribution to the justice sector overall outcome of a 'Safe and Just Society' for New Zealand.

Over the past year, the justice sector has redeveloped its outcomes framework as part of the sector planning approach that is linked to the achievement of the Government priorities. The outcomes framework reflects how justice sector agencies contribute to a safe and just society through eight outcome areas. Work will continue over the next few years to fully develop the framework and clearly define the contributions of each agency. This includes the development of appropriate performance indicators that will help track performance and demonstrate the progress that the sector is making towards the outcomes and government priorities.

##### **Departmental outcomes**

Vote Corrections contributes to five of the eight justice sector outcome areas:

- Sentences and orders are complied with.
- Offenders are managed safely and humanely.
- Re-offending is reduced.
- Sentence options are used effectively.
- Victims of crime are supported.

##### **Outcome: Sentences and orders are complied with**

Ensuring that an offender properly complies with the sentence or order imposed by a judge or the New Zealand Parole Board is fundamental to an effective justice system and offenders being held to account for their crimes.

Sentences and orders are complied with when an imposed sentence or order is served by the offender in the manner and extent intended by the legislation and the judiciary. Sentenced offenders are not entitled to enjoy the freedom to determine whether, or to what extent, they will submit to the constraints and requirements of a sentence or order. Attempts to breach the requirements of the sentence or order must be dealt with effectively, appropriately and in a timely manner.

A core purpose of the Department of Corrections is to implement and administer the sentences imposed by courts to ensure that 'sentence imposed is sentence served'. Sentences of imprisonment are the most severe sanction of the courts. The Department of Corrections must ensure that prisoners are confined and serve the specific term of imprisonment set by the sentencing judge. It is also very important that all offenders (both imprisoned offenders and offenders serving community-based sentences) do not serve longer than they are legally required to.

**Outcome: Offenders are managed safely and humanely**

When offenders are committed to the care and control of the Department of Corrections, it has a responsibility to ensure that those individuals are protected from avoidable harm, are afforded protection of their lawful rights, and (especially when unable to act independently because of imprisonment) their basic human needs are addressed.

When people are held in custody (either as sentenced prisoners or remand prisoners prior to their trial), they are severely restricted in their ability to meet their own needs. The Department of Corrections has an obligation to ensure that prisoners' legitimate needs are met. Provisions include the basic necessities of life (food, shelter, clothing, etc), adequate health care, opportunities to maintain relationships with family and friends, access to spiritual support and activities, and access to a reasonable level of recreation and leisure.

The Department of Corrections has an obligation to ensure that prisoners are kept safe by preventing self-harm, and harm that might be inflicted by other prisoners. The Department of Corrections must also ensure that offenders can raise legitimate grievances when they arise.

**Outcome: Re-offending is reduced**

A large proportion of sentenced offenders are reconvicted within five years of being released from prison or completing a community-based sentence. The Department of Corrections is focused on reducing re-offending through rehabilitative services which target the characteristics of offending behaviour, and providing activities and programmes to help offenders reintegrate into society after completing their sentences.

The Department of Corrections delivers a range of rehabilitative programmes and activities which target specific characteristics of offenders that are known causes of offending (criminogenic needs). Specific characteristics targeted include violence, alcohol and drug use, criminal association, and others referred to as criminogenic needs. By reducing the strength of these characteristics, actual re-offending is reduced.

Offenders who are usefully employed are less likely to commit crime. However, many offenders lack the educational qualifications and/or the occupational skills required to become employed. By assisting offenders to gain work skills and qualifications, the Department of Corrections helps increase the employability of offenders.

Lack of accommodation, unemployment, financial problems, and lack of social support are examples of common problems faced by offenders in the community. Enabling offenders to resolve these problems

(reintegration assistance) - especially amongst released prisoners - is important to reducing their risk of re-offending.

**Outcome: Sentence options are used effectively**

Effective sentencing occurs when the sentence imposed (or the parole decision) adequately denounces the crime, provides protection for the public, deters future crime, and permits rehabilitation of the offender, but does so by way of the most appropriate sentence option available.

By providing high-quality and timely advice to the judiciary and the New Zealand Parole Board, the Department of Corrections assists these bodies to impose a sentence or order that is commensurate to the crime, details risks posed by the offender to public safety, as well as their suitability for rehabilitation.

**Outcome: Victims of crime are supported**

Victims of crime are supported through being informed, to the extent that the Victims Rights Act 2002 allows, of changes in the status of the specified offender. Being informed provides, amongst other things, a degree of reassurance as to the possibility of future unexpected encounters with that offender.

- The Department of Corrections has a responsibility to notify victims about specific events relating to the offender detailed in the Victims Rights Act 2002.

*Output Appropriations*

The output appropriations fund a range of activities designed to deliver these outcomes, including:

- providing information requested by the courts and the New Zealand Parole Board to inform their decision-making
- applying the processes of induction, assessment and management of offenders, and reintegrating them effectively back into the community. This includes the development of individual sentence management plans for offenders and focuses on targeting resources on the basis of responsivity, criminogenic need and risk of re-offending
- delivering rehabilitative programmes targeted to offenders at risk of re-offending to address the underlying causes of their criminal offending and their motivation to change their behaviour
- providing specific treatment interventions such as:
  - providing psychological services and specialist units, including Māori Focus Units, a Pacific Focus Unit, a Faith-based Unit, Alcohol and Drug Treatment Units, a Violence Prevention Unit, Reintegration Units and Special Treatment Units for men who have sexually offended against children or young persons
  - delivering a range of reintegrative services aimed at providing offenders with the appropriate skills to participate effectively in society
  - reducing re-offending by Māori through programmes such as Tikanga Māori programmes in prison and community settings and providing Māori therapeutic programmes in Māori Focus Units
- improving the management of young offenders by the operation of Young Offenders Units
- responding to forecast increased demand for corrections facilities and services by ensuring they are progressively put in place as required
- enhancing organisational capability by maintaining existing physical infrastructure and strengthening the skills of staff.

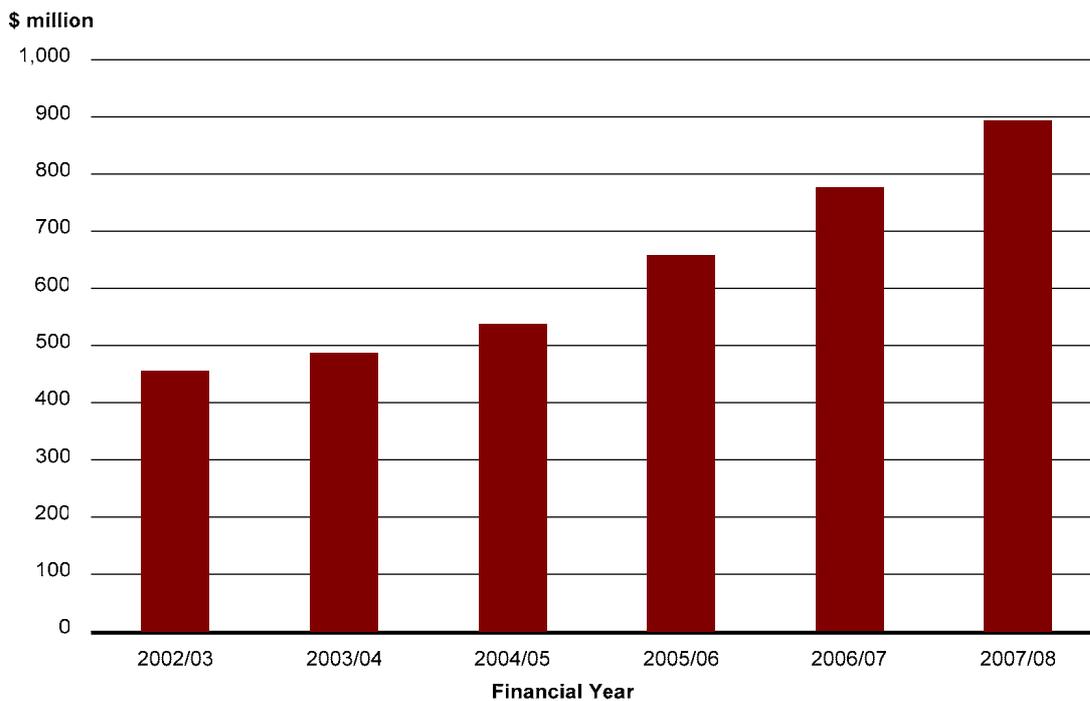
## Part A2 - Trends in Vote

### *Departmental Output Trends*

As outlined in the graph below, the annual departmental output expenses have increased by \$436.995 million (51.1%) from \$457.194 million in 2002/03 to \$894.189 million in 2007/08.

The chart below shows the trend in total departmental output expenses over time.

**Figure 1** - Trends in departmental output expenses



Source: Department of Corrections

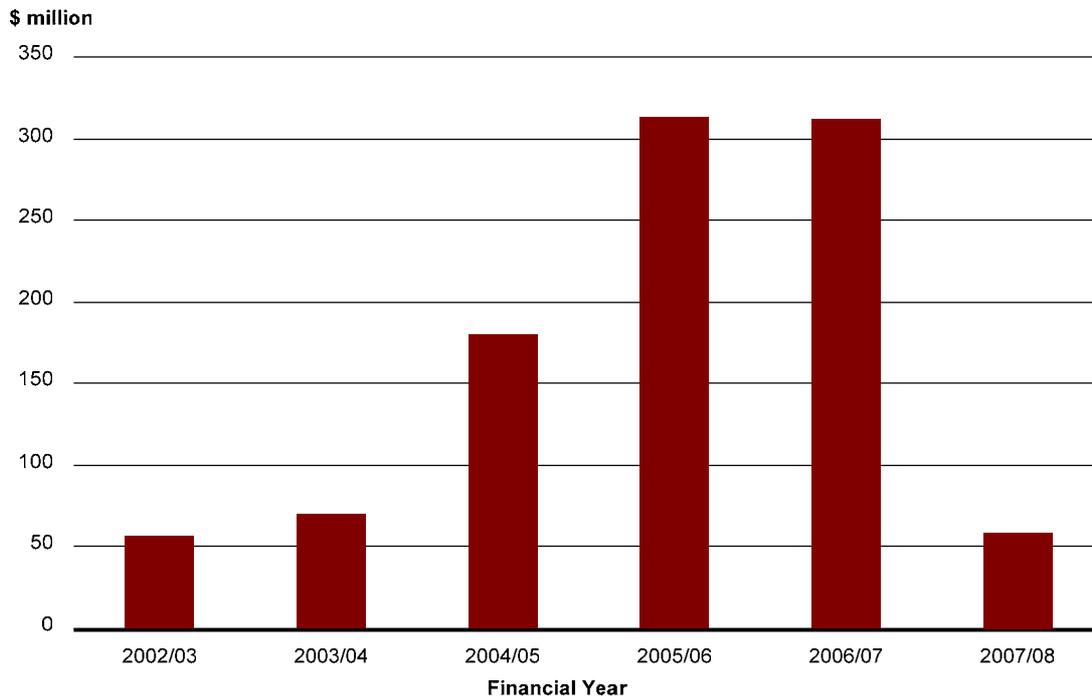
Significant movements over this period are as follows:

- There was no significant movement in 2002/03 from 2001/02 funding levels.
- The increase in 2003/04 mainly relates to funding received for the Department's Output Pricing Review (OPR) (\$26.0 million).
- The increase in 2004/05 mainly relates to operating costs for the Northland Region Corrections Facility (\$12.9 million) and the Auckland Central Remand Prison (\$3.2 million), additional OPR funding (\$14.0 million), bargaining round funding (\$6.0 million) and funding to meet prisoner demand (\$22.7 million).
- The increase in 2005/06 mainly relates to funding for the OPR (\$7.4 million), bargaining round funding (\$4.1 million) and additional funds to meet higher than predicted prisoner demand (\$17.3 million). Additional funding was also received for on-going operating costs for the Northland Region Corrections Facility (\$11.5 million) and the Auckland Region Women's Corrections Facility (\$10.8 million).
- The increase in 2006/07 mainly relates to funding for the Auckland Region Women's Corrections Facility (\$11.9 million), Spring Hill Corrections Facility (\$14.9 million), Otago Corrections Facility (\$15.5 million) and additional capital charge funding (\$22.4 million).
- The increase in 2007/08 mainly relates to funding for Effective Intervention programmes (\$61.3 million) and bargaining round funding (\$49.9 million).

## Departmental Capital Expenditure

The chart below shows the trend in capital expenditure over time.

**Figure 2** - Trends in capital expenditure



Source: Department of Corrections

Significant movements over this period are as follows:

- The increase in 2002/03 relates to funding for the construction of new facilities and Rimutaka Prison high security cells. Increases also occurred due to prison security upgrades and deferred maintenance costs.
- The increase in 2003/04 relates to funding for the construction of new facilities and prison security upgrades. This was offset by decreases in deferred maintenance costs and the completion of the Rimutaka Prison high security cells.
- The increase in 2004/05 relates to funding for the construction of new facilities. Funding was also received for the construction of 493 beds on existing sites to cover increased prisoner demand, funding for deferred maintenance costs and design costs for Mt Eden prison. This was offset by decreased funding due to the completion of the prison security upgrades.
- The increase in 2005/06 relates to funding for the construction of new facilities. Funding was also received for the construction of beds on existing sites to cover increased prisoner demand and deferred maintenance costs. This was offset by a decrease in funding due to the completion of the Northland Region Corrections Facility.
- The decrease in 2006/07 mainly relates to the completion of the Auckland Region Women's Corrections Facility and the completion of the additional 493 beds on existing sites.
- The decrease in 2007/08 mainly relates to the completion of Spring Hill Corrections Facility and Otago Correction Facility.

## New Policy Initiatives by Appropriation

Initiative	Appropriation as shown in Part B	\$000 increase/(decrease)				
		2006/07	2007/08	2008/09	2009/10	2010/11
Effective Interventions - Home Detention	Departmental Output Expense - Information Services	1,513	3,103	2,732	2,723	2,718
	Departmental Output Expense - Community-based Sentences and Orders	3,913	11,791	10,535	10,517	10,506
	Departmental Output Expense - Custody of Remand Prisoners	272	494	441	219	81
	Departmental Output Expense - Escort and Custodial Supervision	19	34	30	15	6
	Departmental Output Expense - Custodial Services	990	1,794	1,602	798	293
	Departmental Output Expense - Prisoner Employment	7	12	11	5	2
	Departmental Output Expense - Rehabilitative Programmes and Reintegrative Services	25	46	41	20	8
	Impact on Net Asset Schedule	25,200	4,000	(11,000)	(18,200)	-
Effective Interventions - Preventing Re-Offending	Departmental Output Expense - Information Services	2	7	11	6	-
	Departmental Output Expense - Community-based Sentences and Orders	5	15	24	14	-
	Departmental Output Expense - Custody of Remand Prisoners	56	179	291	168	-
	Departmental Output Expense - Escort and Custodial Supervision	4	12	20	11	-
	Departmental Output Expense - Custodial Services	1,309	2,931	3,912	3,185	2,575
	Departmental Output Expense - Prisoner Employment	(506)	2,176	3,084	3,925	3,921
	Departmental Output Expense - Rehabilitative Programmes and Reintegrative Services	240	1,938	4,098	4,937	4,921
	Impact on Net Asset Schedule	7,400	8,800	5,900	(22,100)	-
Effective Interventions - Corrections' Capacity	Departmental Output Expense - Information Services	675	1,384	1,377	1,368	1,347
	Departmental Output Expense - Community-based Sentences and Orders	2,965	6,005	5,988	5,969	5,926
	Departmental Output Expense - Custody of Remand Prisoners	1,155	3,224	3,026	2,791	2,268
	Departmental Output Expense - Escort and Custodial Supervision	79	220	206	190	155
	Departmental Output Expense - Custodial Services	4,200	11,724	11,001	10,147	8,249

Initiative	Appropriation as shown in Part B	\$000 increase/(decrease)				
		2006/07	2007/08	2008/09	2009/10	2010/11
	Departmental Output Expense - Prisoner Employment	29	80	75	69	56
	Departmental Output Expense - Rehabilitative Programmes and Reintegrative Services	108	301	283	261	212
	Impact on Net Asset Schedule	8,000	-	-	(8,000)	-
Effective Interventions: Reform of Community-based Sentences and Related Matters	Departmental Output Expense - Information Services	-	600	600	600	600
	Departmental Output Expense - Community-based Sentences and Orders	200	13,200	13,000	11,400	10,700
	Impact on Net Asset Schedule	2,700	15,300	-	(18,000)	-
2006 Bargaining Round	Departmental Output Expense - Information Services	1,216	1,823	2,186	2,186	2,186
	Departmental Output Expense - Community-based Sentences and Orders	3,145	4,729	5,674	5,674	5,674
	Departmental Output Expense - Custody of Remand Prisoners	6,237	8,260	8,438	8,438	8,438
	Departmental Output Expense - Escort and Custodial Supervision	425	563	576	576	576
	Departmental Output Expense - Custodial Services	22,679	30,036	30,680	30,680	30,680
	Departmental Output Expense - Prisoner Employment	1,958	2,620	3,262	3,262	3,262
	Departmental Output Expense - Rehabilitative Programmes and Reintegrative Services	1,297	1,870	2,201	2,201	2,201
New Custodial Facility for Rotorua Police Station	Departmental Output Expense - Custody of Remand Prisoners	(568)	(568)	(568)	(568)	(568)
	Impact on Net Asset Schedule	(4,900)	-	-	-	-
Mt Eden redevelopment documentation and tendering	Departmental Output Expense - Community-based Sentences and Orders	0	0	1	1	1
	Departmental Output Expense - Custody of Remand Prisoners	0	4	8	8	8
	Departmental Output Expense - Custodial Services	0	15	28	28	28
	Departmental Output Expense - Rehabilitative Programmes and Reintegrative Services	0	0	1	1	1
	Impact on Net Asset Schedule	0	500	0	0	0
<b>Total Initiatives</b>		<b>53,649</b>	<b>110,622</b>	<b>114,875</b>	<b>111,825</b>	<b>107,031</b>

## Part B - Statement of Appropriations

### Summary of Financial Activity

	2002/03	2003/04	2004/05	2005/06	2006/07		2007/08 Appropriations to be Used				2008/09	2009/10	2010/11	
	Actual \$000	Actual \$000	Actual \$000	Actual \$000	Budget \$000	Estimated Actual \$000	By the Department Administering the Vote		For Non-Departmental Transactions		Total \$000	Estimated \$000	Estimated \$000	Estimated \$000
							Annual \$000	Other \$000	Annual \$000	Other \$000				
<b>Appropriations</b>														
Output Expenses	457,194	487,919	537,694	653,874	777,646	777,646	894,189	-	-	-	894,189	897,896	899,623	894,829
Benefits and Other Unrequited Expenses	-	-	-	-	-	-	N/A	N/A	-	-	-	-	-	-
Borrowing Expenses	-	-	-	-	-	-	N/A	N/A	-	-	-	-	-	-
Other Expenses	-	7,697	-	-	-	-	-	-	-	-	-	-	-	-
Capital Expenditure	-	-	-	-	-	-	N/A	N/A	-	-	-	-	-	-
Intelligence and Security Department Expenses and Capital Expenditure	-	-	-	-	-	-	-	-	N/A	N/A	-	-	-	-
<b>Total Appropriations</b>	457,194	495,616	537,694	653,874	777,646	777,646	894,189	-	-	-	894,189	897,896	899,623	894,829
<b>Crown Revenue and Receipts</b>														
Tax Revenue	-	-	-	-	-	-	N/A	N/A	N/A	N/A	-	-	-	-
Non-Tax Revenue	-	-	-	-	-	-	N/A	N/A	N/A	N/A	-	-	-	-
Capital Receipts	-	-	-	-	-	-	N/A	N/A	N/A	N/A	-	-	-	-
<b>Total Crown Revenue and Receipts</b>	-	-	-	-	-	-	N/A	N/A	N/A	N/A	-	-	-	-

## Part B1 - Details of Appropriations

Appropriations	2006/07				2007/08		Scope of 2007/08 Appropriations
	Budget		Estimated Actual		Vote		
	Annual \$000	Other \$000	Annual \$000	Other \$000	Annual \$000	Other \$000	
<b>Departmental Output Expenses (General)</b>							
Community-Based Sentences and Orders (M18)	86,872	-	86,872	-	111,533	-	- Provides for the management and delivery of community-based sentences and orders through sentence management and sentence compliance services.
Custodial Services (M18)	436,586	-	436,586	-	506,001	-	- Provision of custodial services, the provision of facilities, and administering sentences of imprisonment.
Custody of Remand Prisoners (M18)	107,578	-	107,578	-	123,895	-	- Provides for custodial remand services and provision of facilities to hold people charged with offences, and offenders convicted but not yet sentenced.
Escort and Custodial Supervision (M18)	9,972	-	9,972	-	10,967	-	- Provides for transportation of prisoners to and from court and their custody while at court.
Information Services (M18)	36,944	-	36,944	-	40,240	-	- Provision of psychological reports, remand pre-sentence reports, reparation reports, same day reports, home detention reports and assessments, oral information reports, home leave reports and pre-release reports for prisoners, information for extended supervision orders, and reports to the New Zealand Parole Board.
Policy Advice and Development (M18)	4,981	-	4,981	-	4,881	-	- Provision of advice, development of policies, and Ministerial servicing relating to the reduction of re-offending, the effective management of corrections services, and the review, evaluation and development of service standards.
Prisoner Employment (M18)	39,786	-	39,786	-	38,395	-	- Provision of prisoner employment, including the provision and administration of work experience and training opportunities designed to help address the underlying causes of criminal re-offending.
Rehabilitative Programmes and Reintegrative Services (M18)	47,489	-	47,489	-	50,835	-	- Provision of prison and community-based responsiveness and rehabilitative programmes, reintegrative services and psychological services designed to address the underlying causes of criminal re-offending.
Service Purchase and Monitoring (M18)	1,734	-	1,734	-	1,734	-	- Provision of contract management, inspectorate, custodial assurance and national systems services.
Services to New Zealand Parole Board (M18)	5,704	-	5,704	-	5,708	-	- Provides for services to the New Zealand Parole Board relating to the provision of administrative, financial and secretariat services.
<b>Total Departmental Output Expenses (General)</b>	777,646	-	777,646	-	894,189	-	
<b>Total Appropriations</b>	777,646	-	777,646	-	894,189	-	

## Part C - Explanation of Appropriations for Output Expenses

### Part C1 - Departmental Output Expenses

#### *Community-based Sentences and Orders*

This output class provides for the management and delivery of community-based sentences and orders through offender management and sentence management services. These activities and services contribute to the outcome of 'sentences and orders complied with'.

Community-based sentences currently include sentences of Supervision and Community Work. Community-based orders currently include Home Detention, Parole, Post-release Conditions and Extended Supervision for serious child-sex offenders. Offenders may be subject to more than one sentence or order if a concurrent sentence has been imposed.

Under proposed legislative changes currently before Parliament, a number of new community-based sentences and orders may become effective as of 1 October 2007. Home Detention, currently a means of serving a sentence of imprisonment, may become a stand-alone sentence imposed by the court, and, at the end of a sentence of imprisonment, new Residential Restrictions may become a special condition for offenders released on parole.

Other potential changes include Community Detention, a new electronically-monitored sentence that would restrict an offender to an address under curfew, and Intensive Supervision, a new sentence which would be imposed for any period from six months to two years. In contrast to Supervision, if introduced, Intensive Supervision would provide a higher level of restriction and supervision of an offender, and have a larger, more complex set of special conditions than those currently available under Supervision.

#### *Custodial Services*

Under this output class, the Department of Corrections provides custodial services and administers custodial sentences in a safe, secure and humane environment for all offenders sentenced to imprisonment.

The cost of this output class includes the cost of accommodation, supervision, security, sentence management, food and medical care.

Services provided under this output class contribute to the outcomes of 'sentences and orders complied with' and 'offenders managed safely and humanely'.

#### *Custody of Remand Prisoners*

Under this output class, the Department of Corrections provides custodial services in a safe, secure and humane environment for remand prisoners. Remand prisoners are people charged with offences and people convicted but not yet sentenced.

The cost of this output class includes the cost of accommodation, supervision, security, food and medical care.

Services provided under this output class contribute to the outcomes of 'sentences and orders complied with' and 'offenders managed safely and humanely'.

### *Escorts and Custodial Supervision*

Under this output class, the Department of Corrections provides services to transport prisoners in a safe, secure and humane environment to and from court, and supervision while at court. Services provided within this output class contribute to the outcomes of 'sentences and orders complied with' and 'offenders managed safely and humanely'.

The costs under this output class include the time Corrections Officers spend attending court hearings.

### *Information Services*

This output class covers the provision of information requested by the courts and the New Zealand Parole Board to inform their respective decision-making processes. Information provided includes psychological reports, pre-sentence assessment reports, reparation reports, home detention reports and assessments, oral information reports, home leave reports, parole assessment reports, and information for extended supervision orders.

Provision of this information contributes to the outcome of 'effective use of sentence options'.

Under the proposed legislative changes currently before Parliament, from 1 October 2007 the combination and nature of reports may change if new requirements are implemented. Judicial monitoring reports would be provided to the courts, and progress reports would be provided to the New Zealand Parole Board.

The costs under this output class also include the time Probation Officers spend preparing reports and attending court hearings.

### *Policy Advice and Development*

This output class involves the provision of advice and the development of policies that contribute to improving service delivery, including policies that improve outcomes for Māori and Pacific peoples, and the development of effective criminal justice sector legislation. Services also include the development of service standards, the analysis of trends in the offender population, and the evaluation of the impact of programmes to reduce re-offending.

Also included in this output class are functions such as responding to ministerial correspondence and parliamentary questions, official information requests, and requests from the Office of the Ombudsmen.

Activities under this output class contribute to the full range of outcomes.

### *Prisoner Employment*

Under this output class, the Department of Corrections provides prisoners with the opportunity to gain recognised qualifications and work experience through a range of employment-related activities and training.

A diverse range of structured activities is available, including catering, forestry, grounds maintenance, farming and manufacturing. Release-to-work opportunities are also provided to eligible prisoners.

These activities improve prisoners' chances of obtaining sustainable employment following release, thereby contributing to the outcome of 'reducing re-offending'.

### *Rehabilitative Programmes and Reintegrative Services*

This output class provides rehabilitation and reintegration services to offenders serving both custodial and community-based sentences and orders. These services include:

- responsivity programmes to improve offenders' motivation to address the causes of their criminal offending
- rehabilitative programmes to address the causes of criminal offending. Assessment tools determine programme eligibility according to an offender's criminogenic needs, responsivity and risk of re-offending
- reintegrative services to prepare for an offender's release into the community, including support for families/whānau. Emphasis is placed on services that reinforce and sustain behavioural changes by building up basic skills that support reintegration into the community
- specialist psychological services, including psychological treatment of offenders.

Activities under this output class mainly contribute to the outcome of 'reducing re-offending'. The provision of psychological services also contributes to the outcome of 'offenders managed safely and humanely'.

### *Service Purchase and Monitoring*

This output class includes:

- the provision of inspectorate services
- the development, management and monitoring of services from external providers
- agreements with other Government agencies
- community funding contracts with external providers
- contracts with Community Residential Centres.

It also includes the development and maintenance of service specifications and national systems, victim notification services and offender records services.

Activities under this output class contribute to achievement of the full range of outcomes, but particularly to 'offenders managed safely and humanely' and 'victims of crime supported'.

### *Services to the New Zealand Parole Board*

This output class involves the provision of funding for, and administrative services to, the New Zealand Parole Board. This assists the New Zealand Parole Board to meet its independent statutory responsibilities.

Services provided under this output class contribute to the outcomes of 'reducing re-offending', 'sentences and orders complied with' and the 'effective use of sentence options'.

## Part E - Explanation of Capital Flows

### Part E1 - Explanation of Movements in Departmental Net Asset Schedules

Details of Net Asset Schedule for Department of Corrections	Estimated Actual 2006/07 \$000	Projected 2007/08 \$000	Explanation of Projected Movements in 2007/08
Opening Balance	1,274,138	1,665,820	
Capital Injections	311,682	58,600	Transfer of funds to 2007/08 and funding for Effective Intervention programmes incorporating community-based sentences, home detention, and prisoner employment.
Capital Withdrawals	-	-	
Surplus to be Retained (Deficit Incurred)	-	-	
Other Movements	80,000	-	
Closing Balance	1,665,820	1,724,420	