



ARA POUTAMA AOTEAROA
DEPARTMENT OF CORRECTIONS

Statement of Intent

2021 - 2022



ARA POUTAMA AOTEAROA
DEPARTMENT OF CORRECTIONS

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Hōkai Rangi

Hōkai Rangi 2019-2024 is our organisational strategy. It seeks to put wellbeing at the heart of everything we do, to deliver better outcomes for the people we manage, our staff and partners, and all of our communities in Aotearoa. In response to the overrepresentation of Māori in the Corrections system, it was developed with Māori, and utilises a Māori worldview to underpin the changes we seek. *Hōkai Rangi* prioritises partnership with Māori, and humanising and healing approaches as critical in delivering greater outcomes for all people in the Corrections system, and their whānau.

Hōkai Rangi was the name given to us by Te Poari Hautū Rautaki Māori – our Māori Leadership Board. It is taken from the karakia Kete o Te Wānanga, which describes the ascent by Tāne into the highest heavens. It is drawn from the following section, *Ko te hōkai nuku, ko te hōkai rangi* (traversing the earth, ascending into the heavens). It aligns with the metaphor of Ara Poutama Aotearoa which is drawn from the same narrative.

Hōkai Rangi represents the journey of Ara Poutama Aotearoa, the people in our care, and their whānau to achieve their full potential.

Ara Poutama Aotearoa

The name Ara Poutama Aotearoa was gifted to us after extensive consultation with communities and iwi. It refers to an aspirational pathway for people in prison, and people subject to community-based sentences and orders. It also highlights our responsibility to guide and support these people and their whānau to reach Te Tihi o Manono, the point from which unlimited potential can be realised.

Poutama specifically refers to the stepped pattern found on tukutuku panels and woven mats symbolising genealogies and the ongoing steps of learning and achievement. Many believe the stepped pattern represents the steps which Tāne ascended in his quest for superior knowledge.

Foreword from the Minister of Corrections

As Minister of Corrections, I'm pleased to present Corrections' Statement of Intent for 2021-22.

This document outlines the key areas that I expect Corrections to lead and, importantly, updates the public on Corrections' activities and the introduction of its five-year organisational strategy, *Hōkai Rangī*.

The prison network we inherited was under stress and heading in the wrong direction. It is undeniable the high rates of imprisonment include an overrepresentation of Māori. The increasing prison numbers were leading to escalating costs and diverting money away from work that could make a real difference in people's lives.

This Government aims to bring lasting and meaningful reform to the justice system and Aotearoa/New Zealand as a whole through its wellbeing approach, which looks beyond the short-term to longer-term intergenerational outcomes.

Hōkai Rangī, a strategy authentically co-designed with Māori and incorporating a Te Ao Māori worldview, is a perfect example of that.

It is bold, but nothing less than bold is required if Corrections is going to be successful on its path.

My time as Corrections Minister has brought me into contact with countless staff and offenders across our prisons and community corrections sites.

I have met offenders who have transformed their lives with the help of staff and a focus on rehabilitation and mental health. This is how we will make long-lasting change that will ultimately lead to fewer victims and safer communities.

It will also lead to safer environments for staff, which is a key priority to me. Their important work to keep New Zealanders safe every day is done alongside some of our most dangerous and challenging people. They are essential to this strategy.

There is still a long way to go on the path to reform our justice sector. This Statement of Intent outlines the continuation of a real shift towards that goal.

Responsible Minister statement

I am satisfied that the information on strategic intentions prepared by the Department of Corrections is consistent with the policies and performance expectations of the Government.



Hon Kelvin Davis
Minister of Corrections

Introduction from the Chief Executive

In this, the final period of our 2018-2022 Statement of Intent, I thought it was important to provide updates on changes to our organisational strategy. In August 2019, we launched *Hōkai Rangi*, our five-year organisational strategy covering 2019-2024. It represents a new strategic direction for us: one that builds on the good things we were already doing, but importantly, innovates to find new and alternative ways of doing things to achieve better outcomes for people under our management, their whānau, and the wider community.

The strategy sets a clear expectation to address the overrepresentation of Māori in our system, and we knew we had to do things differently to realise that. It is a bold strategy and requires us to be equally bold in fulfilling its promise.

We've made a strong start, and despite the COVID-19 interruptions and the Waikeria Prison riot, progress continues at pace. Our staff are at the heart of us being able to deliver *Hōkai Rangi*. Investing in the ongoing strength, safety, and capability in our people is a significant focus for the organisation. In 2020, we realigned our Executive Leadership Team to deliver *Hōkai Rangi*. This included establishing a new People and Capability group responsible for building the capability of our people, and ensuring they are well supported to do their work.

As we move forward, there will be a greater level of accountability and workforce flexibility for our four regions to operate and support their frontline staff. This will enable our frontline staff to be supported in a way that is more responsive to their needs, and ensure they have the skills and capability to lead our implementation of *Hōkai Rangi*.

The organisation cannot deliver *Hōkai Rangi* alone. Developing, improving, and strengthening authentic partnerships with Māori is an important step on our journey. Our work on the Māori Pathways programme has become a key part of *Hōkai Rangi*. The Māori Pathway was part of the 2019 wellbeing budget – a \$98 million investment over four years to shift the Corrections system using kaupapa Māori and whānau-centred approaches. The partnerships developed through this are enabling us to generate new ideas and ways of working. Results will be assessed by Māori and the Crown together.

An additional \$10 million was invested in the Wāhine Māori Pathways in the 2021 budget. Women have unique needs and this funding will support a series of initiatives designed in partnership with Māori to build better outcomes for women at Christchurch Women's Prison and across the Canterbury community.

Our pathways work is focused in three areas: Hawkes Bay, Te Tai Tokerau and Te Mana Wāhine (Christchurch). These areas have been provided with the investment, mandate, and objective of adapting ours, and our partners', approaches to better support the *Hōkai Rangi* outcomes. I anticipate these three geographical areas, along with the Waikato, through the Waikeria Prison redevelopment, provide us the opportunity to try new ways of working which can then be transferred elsewhere.

I am confident that the coming year will see further important changes in the way we operate, and I am looking forward to sharing these in next year's Statement of Intent. These changes, supported by strong and authentic partnerships, will enable us to improve outcomes with and for Māori, and create humanising and healing pathways through the Corrections system, as envisaged by *Hōkai Rangi*.

Chief Executive statement of responsibility

In signing this information, I acknowledge that I am responsible for the information on strategic intentions for the Department of Corrections/Ara Poutama Aotearoa.

This information has been prepared in accordance with section 38 and section 40 of the *Public Finance Act 1989*.



Jeremy Lightfoot

Secretary for Corrections and Chief Executive

Te Tumu Whakarae mō Ara Poutama Aotearoa

Our purpose

Our statutory purpose

Corrections plays a critical role in the justice system. We are responsible for the safe management of people in prisons and in the community on sentences and orders.

The justice system starts with Police preventing and dealing with crime, moves through to the courts where people are prosecuted and sentenced or acquitted, and ends with Corrections managing prison and community sentences, and supporting offenders on their rehabilitation and reintegration pathway.

The policies and approaches in one part of the system can impact on other parts, and therefore joining up our approach allows us to identify these effects, and implement changes that have the best outcomes for everyone. Additionally, the extent to which society provides housing, health, and benefits/welfare is a critical factor in whether people avoid the justice system in the first place.

Legislation administered by Corrections

Corrections is responsible for administering the:

- > Corrections Act 2004 and the Corrections Regulations 2005, which provide the legal framework for managing and operating the corrections system.
- > Public Safety (Public Protection Orders) Act 2014, which introduced Public Protection Orders as an additional measure to detain very high-risk individuals under a civil regime after completing a finite prison sentence.

We also jointly administer two Acts with the Ministry of Justice:

- > Sentencing Act 2002, which covers the sentencing process and the criminal sanctions available to the courts.
- > Parole Act 2002, which covers the release of people from prison, and extended supervision orders.

Our role in the Justice Sector

Corrections is an integral part of the justice sector, and works closely with other agencies to fulfil our core role and achieve our goals. We must engage in partnerships that work with and for everyone involved in the justice system. This includes our workforce, people under our management and their whānau, and our service providers and other partners such as iwi, hapū, community groups, councils, non-profit organisations, other government agencies, and justice sector partners. Each organisation or group plays a different role in helping to enhance people’s wellbeing, and supporting them to change their lives.

Every person’s journey through the justice system is different, although it broadly follows an established pattern from the initial response (crime prevention, response or arrest) to the administration of justice (a fair trial and support for victims) to sentencing, sentence management, and rehabilitation. Supporting people and their whānau through the system and operating it fairly and efficiently requires significant collaboration and co-ordination. Accordingly, there are many operational contacts between justice sector organisations every day. For example, a person may be arrested and prosecuted by Police, convicted and sentenced by the Courts, and then managed by either Corrections (if they are in the adult system) or Oranga Tamariki (if they are in the youth system). We also have close alliances with Te Puni Kōkiri, Kāinga Ora, the Ministry of Social Development, the Ministry of Health, and district health boards amongst others.

At Corrections, we work with Police to transport people between Courts and prisons.

Police and Corrections share responsibility for managing defendants in the community on electronically monitored bail (people who have been charged but not convicted of a crime), and those on the Child Protection Offender Register. Police and Corrections also lawfully share intelligence to keep people safe in prisons and in the community, especially in the area of gang activity.

We work with Oranga Tamariki to protect the safety and welfare of children and young people serving sentences, and young people in the lives of the people we are managing. We also work with the Ministry of Justice on the use of court cells and future prison capacity planning, and with the Crown Law Office on legal, litigation, and prosecution matters.

The justice system is complex, and changes by one agency often have flow-on effects to other agencies. Justice sector volumes are also heavily impacted by social sector outcomes. Therefore, it is crucial government agencies consult each other and work together to find cross-sector solutions. We recognise that the importance of working together in collaboration with our justice sector partners, non-governmental organisations, iwi and whānau is critical now and in the future.

The justice sector works collaboratively to progress the government’s goals. The Justice Sector Leadership Board includes the Chief Executives of all six justice sector organisations, and co-ordinates major sector-wide change programmes and investments.

Crime prevention, response, investigation and resolution	Administration of justice, prosecution and defence, supports for Courts and victims	Sentence management, rehabilitation and reintegration
Criminal justice policy and administration		
 <p>Responsible for maintaining public safety, law enforcement, crime prevention and community support</p>	 <p>Responsible for the administration of the courts, Public Defence Service, Legal Aid, the enforcement of monetary penalties, and providing advice on criminal justice policy</p>	
 <p>The lead law enforcement agency for investigating and prosecuting serious or complex financial crime, including bribery and corruption</p>	 <p>Responsible for administering prison and community sentences, and assisting in offenders’ rehabilitation and reintegration into the community</p>	
 <p>Responsible for prosecuting the most serious crime, criminal appeals, and the oversight of public prosecutions</p>	 <p>Responsible for administering youth justice services</p>	

About the Department of Corrections Ara Poutama Aotearoa

Our core roles

Managing New Zealand's prisons/ corrections facilities

Corrections is responsible for 18 prisons across New Zealand, one of which, Auckland South Corrections Facility, is managed privately. As at 31 May 2021, they housed 8,418 people, down from an historic high in March 2018 of 10,820.

The 18 prisons span the length of New Zealand from Northland Region Corrections Facility to Invercargill Prison. Three prisons (Auckland Region Women's Corrections Facility, Christchurch Women's Prison and Arohata Prison) are for women, while the remaining 15 are for men.

The profile of the people in each prison differs depending on the site. Facilities are equipped to manage people of varying security classifications, ranging from minimum to maximum security, and status, either remand or sentenced.

Prisons are complex environments. They accommodate complicated and vulnerable individuals. While a person is in prison, Corrections is responsible for their safety, rehabilitation, health and wellbeing. People in prison are provided with food, clothing, primary healthcare and mental health services, cultural and spiritual support, offered rehabilitation and reintegration programmes, and assistance to help transition safely and successfully into their community upon release.

Sentences and orders in the community

Corrections manages approximately three times as many people in the community as we do in prison, at more than 100 Community Corrections sites nationwide, as well as one Public Protection Order Residence on the grounds of Christchurch Men's Prison.

Corrections administers 10 different community-based sentencing options, the most restrictive of which is home detention. There are also several community-based orders that the Courts can impose to keep the community safe, even when someone is not serving a sentence. The most serious of these is an extended supervision order, which enables the ongoing monitoring and management of the risk posed by a high risk sex offender or a very high risk violent offender.

Probation staff are trained to manage people in a way that maintains public safety, through building effective relationships with the individual and their whānau, and supporting them to complete their sentence or order.

Community-based sentences and orders often allow individuals to keep their employment, and maintain pro-social community and whānau connections, while still being held to account for their actions. When required, staff escalate their response by imposing sanctions or pursuing formal prosecution for breaching their conditions. Formal prosecution may result in imprisonment.

Corrections monitors people subject to community-based sentences and orders differently depending on the nature of the conditions imposed by the Courts or the New Zealand Parole Board. Monitoring can include home visits, regular check-ins with probation officers, electronic monitoring, and person-to-person supervision.

Delivering rehabilitation programmes, reintegration services, and health services

Every person's rehabilitation journey is unique and is based on several considerations such as the nature of their offending, their risk of re-offending, their motivation to change, and their physical and mental wellbeing. Rehabilitation programmes, reintegration services, and health services are opportunities to help people in the corrections system turn their lives around, thereby reducing re-offending, a key goal of *Hōkai Rangī*.

The suite of interventions includes addressing health needs, cultural support, educational opportunities, vocational training, motivational sessions, offence-focused programmes, alcohol and other drug treatment programmes, intensive residential programmes, and individualised psychological treatment.

Corrections delivers rehabilitation interventions and reintegration services to thousands of people, both in prison and in the community. Programmes can be run with a mixed-delivery model with some key programmes and services being delivered by internally employed specialists, such as psychologists, and some being delivered in partnership with non-profit community groups.

In prisons, case managers work with people on a one-on-one basis to identify their rehabilitation needs and to match these with available programmes to be completed throughout their sentence. In the community, this responsibility sits with each person's probation officer. Psychologists and programme facilitators also play an important role in these processes.

Reintegration services address the wellbeing and core needs of a person preparing for release, to assist with their transition back into the community. These include wrap-around whānau support to build or maintain positive relationships, job placement programmes and in-job support, transitional and emergency accommodation options, help to obtain financial assistance, and support to gain practical skills for life.

We are working to strengthen and expand our health services capabilities at all prison sites. Currently we offer people in our management primary health care services including nursing, medical, mental health, and dentistry in all our prisons.

Providing information and administrative services to the Courts and the New Zealand Parole Board

The New Zealand Parole Board is an independent statutory body, separate from Corrections. Corrections administers the Parole Act 2002, which requires us to provide administrative and training support to the Parole Board.

Information and advice are provided to the Courts and the Parole Board to assist in their decision-making. This includes providing pre-sentence reports to Courts prior to sentencing, and providing reports to the Parole Board in advance of parole hearings. Corrections' role in these processes helps to ensure the quality of sentencing and parole decisions.

Our values

We are a values-led organisation. Our five shared values enable our people to practice from a values-led perspective.

- > **Manaaki (Respect):**
We care for and respect everyone
- > **Kaitiaki (Guardianship):**
We are responsive and responsible
- > **Whānau (Relationships):**
We develop supportive relationships
- > **Rangatira (Leadership):**
We demonstrate leadership and are accountable
- > **Wairua (Spirituality):**
We are unified and focused in our efforts

These values are designed to positively influence and impact all the people we work with.

The hallmark of values-led practice is the use of values to guide actions for decision-making, interactions among people, and treatment choices for the people under our management.

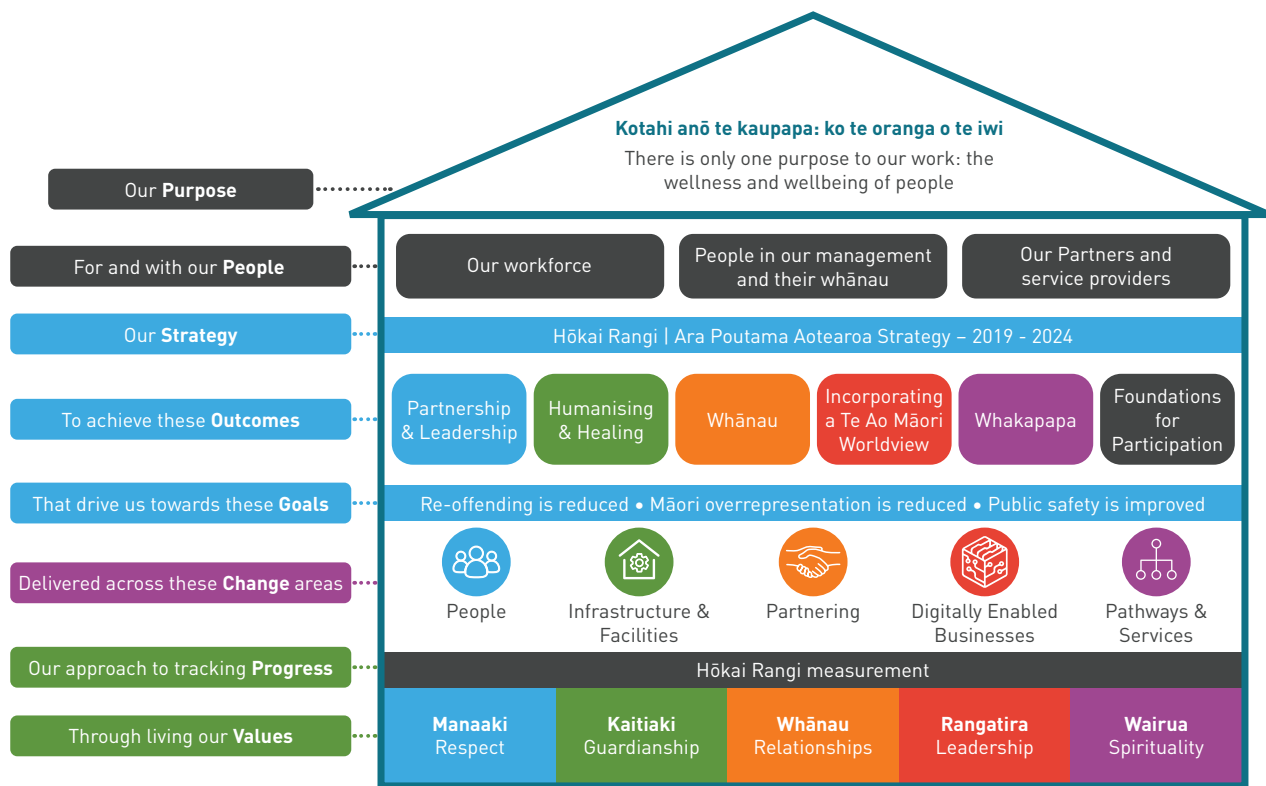
The inclusion of Māori values, and taking a te ao Māori world view, underscores the importance Corrections places on enabling staff to communicate and operate in ways that are culturally appropriate.

Through values-led practice, we are enabling and encouraging our staff to interact with each other and the people in our management in meaningful and respectful ways. For example, values-led practice encourages our staff to be inclusive and encourage honesty, empowerment, and transparency. The values can also be incorporated into documents, processes, and procedures. By making a commitment to implementing the values, Corrections is demonstrating the three keys to becoming a values-led organisation – being explicit, coherent, and consistent.

Corrections uses evidence-based practice to guide programme development, decision-making, policy, procedures, and rehabilitation and reintegration treatment. By aligning evidence-based practice with values-led practice, Corrections can achieve the best possible outcomes.

Our strategic direction: Hōkai Rangi

Corrections is on a transformational journey guided by our overarching strategic framework outlined below.



Hōkai Rangi Ara Poutama Aotearoa Strategy 2019-2024

In August 2019, Corrections launched *Hōkai Rangi*, our organisational strategy for improving outcomes with, and for, Māori. *Hōkai Rangi* represents a new strategic direction for Ara Poutama Aotearoa: one that builds on the good things that are already happening, learns from doing, and, most importantly, innovates to find new and alternative ways of doing things to achieve better outcomes with Māori and their whānau. This strategy will underpin transformative and intergenerational change for people in the Corrections system and their whānau. At the heart of the strategy is the concept of oranga, or wellbeing.

Safety is at the core of everything we do – it is critical to achieving our *Hōkai Rangi* wellbeing outcomes. We have a uniquely wide range of safety risks. The approach we take to our work must balance the needs of the people we are managing with the safety and wellbeing of our staff and the public.

The principles of *Hōkai Rangi* and the focus on safety and wellbeing are complementary. We have a zero-tolerance policy towards assaults on staff

or towards other people in prison. No assault is acceptable. *Hōkai Rangi* will guide our approach to implementing a healing and humanising approach that centres wellbeing without compromising safety.

Our strategic goal – Public safety is improved

Everyone benefits when people no longer commit crime. The person leaving prison gets a chance to build a crime-free life, and they may be reunited with their whānau. But by far the greatest benefit is that there are no more victims, and our communities are safer places to live.

Corrections improves wellbeing in our communities, by focussing on encouraging sustainable desistance from offending through specialist rehabilitative treatment, and reintegrative support.

For the small population of high-risk people who present an ongoing danger to themselves or those around them, Corrections improves public safety through safe and secure custodial facilities, liaison with Police, timely access to treatment and rehabilitation programmes, 24-hour monitoring and, where necessary, civil detention.

Our strategic goal – Re-offending is reduced

To help build a safe society, we need people to succeed in living offence-free lives.

Corrections continues to invest in rehabilitation and reintegration, with the aim of helping people and their whānau build positive relationships at every step of their sentence. People's physical and mental health needs are supported, education opportunities are offered, as are industry training and qualifications. Kaiwhakamana and Fautua Pasefika (kaumātua and Pacific community leaders who have access to prisons) provide spiritual and cultural support for Māori and Pacific peoples to assist in their safe rehabilitation and ultimate return to the community.

When people are released from prison, Corrections helps them find jobs, accommodation, and support. People on community-based sentences and orders are also helped to move away from offending through rehabilitation programmes, enhancing work and living skills, and supporting people into mental health services.

When people make positive progress after leaving the Corrections system, it's not just a positive outcome for them. It's good for all New Zealanders.

Reducing Māori overrepresentation

Overrepresentation of Māori in the Corrections system is one of our key challenges, and one we have the opportunity to address.

New Zealand has one of the highest imprisonment rates per capita among Organisation for Economic Co-operation and Development (OECD) countries, and Māori are disproportionately represented. Māori are also overrepresented among people on community sentences or orders such as supervision, community work, home detention, release on conditions, remand, and parole. Generally, Corrections manages people who have committed more serious crimes and who have more complex needs, while Police and the Ministry of Justice are responsible for lower level responses including fines and diversions.

Corrections aims, along with our partners and iwi and Māori providers, to prevent Māori entering the Corrections system, and reducing their risk of re-offending once they have completed their sentence or order. We will continue to focus on understanding what effective rehabilitation and reintegration services look like for Māori, recognising that the models used in international jurisdictions may not adequately respond to the unique characteristics of the New Zealand population. Guided by *Hōkai Rangī*, we do this in partnership with Māori, and are willing to embrace mātauranga Māori in this process.

Our change areas

We will progress *Hōkai Rangī* to ensure we set the foundations for major improvement across all areas of Corrections. To do this, we identified five change areas:

- > Our people (workforce)
- > Our infrastructure and facilities
- > Partnering with stakeholders
- > Becoming a digitally enabled business
- > Pathways and services.

Together the five change areas will both inform the development of new programmes, infrastructure, and our work culture over the next three years.

We will provide stewardship over our people and organisational culture to ensure the Department has the capacity and capability to achieve the outcomes defined by *Hōkai Rangī*. This will include fostering a values-led, positive, culturally competent, learning culture, and a diverse and inclusive workforce.

Infrastructure and facilities planning and delivery in both custodial and non-custodial settings will be aligned with *Hōkai Rangī's* requirements for humanising and healing environments. Our work will deliver quality asset management performance, to ensure that physical infrastructure assets, our staff, the impacts of change, and safety and wellbeing are at the centre of our work.

The purpose of partnering is to support the identification, strengthening and management of relationships with Correction's stakeholders across all portfolios of work, and to ensure they are aligned with the outcomes described in *Hōkai Rangī*. It describes how stakeholders and partners are at the centre of all considerations by Corrections by delivering holistic, integrated, sector-wide service.

Maintaining and developing an increasingly digitally enabled business is aligned with the Department's strategic outcomes. Broad oversight and governance, and forward-focussed stewardship over Corrections' digital assets will ensure a focus on business continuity and deliberate improvements over time.

The people under our management, and their whānau must have timely, tailored access and support, and are able to identify and access the best pathway and services for effective rehabilitation, holistic wellbeing, and reintegration to prevent future re-offending. *Hōkai Rangī* will ensure these people and groups are at the centre of all considerations, and that pathways and services delivered are fit for purpose.

Managing in a changing environment

To achieve the desired outcomes of *Hōkai Rangī* and realise our strategic goals, Corrections will need to navigate challenges within our operating environment, all while ensuring people are at the centre of our efforts.

Corrections manages some of New Zealand's most vulnerable and complex people at the direction of the Courts and the New Zealand Parole Board. Corrections is responsible for their safe management for the duration of their sentence or order. In addition to our core roles, Corrections has faced several changes to its operating environment in recent years. The COVID-19 pandemic, an increase in the number of people on remand, significant housing shortages, responding to the needs of women under our management, and responding to extremism have presented some of the major challenges to the current operating environment.

Responding to challenges presented by COVID-19

The COVID-19 pandemic has presented unique challenges to keeping our staff and people in prison and in the community safe while ensuring that the wellbeing of people remains at the centre of our efforts.

As the COVID-19 pandemic has continued to affect New Zealand, Corrections has implemented significant safety and wellbeing precautions in prisons and at community sites which scale up or down appropriately at varying Alert Levels. At the various Alert Levels, it was necessary to suspend private visits to prisoners and non-essential home visits and community work, introduce a two-week separation period to keep new arrivals prison separate from other prisoners was introduced, provide prison and community-based staff appropriate personal protective equipment, undertake contract tracing, and continue promoting of good hygiene.

Corrections takes a deliberately cautious approach as sites return to full operations when Alert Levels reduce, while ensuring the health, safety, and wellbeing of staff and the people we manage.

The COVID-19 pandemic highlights opportunities to trial innovations and initiatives as part of the implementation of *Hōkai Rangī* much quicker than previously intended.

The focus areas include:

- > using technology to support rehabilitative outcomes and contact with family and whānau;
- > investing in education and skills development to support effective reintegration;
- > leveraging a mobile workforce to improve outcomes in the community;
- > strengthening our capabilities in mental health and addictions;
- > rethinking how people on remand are managed; and
- > designing a prison network that enables wellbeing.

The plan is now focused on leveraging these initiatives and refining and prioritising our operational activity based on wellbeing outcomes for our staff, the people we manage, and their whānau.

COVID-19 is likely to be an ongoing issue for Corrections for some time, and as with the 2020 outbreak, if COVID or any other pandemic were to occur in New Zealand we will adapt our processes and procedures as needed, in line with our *Hōkai Rangī* values, to ensure the continued smooth running of the our network.

A growing proportion of people on remand

Since March 2019, there has been a steady increase in the remand population, and as of the end of February 2021, the daily average for the previous eight months was 36%. This is forecast to reach 41% by June 2024, not accounting for any further impacts from COVID-19.

The increase of people on remand is largely due to an increase in prosecution of more serious offending. The increase in the remand population is also associated with several other factors, including practices around granting bail and bail enforcement, an increase in the use of custodial remand for family violence offending, and longer stays in remand due to cases taking longer in the courts.

Corrections will work with justice sector partners on a range of initiatives to reduce the remand population, and improve outcomes for people on remand, such as improving access to programmes and interventions, and examining how to rebalance spending on programmes and activities to achieve this.

Addressing housing challenges

Finding accommodation for some people being released from prison will remain one of our most significant challenges over the coming year.

The current housing market is making it more difficult for some people to find suitable, stable accommodation. We are experiencing an overall increase in demand for accommodation services for people leaving prison, including those sentenced to home detention, and those on other community-based sentences and orders.

To respond to accommodation challenges, we are working with Kāinga Ora (formerly Housing New Zealand), Housing and Urban Development, iwi, and a number of community service providers to increase the range of accommodation options available to our people as they make the transition to a pro-social, meaningful life outside of prison.

Responding to the needs of women

Historically, the Corrections system has been designed around managing men. While women make up only 6% of the prison population, a high proportion of female offenders bring with them complex and entwined histories of severe trauma, mental health issues, substance abuse, unhealthy relationships, and poverty which have contributed to their offending. On top of this, many women who offend are primary caregivers. If they receive the support they need to turn their own lives around, that will have a positive impact on their children, whānau, and communities.

E rere ana ki te Pae Hou: Women's Strategy, first introduced in 2017, is being refreshed to ensure current best practice continues to inform the work of Ara Poutama Aotearoa to respond to the specific needs of women.

Te Mana Wāhine pathway is being piloted at Christchurch Women's Prison with a co-design rōpū in place to guide and develop this work. Prototyping and testing of initial concepts has commenced.

The Women's Prison Improvement programme of work has just been launched with a focus on our three women's prisons operating as a cohesive network, underpinned by an oranga (wellbeing) informed operating model and ensuring training for staff is tailored to their role and focussed on what matters and what works for women.

Responding to extremism

Violent extremism remains a persistent threat to Ara Poutama and New Zealand. There continues to be a number of individuals under Corrections' management identified as holding extremist views or displaying risk factors and indicators specific to radicalisation or violent extremism. Corrections continues to evolve its response to violent extremism by:

- > leveraging partnerships with government agencies, NGOs and international partners;
- > establishing a Persons of Extreme Risk Directorate where additional measures are needed to safely manage those who present an ongoing risk of harm and the potential to influence others to engage in serious violence;
- > increasing education to frontline staff about violent extremism;
- > exploring and developing prevention and disengagement initiatives, and further enhancing individualised treatment plans for people displaying extremist views, as new learnings and knowledge are obtained;
- > enhancing violent extremism risk assessment processes; and,
- > undertaking a review of current Corrections policies that will ensure systems cannot be exploited by violent extremists to promulgate extremist beliefs and actions. Several changes are being considered.

Organisational health & capability

Our staff are integral to our success in achieving our goals. We employ around 10,000 staff, the majority of whom (more than 86%) are employed in frontline roles. Frontline staff interact with people in prison or on community sentences and orders every day. Our staff have the greatest opportunity to help people under our management turn their lives around.

Health, safety, and wellbeing

Frontline Corrections staff function every day in exceptionally challenging environments. To enable them to undertake their work, we must prioritise health, safety, and wellbeing, and empower our staff to take responsibility for this.

Corrections proactively manages staff health and wellbeing, and has invested significantly in training and tools to keep our people safe. A range of services are available to staff including annual influenza vaccinations, free bi-annual health checks and eye examinations, and programmes focusing on physical, mental, and emotional wellbeing. We will continue to enhance this area in the future as appropriate.

We continue to support our staff to seek the help they need to maintain their health and wellbeing, especially in challenging front line roles in prisons and in the community.

We have, with our union partners, been developing a joint plan to reduce violence and aggression in prisons, to keep everyone safe. The plan was finalised in May 2021, and covers five key areas:

- > the internal disciplinary process;
- > appropriate training;
- > personal protective equipment;
- > reviewing staffing levels and freeing up time from transactional tasks; and
- > supporting staff wellbeing.

Inclusion and integrity

Corrections' role working directly with people who have committed crimes and harmed communities means that working to the highest standards of integrity is vital.

Our Integrity Support Team will maintain a strong focus on integrity through the promotion of an open and honest culture within Corrections, and by holding

staff members to account for their actions. Staff are reminded frequently through various channels that speaking up is a core value, practised at all levels of the organisation.

Diversity

Corrections encourages a diverse, vibrant workplace that appreciates a range of experiences and views, including those with disabilities, and people who identify with the Rainbow community.

The prison population and those serving community sentences and orders are also diverse groups. To understand and assist these people, we must ensure that our staff can relate to and share the cultural points of view each person brings with them on their journey. This is acutely important for Māori and Pacific peoples, as these groups are significantly overrepresented in the criminal justice system.

Corrections will continue to actively recruit and develop a diverse base of potential candidates and existing staff. We will nurture an environment where cultural diversity is valued, women are encouraged to succeed and grow, and differences are celebrated.

Recruitment

Corrections is committed to continually ensuring it recruits, prepares, and develops new staff, and gives existing frontline staff more opportunities as Probation Officers, Corrections Officers, Case Managers, Programme Facilitators, and offender employment instructors.

Corrections expects a high standard of conduct from all employees. Significant emphasis is placed on this throughout the recruitment and selection process. Our pre-employment screening procedure supports the high standard of conduct and integrity we expect from staff.

Recruitment activities are conducted throughout different periods of the year. Like any organisation, Corrections has a natural turnover, so there is regular recruitment for a range of different people to complement the team and support people in prison and the community.

As at 30 June 2020, the average gender pay gap at Corrections was 0.8%, the lowest in the public service, and our workforce was approximately 51% male, and 49% female.

Development

Everyday, staff carry with them a wealth of Corrections knowledge and offender management experience. It is important that they are given the opportunity to grow, develop, demonstrate and pass on this experience.

Corrections will continue to provide staff with clear development pathways, encourage secondments as a way to broaden experience, promote from within, and actively promote cultural competency.

Openness and transparency

Corrections is committed to the principles of transparency and openness as a vital aspect of being accountable to the New Zealand public. Our positive record of meeting our obligations under the Official Information Act 1982, and making official information available unless there is a good reason to withhold it, highlights our commitment to these principles.

We will continue to promote a culture of openness and transparency by championing positive engagement with official information legislation and promoting proactive release where appropriate. We will also drive a culture of continuous improvement that empowers staff to learn about the importance of open and transparent Government, enhance performance, and innovate to best meet the needs of the New Zealand public.

How we will track progress

Our strategy – Hōkai Rangi

Hōkai Rangi recognises the importance of measurement to track our strategic goals. It is very deliberately a long-term strategy which, when launched in August 2019, had actions ranging from ‘to begin immediately’ to plans that span more than five years.

Measurement is, and will continue to be, critically important to achieving our vision, outcomes, and goals. In the development of *Hōkai Rangi*, we identified next steps relating to action-planning and measurement, “we will need a plan for implementing our short- and medium-term actions and a set of measures and indicators so that we can track our progress”. Recognising that what we are doing is complex, and in many respects new, it is critical that we learn what works and build our evidence base. This is why Corrections is developing a framework to ensure we are measuring our progress appropriately.

The process

Authentic co-design with Māori, incorporating a te ao Māori worldview, and greater connectedness with whānau, are also key elements of the Department’s strategy. The progress framework is to be developed from a Māori perspective, as much as a Pākehā perspective, and be agreed in partnership with Māori, in order to be meaningful to all parties. To date, an initial set of indicators and measures has been developed in partnership with Māori.

There are six collective strategic outcomes we aspire to that are the major focus for Corrections moving forward:

- > Partnership and leadership
- > Humanising and healing
- > Whānau
- > Whakapapa
- > Incorporating a te ao Māori worldview
- > Foundations for participation.

From these we have developed seven initial key indicators that will allow us to track our progress.

- > Relationships with Māori are authentic and effective
- > Mātauranga Māori (understanding) is elevated and embedded in what we do
- > Services and programmes are with whānau, for whānau
- > Interactions promote positive relationships, manaaki (respect), and safety
- > Mana and wellbeing are enhanced through honouring whakapapa and identity
- > Self-determination, healing, and resilience are central to our approach
- > People gain the skills, tools, and knowledge to thrive in their communities.

Our current measurements and projections are outlined in Vote Corrections – Justice Sector - Estimates 2021/22. Corrections is currently building our reporting measurement framework in relation to Hōkai Rangi objectives, and the Department will be piloting these from mid-2021.

As development of the framework to measure progress continues, Corrections will keep measuring its progress through its current Statement of Performance measures, as well as the Recidivism Index, the Rehabilitation Quotient, and through the Ministry of Justice’s Seriousness of Offences Scale.

Where relevant, these measures will be provided in reports to relevant stakeholders, Ministers, the Government, Parliament, and the public.



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