

Strategic Intentions

2025 - 2029



DEPARTMENT OF
CORRECTIONS
ARA POUTAMA AOTEAROA



Contents

Introduction from Chief Executive and Minister's statement	4
Our statutory purpose and responsibilities	5
Our organisational strategy	6
About the Department of Corrections, Ara Poutama Aotearoa	10
Our strategic planning	12
Example initiatives on our Organisational Roadmap	13
Organisational health and capability	14
Improving digital tools and experiences	15
Closely monitoring delivery	16
Tracking our progress	18

This work is licensed under the Creative Commons Attribution 3.0 New Zealand licence. You are free to copy, distribute and adapt the work, as long as you attribute the work to the Crown and abide by the other licence terms. To view a copy of this licence, visit: <https://creativecommons.org/licenses/by/3.0/nz/>. Please note that no departmental or government emblem, logo or Coat of Arms may be used in any way which infringes any provision of the Flags, Emblems, and Names Protection Act 1981. Attribution to the Crown should be in written form and not by reproduction of any such emblem, logo or Coat of Arms.

Presented to the House of Representatives pursuant to section 39 of the Public Finance Act 1989. ISSN: 1175-5342.

Published 30 June 2025.

Introduction from the Chief Executive and Minister's statement

These Strategic Intentions cover the four years until 2029. I expect that this period will continue to be one of significant change for Corrections as we build on the foundations we have set over the past four years.

I am proud of the progress we have made since 2022. Alongside launching a refreshed Hōkai Rangi as our enduring strategy, we have also developed an Organisational Roadmap and Performance Framework. Together, these artefacts articulate our future direction and the outcomes we seek to achieve.

Our purpose is to make the community safer by supporting people to leave us better and with brighter prospects. This is not something that we can achieve alone. We are strengthening how we work together on multi-agency responses in partnership with local organisations and iwi to better manage risk and intervene early so people get the right services and support at the right time.

The next four years will see a relentless focus on ensuring that we have the prison capacity to safely meet an increasing prison population.

Alongside this, our recruitment efforts will continue at pace, acknowledging that Budget 2025 has provided us funding for an additional 580 new frontline staff, including 368 Corrections Officers.

With a workforce of around 11,000, we are one of New Zealand's largest core government agencies. The overwhelming majority of our staff work on the frontline in our prisons and community sites. These staff operate in often challenging work environments. I am committed to ensuring they have the tools and support to do their jobs safely.

As outlined in our Organisational Roadmap, a significant focus for us will be investing in the capability of our workforce and improving our culture. We are aware that to deliver change and achieve what we need to, we must invest in our people. We are working hard to ensure that we have the right workforce capacity, systems that build and strengthen capability, and provide positive environments for staff, as well as enhancing our culture. We will also make sure our people have a clear pathway to build a long-term career at Corrections.

I believe we have built strong momentum for change. I am committed to us continuing the journey we are on. We know that there is more to do. And there are challenging realities we must manage, including changing custodial and community corrections environments. However, I am confident that with the support of our hardworking and dedicated workforce, we will achieve our goals of improved public safety, reduced reoffending, and reduced Māori overrepresentation.



Jeremy Lightfoot
Secretary for Corrections and Chief Executive
Te Tumu Whakarae mō Ara Poutama Aotearoa

Responsible Minister statement

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



Hon Mark Mitchell
Minister of Corrections

Our statutory purpose and responsibilities are the foundation of all that we do

We are governed by the Corrections Act 2004 and the Corrections Regulations 2005 which provide the legal framework for how we manage and operate the corrections system.

The Corrections Act 2004 also sets out our statutory purpose, which is to improve public safety and contribute to the maintenance of a just society by:

- Ensuring that the community-based sentences, sentences of home detention, and custodial sentences and related orders that are imposed by the courts and the New Zealand Parole Board are administered in a safe, secure, humane, and effective manner.
- Providing for corrections facilities to be operated in accordance with rules set out in this Act and regulations made under this Act that are based, amongst other matters, on the United Nations Standard Minimum Rules for the Treatment of Prisoners.
- Assisting in the rehabilitation of offenders and their reintegration into the community, where appropriate, and so far as is reasonable and practicable in the circumstances and within the resources available, through the provision of programmes and other interventions.
- Providing information to the courts and the New Zealand Parole Board to assist them in decision making.

We manage people at the direction of the courts and the independent New Zealand Parole Board, and do not determine who is in prison or who serves sentences and orders in the community. The judiciary is responsible for imposing sentences which hold people to account for their offending.

Corrections is responsible for administering the:

- *Corrections Act 2004*
- *Corrections Regulations 2005*
- *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 on the completion of a finite prison sentence.

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

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

We are also subject to other non-Corrections specific legislation, including the *Mental Health (Compulsory Assessment and Treatment) Act 1992*, the *Returning Offenders (Management and Information) Act 2015*, the *Privacy Act 2020*, and the *Official Information Act 1982*.

Our organisational strategy

Hōkai Rangi represents our long-term strategic direction, guiding our collective approach to delivering on our three organisational outcomes

Our strategic direction outlines how we intend to be effective in the corrections system and make our communities safer. It gives us clarity about why and how we work, what we need to prioritise, and how we measure our success.

Hōkai Rangi outlines our values and pou, Organisational Roadmap, and Performance Framework that work together to help us achieve our organisational outcomes. Our obligations under the Treaty/Te Tiriti are cornerstones of our actions and operations and underpin Hōkai Rangi.

A visual of our strategic direction



We have refreshed Hōkai Rangi but have retained the same aspirations for the corrections system

Hōkai Rangi has been Corrections' strategy since 2019. The strategy was refreshed in 2024, reaffirming our commitment to reducing Māori overrepresentation, a goal that sits alongside our other outcomes: improved public safety and reduced reoffending.

Our strategy has six pou which guide the way we work and reflects the lessons we have learned since the strategy was first launched in 2019. From 2019-2024, we focussed on the delivery of short-term actions which accelerated our learning and understanding of the way we need to change and how we need to do it. We are now focussed on scaling up the changes that will be most effective in achieving our organisational outcomes.

We are positioning ourselves in a way that supports delivery against Government priorities

We have a responsibility to use taxpayers' money wisely and deliver a balanced budget, with a strong focus on delivering against Government priorities. Equally, we must manage our activities to ensure they deliver on our purpose and outcomes.

The Government has outlined its intention to restore law and order. Corrections has been supporting this commitment by contributing to the delivery plan to achieve the Government's target to reduce violent crime. We have also had a core focus on the Minister of Corrections' priorities for the Corrections portfolio.

These are:

- Increase prison capacity
- Ensure staffing levels remain proportional to the prison population
- Improve staff safety
- Reduce reoffending through effective rehabilitation.

A range of key work programmes and initiatives across the department are supporting these areas. This includes physical infrastructure projects and initiatives to strengthen rehabilitation and reintegration, such as improving services for harmful substance use and mental health need, expanding rehabilitation programmes for people on remand, and the continuation of special treatment units for violent offending.

Our new Organisational Roadmap is helping us to strategically prioritise our work

We need to be efficient with our resources and focus on what has the greatest positive impact. We are committed to delivering services and programmes that are fit for purpose in breaking the cycle of offending. This includes working with iwi and Māori providers, and using research, data, and evidence to inform the approach we take to achieving our outcomes.

By effectively meeting rehabilitation and reintegration need, we can support people to make positive and meaningful changes in their lives. Over time, this will lead to fewer victims, improved public safety, and reduced Māori overrepresentation in the criminal justice system.

Rather than having a list of actions to be undertaken, our refreshed strategy includes our Organisational Roadmap. The roadmap identifies the key focus areas that will help us realise our organisational outcomes, and better prioritise and sequence our resources and efforts.

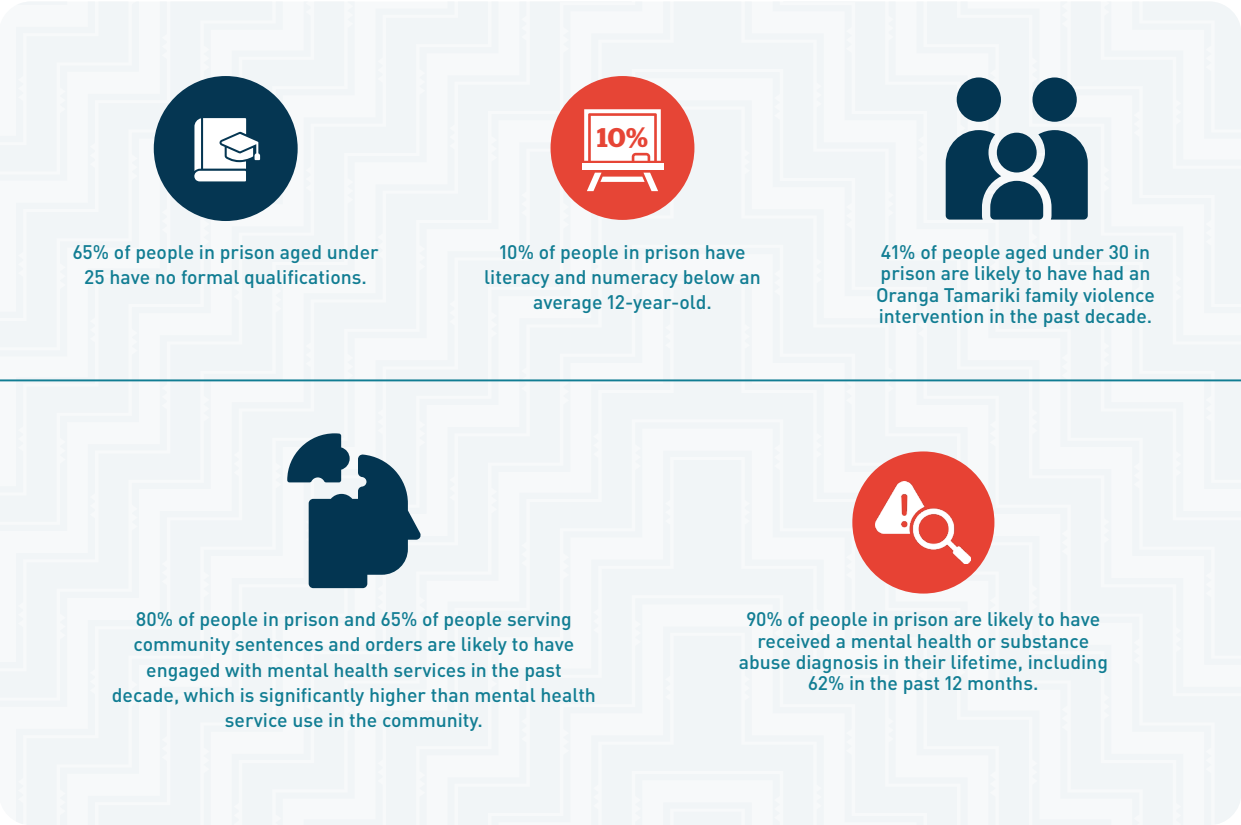
Our Performance Framework will help us to understand whether the approaches we are taking are having the desired impact.

We manage some of the most complex and vulnerable people within society

Hōkai Rangi speaks to the realities that our frontline staff face in managing risk and responding to complex needs. These realities – such as people in prison being more likely to have unmet health needs and complex issues – can make it more challenging for people in our management to achieve and maintain positive change. Identifying and addressing these needs is critical to helping people live crime free.

Enabling change is not something we can do alone. Many of the factors that contribute to someone committing a crime sit beyond the direct influence of the corrections system. To do our part effectively, we need to understand the people we manage, provide the health services, rehabilitation programmes, and reintegration support that will help reduce the chances of further harm and victimisation, and embed the necessary system-level changes that will support the outcomes we are seeking.

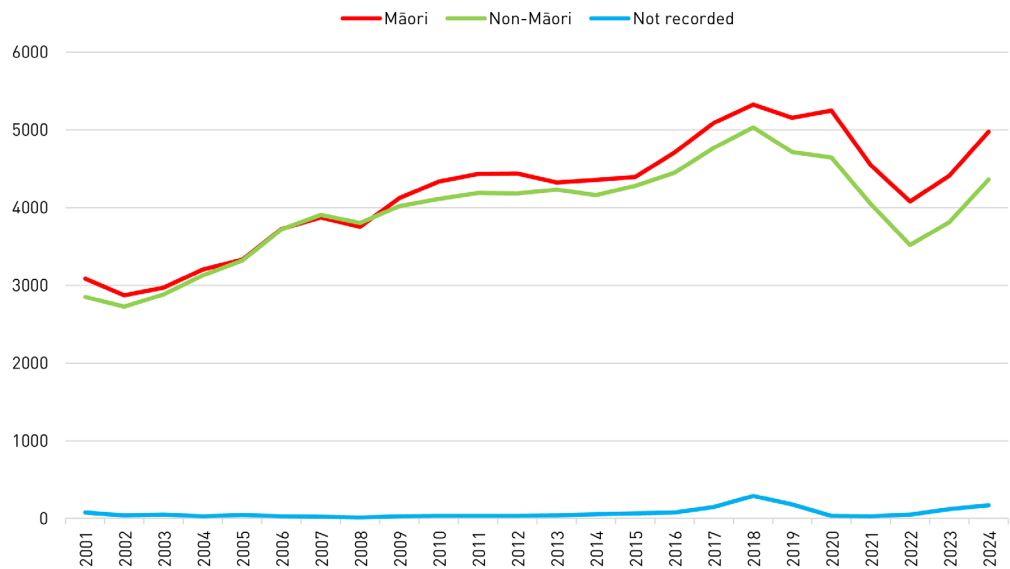
Past research suggests




Developing, improving, and strengthening relationships with Māori is an important part of Hōkai Rangi, recognising Māori overrepresentation in the corrections system

For almost four decades Māori have been persistently overrepresented in the corrections system, making up more than half of the prison population and almost half of those serving community sentences and orders. We are committed to working with Māori to understand the best way to support them in achieving their aspirations.


Prison population by ethnicity






On average, 57% of people aged under 30 in prison are Māori as are over 60% of women in prison.

Māori



Non-Māori



Within two years, 40% of Māori are reimprisoned compared with 28% of non-Māori.

Adapting our responses to trends and future challenges

The corrections system is resilient and must continue to be agile and adapt to change, trends, and challenges. We also need to adapt to a changing custodial and community corrections dynamic, while keeping our focus on our core business and achieving our organisational outcomes. This means being responsive to influences outside our control.

Where our population changes, it can make it more challenging to manage people safely and effectively and plan for their time in the corrections system. We need to continually work to understand our population so our approaches can connect people to the right services, at the right time, and better serve their needs.

Historically, the corrections system was largely designed around managing sentences. Significant growth and change to the remand population has fundamentally altered how people move through the criminal justice system and access programmes and services. Increasing court wait times is driving these changes at a scale reflected in the statistics: 20% of people in prison were on remand in 2014, rising to 36% in 2019 and 45% in 2024. The 2024 Justice Sector Projections indicate that over 50% of the prison population will be on remand by 2050. For young people, Māori, and women this is already the case.

About the Department of Corrections, Ara Poutama Aotearoa

We have a set of core functions, which describe what we do day-to-day in the corrections system

We manage New Zealand's prisons

Corrections is responsible for 18 prisons across New Zealand. The 18 prisons span the length of New Zealand from Kaikohe to Invercargill. One prison, Auckland South Corrections Facility, is operated by a private provider. We have specific prisons for men and women. People are managed according to their sentence/remand status, security classification, segregation requirements, and specific needs. A person's risk factors are assessed to determine their security classification.

We manage people on sentences and orders in the community

Corrections manages almost three times as many people in the community as we do in prison at over 100 community corrections sites nationwide. Corrections administers 10 different community-based sentences and orders, the most restrictive of which is home detention. Over two-thirds of people on community-based sentences and orders are either on community work or undergoing some sort of supervision. There are also several community-based orders the Courts can impose to keep the community safe, even when someone is not serving a sentence.

We deliver rehabilitation programmes, reintegration support, and health services

While a person is in prison, we are responsible for their health and safety, and for assisting in their rehabilitation and reintegration (this also happens in the community). Every person's rehabilitative and reintegrative pathway is unique and is based on several considerations. This can include the nature of their offending, their risk of reoffending, their motivation to change, their physical and mental wellbeing, and the support they have around them.

We promote desistance from crime by addressing the rehabilitative needs of people we manage through evidence-based and culturally responsive interventions that, alongside reintegration services, build the foundations for participation in society. The suite of programmes we provide enable people to address their offending, including violence and sexual offending, in addition to individual treatment delivered by psychologists.

We offer a range of rehabilitation programmes that vary in length from a few days to several months. Some involve working one on one with a psychologist, while others are delivered to small groups by specialist facilitators and psychologists. Our programmes focus on those at greatest risk of reoffending to ensure a maximum impact on public safety, and those factors shown through research to be most strongly related to offending. We do our own research, and we contribute to international studies to ensure what we do remains grounded in evidence.

We provide education, training, qualifications, and employment experience that will help set people up for success when they leave our management. Supporting people in this way helps them to return to their communities well-equipped to integrate and thrive.

The Pae Ora (Healthy Futures) business group connects up delivery of psychological, mental, and physical health services, including enhancing the way health and custodial teams work together. Pae Ora also helps ensure that people remain connected to the broader health and social wellbeing system (inclusive of family and whānau) through pathways of support that extend back into communities. Providing for people's physical and mental health needs helps them to engage more fully in offence focused and alcohol or other drug rehabilitation.

We provide information and administrative services to the Courts, the New Zealand Parole Board, and registered victims

The New Zealand Parole Board is an independent statutory body, separate from Corrections. Corrections co-administers the *Parole Act 2002* with the Ministry of Justice, which requires us to provide administrative and training support to the New Zealand Parole Board. Information and advice are provided to the Courts and the New Zealand Parole Board to assist in their decision-making.

We are committed to upholding the rights of victims of crime in the criminal justice system, supporting measures and initiatives that help victims of crime where applicable.

The *Victims' Rights Act 2002* also sets out Corrections' obligations to provide information to victims of offences, including notification of specific events relating to those who offended against them.

We work closely with other justice sector agencies

Corrections is one of six agencies that make up the justice sector. Together, we provide services within the complex and interconnected criminal and civil justice system. We work with these agencies at operational, policy, and strategic levels, toward the shared vision of making New Zealand safer.

A person's journey through the criminal justice system starts when people are arrested and charged by Police, through to the courts where people are prosecuted – and bailed or remanded in custody – and ends with us managing sentences, assisting with transitions and much more.

The justice system is complex and a change in one agency often has flow-on effects to other agencies. Justice sector volumes are also heavily impacted by social sector outcomes. We recognise that working together is necessary to find cross-sector solutions and this happens through sector leadership forums.

We are continuing to contribute to work that will improve timely access to justice

A key example of sector-wide work is the Timely Justice Action Plan, which intends to improve timeliness in the criminal jurisdiction of the District Court towards the agreed timely justice standard. Achievement of the standard is overseen by a sub-group of the Justice Sector Leadership Board, the Chief District Court Judge, and the National Executive Judge.

Corrections is contributing to the Timely Justice Action Plan through the operational initiative Access to Defendants in Custody. The initiative will improve access to legal services for people in prison, including making it easier for people in prison to be able to remotely talk to their counsel and other professionals (such as alcohol and other drug and mental health professionals writing reports for the court).

This work is important to Corrections as the amount of time that cases take to get through the courts affects the length of time people spend on remand. Increases to the length of time people spend on remand creates additional costs and challenges for Corrections, and impacts the people we manage. This is because most people on remand are managed in a high security environment, which requires additional staffing and infrastructure.

We are supporting sector work in relation to the Government's Reduced Violent Crime target

The Government has set a target that 20,000 fewer people are victims of an assault, robbery or sexual assault by December 2029.

The Delivery Plan to reach this target includes three focus areas. Corrections' main contribution to the delivery of the Reduced Violent Crime target is *Strengthened rehabilitation and reintegration* under the focus area '*Break the cycle of violence for repeat offenders and victims*'. We are also contributing to *Stronger sentencing* which sits under the focus area '*Increase the chance of being caught and held to account*'.

Corrections has a range of actions and initiatives, both planned and underway, which will strengthen rehabilitation and reintegration outcomes. These include Optimising our Services, Integrated Pathways, and the expansion of rehabilitation programmes to people on remand (enabled through recent legislative change).

We are also doing work to support stronger sentencing through increased prison capacity. This includes staffing increases, the Waikeria Prison expansion, and the redevelopment of Christchurch Men's Prison.

We are supporting Te Aorerekura

Te Aorerekura is the National Strategy and Action Plan setting out a collective path for government, tangata whenua, specialist sectors, and communities to eliminate family violence and sexual violence (FVSV).

Corrections plays a critical role in addressing FVSV through safely managing people in prison and in the community, and through the delivery of rehabilitation and treatment programmes in both community and custodial settings. This work is important as many people in prison have physical or sexual violence as their most serious offence, but also because many of the people that we manage will have been impacted by family violence and sexual violence.

Our strategic planning

Organisational structure

On 1 April 2024 we transitioned to our new structure as part of The Pathway Forward: Te Ara Whakamua. Our aim is to be an outcomes-focused, victim-centric corrections system that’s safe, efficient, and effective, with our services delivered in a more integrated way.

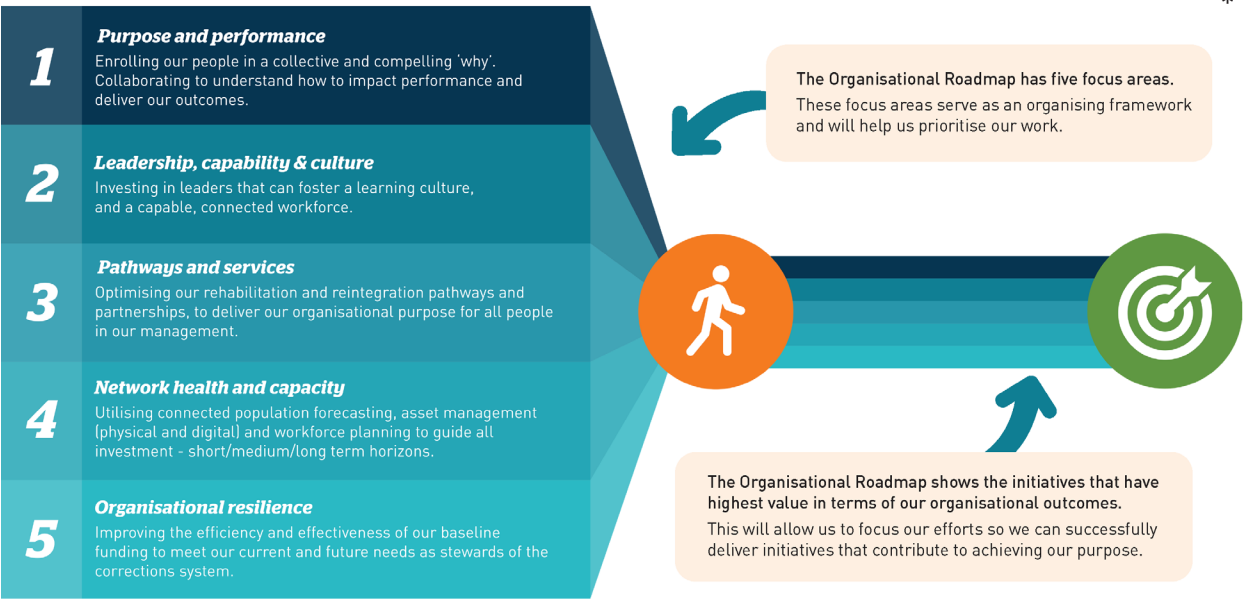
The shifts we made through Te Ara Whakamua will strengthen us by:

- Tightening our focus on core delivery.
- Simplifying our approach to support safer and more effective operations.
- Strengthening local decision making and community partnerships.
- Focusing us on connected delivery across our organisation.
- Ensuring we’ll be focused on the things that matter.

Our Organisational Roadmap

Our Organisational Roadmap* helps us to identify, prioritise, and monitor key initiatives that contribute to our organisational outcomes.

The Organisational Roadmap visually outlines focus areas and initiatives and will be used to inform annual planning, showing where we should be directing our efforts to, based on evidence.



Example initiatives on our Organisational Roadmap

Focus area	Example initiative	Explanation
Purpose and performance	Integrated Organisational System	The Integrated Organisational System refers to our future Integrated Business Management System (IBMS). This future system will focus on integrating and managing our overall organisation, including strategy, planning, assurance, learning performance, finance, HR, operations and other functional areas.
Leadership, capability, and culture	Learning pathways	Learning Pathways aims to construct tangible learning pathways for staff across portfolios, starting with Communities, Pathways and Partnerships and Custodial, to ensure that our people are provided with the foundational, core, specialist and elective learning required to enable them to fulfil their functions in a manner that is safe, compliant, and healing for the people in our management.
Pathways and services	Optimising our Services and Integrated Pathways	<p>Corrections is focused on optimising its services to better serve the needs of the people Corrections manages, both in the prison and the community. This will continue to result in changes to Corrections' third-party services and service delivery approach to better connect people to the right services, at the right time. This is intended to promote gradual yet sustained improvements in rehabilitation and reintegration outcomes over the long term.</p> <p>This work will also help ensure there is no unnecessary duplication, under-utilisation of services, or inefficiencies that use up resources that could be invested in effective treatment and support for those people who need it most.</p> <p>We intend to continually assess services against the evolving needs of the people we manage.</p> <p>Integrated Pathways is an important part of optimising our services – helping to ensure people get the right support at the right time during their time in our management. Integrated Pathways aims to simplify our complex processes and systems and enable us to work more effectively with the people we manage and their whānau, to help people navigate the corrections system and more successfully reintegrate into the community.</p>
Network health and capacity	Waikeria (Stages 1- New Build and 2 - Expansion)	<p>Stage 1: Construction of new facility with 500 beds plus an additional 96 beds within a dedicated mental health and addiction services precinct inside the same secure perimeter. The new facility is being constructed adjacent to existing low security facility.</p> <p>Stage 2: Construction of an additional 810 beds and some supporting services to the west of the Phase 1 new build. Phase 2 will utilise the core infrastructure in Phase 1, therefore Phase 2 is primarily accommodation.</p>
Organisational resilience	Fiscal Sustainability Focus	The fiscal landscape remains very challenging and for the public sector there remains a continued and clear drive to lower expenditure to adapt to more limited fiscal means. While the ability to identify further material savings is limited without compromising frontline service delivery, Corrections remains committed to identifying and progressing efficiency and effectiveness measures. This will be achieved primarily through our well-established organisational planning and fiscal management processes. This commitment remains alongside the required critical focus on progressing short, medium, and longer term actions to ensure sufficient capacity and resource is available to manage the forecast prison population in terms of both capital and operating expenditure requirements.

Organisational health and capability

Investing in our people and our physical infrastructure is a key enabler of our strategy

Staff need to feel safe and supported at work, while helping to make communities safer

Due to the nature of our work, staff can face significant pressure and risk. It is vital they have the skills and equipment to keep themselves safe as well as having high levels of personal and professional wellbeing support. If our staff are not well, our organisation is not well, and our service delivery is compromised.

In 2023/24, we continued our joint work with unions (Corrections Association of New Zealand (CANZ) and Public Service Association (PSA)) on the issue of violence and aggression. Our work with the unions is aimed at increasing staff safety, and positively impacting their wellbeing at work. The next iteration of our response to addressing violence and aggression is our Safer Prisons Plan, developed with our unions. It takes the foundation of what has worked so far and creates a focused plan to improve safety and wellbeing in our prisons.

It comprises four workstreams:

- Improving prison operations
- Understanding prison profiles
- Focusing on the wellbeing of our people
- The management of gangs.

Part of looking after our people is ensuring we have the right people in the right roles by continuing to place a strong focus on recruitment and retention. Our recruitment efforts so far have successfully increased staffing levels across all operational workforce groups.

Ensuring our workforce reflects the communities we serve remains a core part of our recruitment strategy. This leads to a more inclusive work environment that will benefit staff, those we provide services to, and the community. The diversity, equity, and inclusion function of Corrections is focused on being strategically aligned to Hōkai Rangi and public service requirements.

It is not enough to just recruit great people; we want to retain staff and ensure Corrections is a great place for them to work.

In addition to staff safety and wellbeing work, ensuring our staff have development opportunities is a key component of our retention work.

From day one, we are supporting our staff to build knowledge and skills to do their roles effectively. Most new employees participate in Ara Tika, our induction programme that covers the obligations of working in the public service, our values, integrity, cultural capability, and safety. Following on from Ara Tika, many staff go on to complete more intensive initial learning pathways.

Having fit-for-purpose physical infrastructure will support us to do our work better

The Long-Term Network Configuration Plan provides a blueprint for informing Corrections' investments in prison infrastructure over the next 20 years

The need to invest in our prison network has remained a constant over the last 60 years given the changing prison population, evolving requirements for prison infrastructure, and aging prison units.

Our Long-Term Network Configuration Plan (LTNCP) is a 20-year plan designed to address anticipated prison population growth, quality issues within the existing prison network, and inform all future significant capital investments in the prison network. It has a focus on prudent fiscal management while planning for a quality, fit-for-purpose prison network with safe environments that enable staff to do their job and support effective rehabilitation outcomes, and with sufficient capacity to meet demand.

These plans include refurbishing old and unused accommodation units, providing additional capacity to meet any surge in demand, as well as longer-term plans to provide new capacity over time, such as the Waikeria Prison Development Programme and the Christchurch Men's Prison Redevelopment Programme. Increasing high security capacity is a priority because of the growing remand population (who are currently managed as high security). We want to be able to ensure the provision of appropriate facilities and services that meet the needs of the remand population.

Digital tools have become an essential way to support our staff to manage people in prison or community settings across the country

Our vision and commitment

We are working to enable improved digital experiences for staff, the people we manage, and others who interact with the corrections system, positioning ourselves to deliver unified, modern, sustainable, and adaptive technologies.

Our work in cyber security and information management is focussed on growing information and security capability, including forensic analysis to identify possible device misuse, capability to identify rogue networks, and system improvements for our patient records management.

Every day Corrections obtains a large amount of personal information to help meet our legal obligations, to improve public safety, and to reduce reoffending. All personal information we collect relates to real people and we are all responsible for handling it in a privacy safe way.

How we are improving digital tools and experiences at Corrections

Key themes	Description
Strengthen our digital foundations	We will continue to strengthen and maintain our digital infrastructure. Our foundation technologies need to be reliable, accessible and fit-for purpose so we can build out and innovate securely. We will look to uplift legacy foundational systems, like our offender management systems, and invest time building cyber security and information management maturity to continue delivering robust infrastructure.
Extend our digital services and capabilities	People are at the heart of everything we do. Our aim is to continue incrementally extending the way our technology systems, services, and infrastructure provide support, so we deliver value to our people and our stakeholders. The goal is to integrate effective IT products and IT practice across the department to support the digitally enabled journeys people need in a modern workplace.
Transform our ways of working	This theme is about fostering innovation mindsets and extends towards supporting Corrections to manage emerging technologies, to improve digital inclusion, and grow digital equity for all of our people. We will continue developing more collaborative ways of working, to grow positive impacts across Corrections, our sector, and the communities we serve.

Closely monitoring delivery

Monitoring delivery and staying accountable keeps us on the right track

Corrections has robust governance and oversight arrangements

These arrangements help us monitor the delivery of major initiatives that will help realise our organisational outcomes. They also ensure the people we manage are treated fairly, the corrections system is operating effectively, we use public funds appropriately, we are on track to progress Hōkai Rangī, and we are honouring our Te Tiriti o Waitangi | Treaty of Waitangi, and stewardship obligations.

Corrections has close working relationships with a range of monitoring agencies that provide critical oversight, manage complaints, and undertake investigations and inspections. This helps ensure the treatment and conditions experienced by the people in our management are lawful and reasonable. These agencies also look at whether our systems and processes are fit-for-purpose and appropriately meet people’s needs and protect their rights. We value the recommendations we receive and carefully consider these. Our strategic direction is informed by this feedback which strengthens our ability to achieve better outcomes for people.

Some of the entities we work with:

- The Office of the Ombudsman – Kaitiaki Mana Tangata is the National Preventative Mechanism responsible for monitoring Corrections facilities.
- The Children and Young People’s Commission – Mana Mokopuna is the National Preventative Mechanism which undertakes inspections of Mothers with Babies Units.
- The Office of the Privacy Commissioner – Te Mana Mātāpono Matapatu oversees privacy issues. The Commissioner’s role is set out in the *Privacy Act 2020*.

- The Health and Disability Commissioner – Te Toihau Hauora Hauātanga responds to complaints and provides advocacy services to people in prison. Its role is defined in the *Health and Disability Commissioner Act 1994*.
- The Mental Health and Wellbeing Commission – Te Hīringa Mahara provides system-level oversight of mental health and wellbeing in New Zealand. Its role is set out in the *Mental Health and Wellbeing Commission Act 2020*.

Oversight Bodies Advisory Board

In response to the Chief Ombudsman’s report (Kia Whaitake – Making a Difference: Investigation into Ara Poutama Aotearoa | Department of Corrections), the Public Service Commissioner established the Ara Poutama Aotearoa Oversight Bodies Advisory Board in September 2023. The Board will meet quarterly until 31 December 2026.

The Board has a dual function to:

- Work collaboratively and constructively with the Department’s Chief Executive and the Public Service Commissioner.
- Provide advice to the Chief Executive to support the progress the Department is making on their transformation, including their operating model and internal culture change, and their progress on meeting the recommendations and findings of monitoring entities.

The Board consists of four independent members who have a wealth of knowledge from across the public and private sectors, with particular expertise in leading organisational transformation, successful culture change, performance management and evidence-based decision-making, particularly within large people-centred organisations.

Internal governance

Our Executive Leadership Team meets regularly to discuss strategic performance and operational challenges and opportunities. Governance structures at every level of Corrections provide clear escalation channels to ensure critical issues are visible at the highest levels of the organisation. Below are some key governance groups, but many other advisory groups and boards meet regularly to oversee specific areas of our operations.

Key executive governance groups:

- The Executive Leadership Team Strategy Committee sets and executes our long-term strategic direction, in line with Hōkai Rangi.
- The Finance and Investment Committee governs and monitors financial performance and directs investment and resources to carry out Corrections' and the Government's strategic goals.
- The Organisational Performance Committee provides organisation-wide oversight and governance of the integrated performance of Corrections in line with its strategic priorities, and governance over assurance activities.
- The Audit and Risk Committee is independently chaired and provides advice on our risk processes, assurance programmes and control environment.

Key operational and policy-based governance groups:

- The Health, Safety and Wellbeing Risk Governance Group focuses on serious risks to health and safety, notably effective hazard identification and risk management.
- The Wellness and Wellbeing Insights & Advisory Group includes seven independent members and offers advice on areas where improvements to welfare and wellbeing can be considered and achieved. It also considers how to address issues raised through inspections undertaken by the Office of the Ombudsman and Office of the Inspectorate.
- The Security Reference Group is a cross-functional group supporting the Chief Security Officer to assure and coordinate security controls, review security incidents, and recommend appropriate process improvements.

Office of the Inspectorate

The Office of the Inspectorate works to ensure that all prisoners are treated in a way that is fair, safe, secure and humane.

The Inspectorate is part of the Department of Corrections, but is operationally independent to ensure objectivity and integrity. It is a critical part of the oversight of the Corrections system and operates under the *Corrections Act 2004* and the *Corrections Regulations 2005*.

Measurement is, and will continue to be, critically important to achieving our strategic aspirations and organisational outcomes. Our Performance Framework is a key organisational artefact we use to drive delivery of Hōkai Rangi. It describes the connection between our purpose and what we do day to day, defines the outcomes we are working towards, and the supporting measures to assess achievement against those outcomes.

Changes to our Performance Framework are in the early stages of implementation with development and testing of new measures still required. The Performance Framework measures will be refined over time as part of assessing our performance.*

Corrections uses the RQ to measure the impact that our interventions have on reoffending. Reoffending is measured in terms of reimprisonment rates and rates of resentencing to a Corrections' managed sentence. The RQ compares the reimprisonment and resentencing rates of people who have participated in an intervention, with the reoffending rates of similar

The RI measures the percentage of people who receive a further prison sentence (reimprisoned), or any Corrections administered sentence (resentenced) within 12- and 24- months of release from prison, or after the commencement of a community-based sentence.

Neither the RQ nor the RI measure changes in the seriousness of reoffending. It is therefore useful to consider a combination of reoffending measures when assessing programme effectiveness. Corrections figure for measuring the seriousness of reoffending, the Reoffending Seriousness Measure, is a proximate measure of the average seriousness of people's reoffending derived from the Justice Sector Seriousness Score.

Relevant performance information will be reported by Corrections in our Annual Report.







DEPARTMENT OF
CORRECTIONS
ARA POUTAMA AOTEAROA

Department of Corrections, PO Box 1206, Wellington, 6140

Phone: +64 4 460 3000