

# ***Statement of Intent***

*2022 - 2026*



**ARA POUTAMA AOTEAROA**  
DEPARTMENT OF CORRECTIONS

***Kotahi anō te kaupapa,  
ko te oranga o te iwi***

***There is only one purpose  
to our work: the wellness  
and wellbeing of our people***

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## Kupu whakataki a te Minita o Te Ara Poutama

He oranga ngākau mōku e noho nei hei Minita o Te Ara Poutama ki te whakatakoto i te Tauākī Koronga a Te Ara Poutama mō ngā tau 2022-26.

Kei roto i tēnei tuhinga ko ngā wāhi hira e ai ki tana rautaki whakahaere rima tau, a Hōkai Rangī, me tua atu. He mea tūturu te hanga ngatahi a Hōkai Rangī, i whakarewahia i te 2019, me te Māori, ā, e whakauru mai ana i tētahi tirohanga Māori me te aro ki te nui rawa o Ngāi Māori kei roto i te pūnaha Ara Poutama.

I tohu anō te Tahua 2022 i tētahi aronga roa ake mō te rāngai ture tae atu ki Te Ara Poutama, ā,

kei te anga whakamua tonu i roto i te aronga hou a te Kāwanatanga mō te whakarauoranga

me te hāpai i te oranga hei tikanga pai rawa mō te whakamutu i te heke iho o te whakarekerekere me te mahi hara.

E whai ana tēnei Kāwanatanga ki te whakatau i te whakahounga pūmau, whaitake hoki ki te pūnaha ture me Aotearoa whānui mā tana aronga oranga, e tawhiti atu te titiro ki tua o te wā poto ki ngā putanga tuku wā roa.

Engari, e whakahaerehia ana e Te Ara Poutama ētahi o ngā tāngata tino uaua rawa i Aotearoa i roto i tētahi wāhi whakapātaritari. Neke atu i te 80% te taupori whare herehere i whiua mō te whakarekerekere i ō rātau ao hara.

Heoi, i te wā ko au te Minita, kua mārama ahau ki ngā tauira maha o ngā mea ka taea mā te whakarauoranga, ā, mai i te arotahi ki te whakaoranga me te oranga. I ngā tau 10, 20, 50 hoki ki mua, ko te mea nui ko te mauherehere – kāore he āwhina kia rerekē te tangata, kia tika ō rātau ao. Koinei te aronga tūturu ināianei a Te Ara Poutama, ā, ko te mutunga atu ka haumarua ake ngā hapori, ka iti iho ngā pāpurenga.

Ko te maha o ngā rerekētanga e hiahiatia ana mō tēnei hīkoi he paku noa te haere, ā, me āta tiro tiro haere anō hei whakarite ka whāia ngā tikanga pai rawa. E hia whakatipuranga pea kātahi anō ka whakamutu ngā mahi whakarekerekere. I roto i tēnei rāngai pīroiroi, he roa pea te wā e puāwai ai ngā rerekētanga toitū, engari e mōhio ana ahau ka tino whaitake a Te Ara Poutama me ōna pātui rāngai ki te āhua o te whakahaere i te matatika me te whakarauoranga i Aotearoa.

Nō reira, e mihi ana ahau ki ngā kaimahi a Te Ara Poutama, ki ērā o mua, onāianei me āpōpō. He mea nui tonu ō mahi kia pai ake te haumarua me te oranga o te maha o ngā tāngata o Aotearoa, ā, me te aha ka pērā haere tonu kia rerekē ai te āhuetanga o te pūnaha ture.

### Tauākī a te Minita

E rata ana ahau kei te ū ngā mōhihio mō ngā koronga rautaki i whakaritea e Te Ara Poutama o Aotearoa ki ngā kaupapahere me ngā mahi hei whakatutuki a te Kāwanatanga.



Hōnore Kelvin Davis

Te Minita o Te Ara Poutama

## Foreword from the Minister of Corrections

As Minister of Corrections, I'm pleased to present Corrections' Statement of Intent for 2022-26.

This document outlines the key areas against its five-year organisational strategy, Hōkai Rangī and beyond. Hōkai Rangī, launched in 2019, was authentically co-designed with Māori and incorporating a Te Ao Māori worldview, and addresses the overrepresentation of Māori in the corrections system.

Budget 2022 further signalled a longer-term focus for the justice sector including Corrections, and took another significant step forward in the Government's modern approach to rehabilitation and promoting wellbeing as the best way to break cycles of violence and offending.

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.

However, Corrections manages some of Aotearoa New Zealand's most complex people in an environment that can be challenging. Over 80% of the prison population have convictions for violence in their offending histories.

Yet in my time as Minister, I have become aware of the many examples of what can be achieved through rehabilitation, and from focusing on healing and wellbeing. Ten, 20, or even 50 years ago, incarceration was the key – no help to change and turn lives around. This is now the very real focus for Corrections, which should ultimately lead to safer communities and fewer victims.

Many of the changes required on this journey will be incremental and must continuously be re-evaluated to ensure best practice is followed. It may take generations to break cycles of violence. In a sector that is incredibly complex, sustainable change can take time, but I am confident Corrections and its sector partners will make a substantial difference to the way justice and rehabilitation are managed in Aotearoa New Zealand.

Finally, I would like to acknowledge and thank the Corrections staff, past, present, and future. Your work to improve the safety and wellbeing of so many New Zealanders remains immensely important and will be even more so as we continue to bring about change in the justice system.

### 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 Kelvin Davis

Minister of Corrections

## He kōrero whakataki nā te Tumu Whakarae

E kapi ana i tēnei Tauākī Koronga ngā tau e whā atu ki te 2026. Ā taua wā, kua ū tētahi rautaki hou ka whakawhānui atu i te tūāpapa i whakatakotohia e Hōkai Rangī. Ko te tikanga kua kite haere tātau i te pānga o ētahi o ā tātau kaupapa matua pērā i te Ratonga Hauora Hinengaro a Hikitia i Te Whare Herehere o Waikeria, me te Kaupapa Ngā Ara Māori e whakatinanahia ana i ngā wāhi e toru.

Ko te haumarua o te iwi whānui tā mātau kaupapa matua, ā, kua roa a Te Ara Poutama e whakapau kaha ki te āwhina i te tangata ki te whakarite i ngā pūtake o ā rātau mahi hara, te hāpai ake i tō rātau oranga, me te whakamana i a rātau kia haumarua te hoki anō ki roto i ō tātau hapori.

Ko Hōkai Rangī te tīmatanga o tētahi tirohanga hou mō te āhua o tā mātau whakahaere i te tangata me te whakatakoto i ngā kaupapa e rerekē ai tō rātau ao ā muri ake. I a mātau ka mahi haere tonu me te whakawhānui i tēnei rautaki, he mea nui kia whai whakaaro ki ā mātau mahi kua angitu i tēnei wā me te mōhio anō he rerekē te ao onāianei ki te wā i whakarewahia ai a Hōkai Rangī.

He whakahaere pīroiroi mātau, e wherawhera ana i tētahi ao uaua, pāhekeheke hoki. Ahakoa kāore mātau i te tino mōhio ki ngā whakapātaritari kei mua i a mātau ā-whakahaere nei, ko te akoranga nui ki a mātau mai i te KOWHEORI-19 ko te hira o te noho moruki.

I a mātau ka anga whakamua, ka whai tonu mātau i te aranga urutau. E hiahia ana ahau kia whai kaha ā mātau tāngata me tā mātau whakahaere ki te nanao, te whakamārōrō me te urutau ki ngā āhuatanga hurihuri – ahakoa he take whakahaere ka whai pānga ki tētahi o ngā whare herehere, he urupare tōpū rānei ki tētahi mate urutā ao whānui. Me ukauka tā mātau whakatutuki i ō mātau whāinga i ngā āhuatanga e manakohia ana, me ngā mea ohorere, me te whakarite ko te tangata te iho o ā mātau mahi.

Ko te tikanga o tēnei ko te haumi ki ā mātau tāngata. He manawanui tō mātau ohu mahi e mahi ana i roto i ō mātau taiao tino uaua rawa, puta noa i ngā whare herehere e rua me roto i te hapori. Me whakangungu tonu mātau i ā mātau kaimahi me te tuku utauta me ngā tautoko e hiahiatia ana e tōtika ai tā rātau kawē i ā rātau mahi. He mea hira tēnei mō te whakarite i te haumarua me te oranga o ā mātau kaimahi, ā, e mōhio ana ahau ka whai hua mātau mai i te pūtea o te Tahua 2022 e hāngai ana ki te whakangungu kaimahi mō te uaua haere ake me te whakarekerekere haere ake ā-whakahaere nei.

Me tuitui haere tonu me te whakakaha i ngā hononga ki ō mātau hoa pātui tae atu ki ngā iwi, ngā hapū me ngā whānau hei whakarato i ngā putanga ukauka. Ko te tauira hononga kua whakakahangia tētahi o ngā pou o tā mātau whanaketanga inā he aratohu mārama tēnei mō te āhuatanga pai rawa hei tautoko i te whakarauoranga me te whakaurunga atu anō o ngā tāngata kei raro i a mātau.

He pai te anga whakamua tae mai ki tēnei wā, ā, kei te whāia te ahunga tika. Ko te Hōkai Rangī, he rautaki tēnei e taea e mātau ngā rerekētanga te whakatutuki. E arotahi ana mātau ki te whakarato, ā, kei te whakamātautau tonu mātau me te whakahou tonu i ngā mahere hei whakarite ka whai pānga ēnei. Kei te mōhio mātau he nui atu ngā mahi hei mahi, ā, kei roto i tēnei tuhinga ko ngā mea e haumarua ai te iwi whānui, te whakaiti i te hoki ki te mahi hara, me te whakatika i te nui rawa o te Māori e hē ana.

### Te tauākī haepapa a te Tumu Whakarae

Mā te waitohu i ēnei mōhiohio, e whakaae ana ahau kei ahau te kawenga mō ngā mōhiohio o ngā koronga rautaki mō Te Ara Poutama Aotearoa.

He mea whakarite ēnei mōhiohio e ai ki te wāhanga 38 me te 40 o te *Ture Pūtea Tūmatanui 1989*.



Jeremy Lightfoot

Hekeretari mō Te Ara Poutama me te Tumu Whakarae

*Te Tumu Whakarae mō Ara Poutama Aotearoa*

## Introduction from the Chief Executive

This Statement of Intent covers four years until 2026. By then, we will have a refreshed strategy in place that will build on the foundation laid by Hōkai Rangī. We will also have started to see the impact of some of our flagship projects like the Hikitia Mental Health Service at Waikeria Prison, and the Māori Pathways Programme being implemented at three sites.

Public safety is our top priority, and Corrections has long committed to doing everything we can to help people address the causes of their offending, improve their wellbeing, and enable them to safely reintegrate back into our communities.

Hōkai Rangī was the start of a new way of looking at how we manage people and provided the building blocks for future change. As we continue to work and build on this strategy, it is important we reflect on our successes to date and recognise that the world we live in now is very different to the world that existed when Hōkai Rangī was launched.

We are a complex organisation, navigating in a complex and uncertain environment. While we cannot know for sure the challenges that lie ahead for us as an organisation, what COVID-19 has taught us is the importance of being agile.

As we look ahead, we will continue with more of an adaptive approach. I want our people and our organisation to have the ability to successfully absorb, flex and adapt to changing situations – whether it is an operational issue impacting one of our prisons, or a collective response to a global pandemic. We need to be able to sustainably achieve our goals in both expected and unexpected situations alike, all while ensuring people are at the centre of our efforts.

This means investing in our people. We have a dedicated workforce who operate in extremely difficult environments, across both prisons and in the community. We must continue to provide our staff with the training, tools, and support they need to undertake their roles effectively. This is critical to ensuring the safety and wellbeing of our staff, and I know we will benefit from funding in Budget 2022 specifically targeted at staff training to deal with increasing operational complexity and violence.

We must also continue to develop and strengthen relationships with our partners including iwi, hapū, and whānau to deliver enduring outcomes. A strengthened relationship model will be one of the cornerstones of our development as it gives us a clear guide to the best way to support the rehabilitation and reintegration of the people we manage.

The progress made to date is positive and heading in right direction. In Hōkai Rangī, we have a strategy that lets us enable change. We are focused on delivery, and we are constantly testing and revising plans to ensure they are having an impact. We know there is more to do, and this document outlines what will enable us to keep the public safe, reduce re-offending, and address Māori overrepresentation.

### 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*

## Hōkai Rangī

In August 2019, Corrections launched Hōkai Rangī, our five-year organisational strategy for improving outcomes with, and for, Māori. It was developed with Māori and incorporates a Te Ao Māori worldview. The strategy is closely aligned with, and contributes directly to, the criminal justice system strategic framework.

Hōkai Rangī targets changes that are needed now, but also focuses on long-term intergenerational change for people in the Corrections system and their whānau. It also aims to address the overrepresentation of Māori in our management, something that is integral to the entire justice sector. Equally important is developing, maintaining, and growing strong relationships with Māori providers, iwi, and hapū.

At the heart of Hōkai Rangī is the wellbeing of people, including our staff, people serving sentences and orders, their whānau, victims, and our communities. By improving the wellbeing of those we manage, we ultimately make our communities safer for all New Zealanders.

Our work to ensure the wellbeing and safety of people is focused on six Hōkai Rangī outcome areas:

- > Partnership and leadership
- > Humanising and healing
- > Whānau
- > Incorporating a Te Ao Māori worldview
- > Whakapapa
- > Setting the foundations for participation.

These outcomes give Corrections the pathway to help us deliver on our strategic goals:

**Public safety is improved:** We improve public safety through the management of safe and secure custodial facilities, liaison with Police, comprehensive risk assessment tools, electronic monitoring and, where necessary, civil detention.

**Re-offending is reduced:** We provide rehabilitation and reintegration interventions to help people address the causes of their offending and build positive relationships with their whānau at every step of their sentence or order. By helping people break the cycle of re-offending we also improve the safety of our communities.

**Māori overrepresentation is reduced:** We, along with our partners, aim to reduce the overrepresentation of Māori in the corrections system. We cannot do this alone, and a joined-up approach with justice sector, community and Treaty of Waitangi/Te Tiriti o Waitangi partners is critical to addressing this disparity.

## Te Tiriti o Waitangi

Ara Poutama Aotearoa (Department of Corrections) values effective and mutually beneficial partnerships with Māori. This stems from our responsibilities under the Treaty of Waitangi/Te Tiriti o Waitangi, our commitment in Hōkai Rangī to work with Māori, and the knowledge that we can achieve much more in partnership with Māori than on our own.

Our Treaty/Te Tiriti responsibilities underscore our desire to have authentic working relationships with Māori, Māori organisations, and post-treaty settlement entities. Partnering with Māori is integral to delivering the most effective and efficient outcomes for Māori we manage, and the wider justice system.

Our obligations under the Treaty/Te Tiriti are cornerstones of our actions and operations. We are committed to working with Māori to understand the best way to support them in achieving their aspirations.

## Our values

We are a values-led organisation. Our five shared values are underpinned by our commitment to Te Tiriti, which enable our people to practise 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 with people, and rehabilitation and reintegration interventions for the people in our management and their whānau. 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 and their whānau in meaningful and respectful ways. Corrections uses evidence-based practice to guide programme development, decision-making, policy, procedures, and rehabilitation and reintegration interventions. It is by aligning evidence-based practice with values-led practice that Corrections can achieve the best possible outcomes for our people, people under our management, whānau, and the community.

## 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 those in the community on sentences and orders. The justice system starts with Police preventing and responding to crime, moves through to the Courts where people are prosecuted and sentenced or acquitted, and ends with Corrections managing prison and community sentences for adults and supporting people in their rehabilitation and reintegration.

### 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 on the completion of 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.

We are also subject to many other pieces of non-Corrections specific legislation such as 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*.

## The Criminal Justice Sector Strategic Framework

The Minister of Finance piloted a different approach to Budgets in Budget 2022 as part of a programme of work to modernise New Zealand's public finance system by building on the frame of the existing justice sector group, consisting of the following agencies:

- > Ministry of Justice – Tāhū o te Ture
- > New Zealand Police – Ngā Pirihimana o Aotearoa
- > Department of Corrections – Ara Poutama Aotearoa
- > Oranga Tamariki – Ministry for Children (not part of the justice sector Budget pilot)
- > Serious Fraud Office – Te Tari Hara Taware
- > Crown Law Office – Te Tari Ture o te Karauna.

The sector group have been working together to pilot an approach with shared key priority areas and strategic outcomes. The objective is to increase

collaboration across public service agencies, improve value for money, and strengthen the delivery of the Government's wellbeing priorities.

The Chief Executives of all six justice sector organisations work together as the Justice Sector Leadership Board to ensure joint accountability. The Board is an important mechanism to assist Ministers to achieve individual portfolio goals, achieve collective justice sector goals, and to co-ordinate major sector-wide change programmes and investments.

The Budget 2022 Justice sector funding provided a new approach that allows the five agencies to work together on priority setting, planning and reporting, and funding decisions to support the justice sector's overall strategic priorities and achieve common outcomes. It also allows us to think about our strong links with the social and health sectors.

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>

### Corrections' role in the justice sector

The justice system includes many different organisations and individuals who apply and uphold the law.

Courts and judges – together known as the Judiciary – interpret Aotearoa New Zealand's laws and consider cases when people have been charged with breaking the law, including those investigated by the Serious Fraud Office. When a person is found guilty of breaking the law, they may receive a conviction and be sentenced. The justice sector works collaboratively to progress its overall strategic priorities, in particular:

- > addressing concerns about organised crime and gang activity;
- > prioritising rehabilitation as the best way to break cycles of violence and offending;
- > addressing issues with remand;
- > improving access to justice;
- > better enabled organisations and workforces; and
- > better outcomes for victims.

With these issues affecting all organisations in the justice sector, and with such clear expectations, it is imperative the sector partners work together to address these issues.

Corrections works with these other agencies on many different levels. We work with Police to transport people between courts and prisons. Police are involved in our incident response processes, and we share responsibility for managing defendants in the community on electronically monitored bail, and those on the Child Protection Offender Register. Corrections and the Police have information sharing agreements to share intelligence to keep people safe in prisons, in the community, and in the area of organised crime.

We work with Oranga Tamariki to protect the safety and welfare of children and young people serving sentences, as well as those who are children of the people we manage. We also work with the Ministry of Justice regarding the use of court cells and future prison capacity planning, and with the Crown Law Office on legal, litigation, and prosecution matters. In addition, the New Zealand Parole Board makes decisions and sets conditions for the release of people in prison. Parole aids reintegration by permitting eligible people to be released from prison to finish their sentence in the community. Compliance is closely monitored by probation officers from Community Corrections.

We also recognise the criminal justice system is intrinsically linked to the wider social sector. As such, we have close relationships with Te Puni Kōkiri, Kāinga Ora, the Ministry of Social Development, the Ministry of Health, new health entities, and other social sector agencies.

The justice system is complex, and changes made by one agency often have flow-on effects to other agencies. Justice sector volumes are also heavily impacted by social sector outcomes. Collaboration across the justice, social, and health sectors is necessary to find the best cross-sector solutions for our communities.

### Our core roles

#### We manage New Zealand's prisons

Corrections is responsible for 18 prisons across New Zealand, one of which, Auckland South Corrections Facility, is operated by a private provider. 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.

Our prisons vary in size and specification, with some specialising in the management of certain populations. For example, Auckland Prison has the country's only maximum-security facility, Mt Eden Corrections Facility is specifically designed to manage people on remand, and Rimutaka Prison has a high-dependency unit for men with complex health-related needs.

People are managed in accordance with their specific needs as well as their sentence/remand status and security classification. Security classifications include minimum, low, low-medium, high, and maximum, reflecting the safety restrictions of the individual and the need to manage the prison population safely.

Prisons are complex environments. They often accommodate challenging 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, support for their disabilities, mental health services, cultural and spiritual support, offered rehabilitation and reintegration interventions and provided assistance to help transition safely and successfully back into their community on release.

As at 31 May 2022, we managed 7,675 people in prison (of which 4,091 identified as Māori), down from a peak of 10,820 in March 2018.

#### 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 145 Community Corrections sites nationwide.

Corrections administers 10 different community-based sentences and orders, the most restrictive of which is home detention.<sup>1</sup> More than two-thirds of the 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 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 someone considered at a high risk of further sexual offending or a very high risk violent offender.

Community Corrections 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 successfully complete their sentence or order, and where necessary, hold them to account for their actions. Community-based sentences and orders often allow individuals to keep their employment, and maintain pro-social community and whānau connections, while still being monitored and held to account for their actions.

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 contact with probation officers, electronic monitoring, and person-to-person supervision.

As at 31 May 2022, there were 20,644 people on community-based sentences and orders (some people may be on multiple sentences or orders).

1. The 10 different community-based sentences and orders are community detention, community work, extended supervision order, home detention, intensive supervision, parole, post detention conditions, release on conditions, returning offender order, and supervision.

### **We deliver rehabilitation programmes, reintegration support, and health services**

Every person's rehabilitative and reintegrative pathway is unique and based on several considerations such as the nature of their offending, their risk of re-offending, their motivation to change, their physical and mental wellbeing, and the support they have around them.

In prisons, case managers work with people one-on-one 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, programme facilitators, education tutors, industry instructors, reintegration service providers, whānau, iwi partners and many other staff and external partners also play an important role in this process.

Among other services, we provide health support, mental health treatments and addiction programmes, cultural support services, educational opportunities, vocational training, motivational sessions, offence-focused programmes, whānau support, reintegration services, intensive residential programmes, and transitional accommodation support.

We will continue to pilot more interventions that are offered in partnership with Māori service providers who specialise in kaupapa Māori-based service delivery.

### **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 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.

In addition, the Board makes decisions and sets conditions for the release of people from prison. Parole aids reintegration by permitting eligible people to be released from prison to finish their sentence in the community. Compliance is closely monitored by probation officers from Community Corrections.

The Victims' Rights Act 2002 sets out clear obligations on specified agencies, including Corrections, to provide information and support victims of offences, including notification of specific events relating to those who offended against them.

### **Our current operating context**

As part of the justice sector, we face many of the same challenges as our partners. The effects of COVID-19 since 2020 is a prime example of an unexpected event that means agencies need to be responsive. To do so effectively, they must have the necessary infrastructure to quickly adapt to the new environment, despite there being little surety about what the future may bring.

We need to remain agile in order to adjust our approaches to external influences outside our control, deal with a changing custodial and community Corrections dynamic, while still keeping our focus on our core business of improving public safety, reducing re-offending, and addressing Māori overrepresentation in the corrections system.

### **Our future operating context**

Modelling done across the justice sector provides an indication of trends and projections which are anticipated to affect Corrections in the years to come. Additionally, beyond the sector commitments, all agencies face social, demographic, cultural, and other influences that may have an impact on how the sector and its individual agencies behave, and therefore how the whole sector might change.

For example, Corrections is managing an increase in people on remand, despite the number of people on a prison-based sentence showing a steady downwards trend. This changes the way we must manage our prisons, and has a significant impact on operational policy.

Corrections will work with justice sector partners on initiatives to reduce the remand population and improve outcomes for people on remand. This will include improving access to programmes and interventions and examining how to rebalance spending on programmes and activities to achieve this.

Similarly, population projections for people sentenced to prison continues to evolve. In 2017, the prison population for 2027 was projected to be 14,400. In 2021, the 10-year prison population projection has decreased to around 8,000.

As the profile of the prison population changes, so will our need to alter the operating and infrastructure programmes. The increasing number of gang members in prisons and people sentenced for violence-related offences means we will need to change how we operate. We will also need to constantly reassess the tools we use to keep the custodial settings safe, while ensuring we continue to offer the right programmes and services with the highest likelihood of reducing re-offending.

### **Our change areas**

As we progress with Hōkai Rangi, we are setting the foundations for major improvement across the organisation.

We will provide stewardship over our people and organisational culture to ensure Corrections has the capacity and capability to achieve the outcomes outlined in Hōkai Rangi and future strategies and programmes. Our staff are critically important to us, and it is vital Corrections drives a values-led, positive, culturally competent learning culture, and a diverse and inclusive workforce.

By taking a holistic view of our work, our infrastructure and facilities planning can be aligned with the Hōkai Rangi aim of humanising and healing environments. Our work will deliver quality performance, to ensure our assets, our staff, the impacts of change, and safety and wellbeing are at the centre of our work.

The building of relationships is an ongoing change area. We have already had several successful co-designs with iwi, and our aim to use these relationships and others similar will underpin much of our work. Our stakeholders and partners are at the centre of all considerations by Corrections thereby ensuring the delivery of holistic, integrated, sector-wide services.

Developing an increasingly digitally enabled business will be critical, and oversight and governance, and forward-focused stewardship over our digital assets will ensure a focus on business continuity and improvements over time.

The people we manage and their whānau must have timely, tailored access and support. As we work with them, we will identify the best pathways for effective rehabilitation, holistic wellbeing, and reintegration to prevent future re-offending that best addresses individual situations.

## Our strategic planning

While the Hōkai Rangi outcomes that we are pursuing remain unchanged, we are a different organisation to that of 2019, be it through our own decision-making or by external factors. We understand that delivering effective planning is, and will be, a continuous process.

Our strategic planning focuses on ensuring our people, infrastructure and facilities, partnerships, digital assets, and pathways and services deliver the best outcomes for people we manage, and meet the objectives of Hōkai Rangi and the wider justice sector. Importantly, we must ensure that our planning is connected across the organisation over time, can be responsive to changing needs, and enable sound financial decisions to be made given the resources available.

Further, it is crucial that our future services are purposeful and transparent in the way we invest in programmes and interventions, and how we use our resources and facilities to achieve better rehabilitation and reintegration results. This requires flexibility in our planning, so we can evolve 'what, where, and how' we deliver our services to meet the needs of our staff and people we manage, and so we can achieve our inter-connected strategic goals.

Our enterprise planning is comprised of four workstreams:

### Workstream 1 – System configuration

System configuration is wider than just what we do at Corrections, but it ensures that our operating models reflect both our own and the wider justice sector system objectives, and the people we manage.

It ensures that the future planning of our network is fully connected across the Department, network quality and resource allocation is maximised, and we are making tangible progress and change guided by Hōkai Rangi.

The workstream identifies how, using a 24-month rolling operational plan, we will factor in new capacity coming online, what capacity we can retire in our system, and the impact of those changes in our financial, operational, and strategic decisions. This will be critical at a national as well as site level, as we acknowledge that each site has unique characteristics, but that we need to be flexible enough to provide consistency of service across the network.

The system configuration workstream will have impact across the whole network in terms of service delivery, site and national infrastructure plans, Corrections' capital plan, and business groups' operational plans.

### Workstream 2 – Service delivery

The service delivery workstream will ensure our operations are effective, and the value of the resources required is optimised. The scope of this workstream is broad and will cover aspects of Corrections operations from psychological service delivery, mental health and addiction services and prison industries, to women and youth-specific programmes and housing.

Goals will be achieved through proactively and continually assessing and enhancing our services in a way that balances external and sector influences and priorities, network configuration, site specific variances, and desired performance, while aligning supply and demand within the corrections system.

The key outputs of the workstream will be a phased, rolling, multi-year plan to maximise the outcomes for people we manage, and best supports our strategic goals through reviews of the eligibility criteria for our programmes, and programme and service performance targets.

Workstream outputs will help develop and implement the Long Term Investment Plan, site planning, Corrections' capital plan, and functional and operational planning.

### Workstream 3 – Hōkai Rangi investment framework

A vital aspect of future planning will be ensuring Hōkai Rangi and other enabling strategies and programmes of work remain connected and are sequenced so that we can meet the stated objectives.

This will be done without duplication or wasted effort, taking a multi-year time horizon, exploring associated funding options, and incorporating our sector and other partnerships.

This will be achieved through identifying overlapping actions within Hōkai Rangi and other enabling strategies, identifying connections to other work underway across Corrections, and ensuring future plans are investment-ready, accountable, and monitored.

### Māori Pathways programme

A lead initiative for Corrections is the Māori Pathways programme, which supports the corrections system to be more effective by using kaupapa Māori and whānau-centred approaches and includes a range of initiatives to lower the proportion of Māori in the corrections system. Māori Pathways seeks to develop relationships with Māori for Māori solutions, and enhancing and strengthening existing kaupapa Māori services through more equitable contracts with existing providers.

Programmes are being co-designed with whānau, iwi, and hapū Māori, and other organisations and individuals independent of Corrections. The programme has been implemented at three sites to date, initially aimed at Māori men under 30 years of age at Hawke's Bay Regional Prison and Northland Region Corrections Facility. A similar, but tailored, programme is being introduced at Christchurch Women's Prison. These groups are the priority target as they have the highest reconviction and reimprisonment rates.

Future departmental planning will take the lessons learned through the Hōkai Rangi investment framework and other approaches to get greater operational and strategic efficiency. Other examples of priority strategies and programmes being considered through the investment framework are noted below.

### Our women's strategy

At 31 May 2022, women made up 5.7% of the prison population and 20.8% of people serving sentences and orders in the community. A high proportion of the women we work with have complex histories involving sexual abuse and domestic violence. Many of the women we manage are also primary caregivers.

Corrections introduced its first women's strategy in 2017. In 2021, this was updated to better reflect what we had learned, put into practice, and identified as further areas of development. This new iteration, [Wāhine - E rere ana ki te pae hou: Women's Strategy 2021 – 2025](#) recognises the importance of children and whānau in the rehabilitation and reintegration journeys of women, and that treatment and support needs to be personalised, trauma-informed, and culturally responsive.

For example, each woman who enters Corrections' management is unique, with different life experiences, often with intergenerational factors playing a significant role. This requires us to take a more holistic approach, acknowledging the factors that may have attributed to their offending.

While there are many stated deliverables, we recognise that the justice system for women is also evolving, and therefore regular review and redevelopment will be required over the four-year period. Some of the long-term work identified across the prison network includes work to improve the physical prison environment and introduce new operating approaches focused on tailored pathways, greater whānau connectedness, and women's wellbeing.

### Reducing addiction dependence

Rehabilitation is key to helping reduce re-offending. It is essential we give people the tools they need to address the causes of their offending, change their lives for the better, and reintegrate them successfully back into society.

One example is our [Alcohol and Other Drug Strategy, 2021–2026](#) which sets how we will support better outcomes for people in the community and prison who have problematic use of alcohol and other drugs. The Strategy sets out to prioritise alcohol and other drugs as an important oranga and wellbeing issue, and treat it as such in policy and practice while recognising any connections with offending.

We will promote self-management, healthier lifestyle choices, and protective factors such as participation in Te Ao Māori that will benefit individuals, whānau, and communities.

The Strategy aligns with Hōkai Rangi and the Ministry of [Health's Whakamaau: Māori Health Action Plan 2020–2025](#), and to other strategic work in the health sector. It sets a direction that takes a wellbeing focus, moving from a deficit approach to a focus enabling oranga, and a rethink on how we address substance use in our policies and practices.

## Organisational health and capability

### Addressing mental health issues

People in prison are known to have limited access to healthcare in their communities prior to entering prison and are therefore likely to have unmet needs, including mental ill health.

As such, Corrections manages some of the most complex and vulnerable people within our society. It is estimated that 91% of the people we manage will meet the criteria for a mental health and/or addiction diagnosis at some point in their lifetime. Of people in prison, 75% of women, and 61% of men have a diagnosed mental health issue.

Mental health is a critical part of Hōkai Rangī and Corrections' focus on humanising and healing. By addressing mental health and addiction issues, people are better able to engage in specialised offence-focused rehabilitation, education and employment opportunities to support their pathway to an offence-free life.

We have permanent funding for health service improvements through the 2019 Budget. Our commitment is to make further significant investments that strengthen mental health and addiction services, and provide more rehabilitation, education, and training opportunities for people in prison. This includes the opening of Hikitia, our new 100-bed mental health and addiction facility at Waikeria Prison (with outreach services at Tongariro Prison and Spring Hill Corrections Facility).

### Reducing Violence and Aggression Programme

Corrections manages some of Aotearoa New Zealand's most complex and violent people in an environment that can be challenging. More than 80% of the prison population have convictions for violence in their offending histories, and 35% have a gang affiliation which is a known predictor of violence.

The reality is that the threat of violence is something we cannot eliminate entirely, however we are doing everything we can to create the safest environment possible for staff and people in prison.

We have worked with unions to agree a Reducing Violence and Aggression Action Programme, a set of five initiatives which will address the frequency and consequences of prisoner-on-prisoner and prisoner-on-staff violence in our prisons.

There are initiatives that can be implemented quickly, while others will require further planning and potential legislation change. We will continue to work with our people and partners to ensure this Programme is fully implemented, reviewed, and reworked over time.

### Workstream 4 – How we track progress

The 'How we track progress' workstream will ensure we have a single, living outcomes-led performance framework so that we can track our progress towards achieving our strategic aspirations and embed accountability throughout the organisation for achieving them.

This workstream will maintain a strategic, enterprise-wide perspective, ensuring that performance measurement is robust, consistent, purposeful and strategically aligned. It will support the development, piloting and implementation of new measures, maintain and improve existing measures, as well as identify opportunities to retire measures and reporting no longer required.

We have a team of around 10,000 staff and contractors who work hard every day to serve the people of Aotearoa New Zealand. As at 31 May 2022, 89.6% of our staff are employed in frontline roles, interacting with people in prisons or on community-based sentences and orders.

### Health and safety

In late 2021, we launched a four-year Health, Safety, and Wellbeing Plan. Its principles are based on Corrections' organisational values, and this policy underpins the Department's culture.

Staff working in prisons and Community Corrections sites can face significant pressure given the people we manage, and it is vital they have high levels of personal and professional wellbeing support. In short, if our staff are not well, our organisation is not well, and our service delivery is compromised. This makes it imperative we invest in our people to get the best outcomes for those in our management.

We also recognise that ensuring that our people are safe, healthy, and well helps us to meet our objectives under Hōkai Rangī.

Additionally, we are charged with ensuring our people, and people working with us, have a safe environment to work in, and have the necessary tools to address any unforeseen event. We will continue to search for the most appropriate methods to ensure our people remain safe, while understanding that the custodial and community environments are sensitive to change in the broader justice and social sectors.

The plan, which was created in partnership with unions, will be reviewed in late 2023 to ensure it still reflects Corrections' strategic direction and organisational situation.

### Integrity

Corrections' roles include working directly with people who have committed crimes and victims of crime which means working to the highest standards of integrity is vital. Our Integrity Assurance Team will support and assist the Chief Executive to discharge our obligations under the Public Service Act 2020 in respect of maintaining Corrections' integrity.

This will mean providing high quality valued specialist investigation services, and delivering an integrity awareness annual programme (prevention, education, and detection initiatives) to raise awareness of and address fraud, corruption, dishonesty, and other risks across the organisation.

We will maintain a strong focus on integrity through the promotion of an open and honest culture within Corrections, and by holding all staff members to account for their actions.

### Diversity

Corrections encourages a diverse, vibrant workplace that supports a range of experiences and views. Staff have a range of networks where they can come together to celebrate diversity, support each other, and develop professionally and personally. These include our Rainbow, Māori, Pasifika, and veterans networks.

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. Corrections will continue to actively recruit and develop a diverse workforce.

### Recruitment

Corrections' frontline staff manage some of the most dangerous people in New Zealand. Staff wellbeing remains a priority, and work is underway to improve staff safety, and make frontline jobs more flexible.

We are committed to ensuring we recruit, prepare, and develop new staff, and give existing frontline staff opportunities in other roles where appropriate.

A high standard of conduct is expected from all employees, and this will continue to be a cornerstone of our recruitment and selection processes. This will include pre-employment screening procedures that support the standards of conduct and integrity we expect from staff.

Recruitment activities, especially for frontline roles, are conducted throughout the year. As with any organisation, Corrections has a natural turnover, so there is regular recruitment for people to complement the team and support people in prison and the community.

As at 30 June 2021, the average gender pay gap at Corrections was 0.3%, (public service average 9.6%), and our workforce was approximately 50.4% male, and 49.6% female.

### Training and development

Our staff carry with them a wealth of specialist knowledge (average length of service as at 30 June 2021: eight years, four months). To develop in their careers with Corrections, it is important staff are given the opportunity to grow, develop, demonstrate and pass on this experience.

## Our Long Term Investment Plan

We intend to increase the opportunities for people in our management and their whānau by growing and developing the cultural capability of all our staff.

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

We recognise the need to ensure new staff are well prepared for their roles, and that existing staff have similar opportunities to develop. We will continue to actively monitor our learning and development programme to ensure that it stays fit for purpose as the justice sector, and Corrections itself, adapt to new strategies, work methods, and societal change.

### Our environmental commitment

We recognise the close connection between environmental and human wellbeing. We also recognise the science of climate change and the urgent requirement to reduce emissions and bring our operations into balance with Te Taiao (the environment).

We commit to pursuing the restoration of land and biodiversity, efficient energy use from renewable sources, and a circular economy with waste designed out of the system, and are committed to the Carbon Neutral Government Programme (CNGP) that seeks to deliver a carbon neutral public sector by 2025.

In addition to the CNGP legislation, Corrections has a social responsibility to do its part in the transition to a climate-safe future. This requires integrating environmental objectives across investments, planning, policies, reporting, and decision-making. Implementing an ambitious and robust climate strategy demonstrates kaitiakitanga (guardianship), and addresses risks, inefficiencies, and waste.

We have identified three main opportunities where we can make substantial progress toward becoming carbon neutral - agricultural emissions, energy emissions, and minimising waste to landfill. Strategies are being developed to address these specific issues and the broader CNGP framework. Additionally, we are working towards a safer, greener, and more efficient vehicle fleet, including the Government target for light vehicle fleets being emissions-free, where practicable, by 2025/26.

### Infrastructure and digital services

The Infrastructure and Digital Assets (IDA) team is responsible for the effective provision of infrastructure and systems to enable our frontline staff and partners across the custodial, community, and corporate environments.

IDA is focusing on strategic asset management to drive long-term investment planning and execution in physical and digital infrastructure. While several significant infrastructure projects are underway which will increase the quality and resilience of our operations (e.g. Waikeria Development Programme, site master-planning, Three Waters Programme Tranche 1), there is also the opportunity to explore retiring lower quality facilities.

Digital initiatives will focus on further transition to Cloud-based technologies, while enabling multi-mode delivery, and investment to modernise the network. These support the vision of enabling our people to work safely, anywhere, anytime.

### 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 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, as does the increasing proactive disclosure of information. Between 2016/17 and 2020/21, the number of Official Information Act requests to Corrections more than doubled, yet our performance metrics for the increased volumes improved.

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 continue to 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.

The Long Term Investment Plan (LTIP) provides guidance on how Corrections will invest in assets and services over the medium and long term to support its goals. It is a comprehensive plan that carries us out to 2039, and while there will be many unknowns and variables which could impact upon it, it gives us clear guidance as to the direction we wish to travel.

Over the period of the LTIP, we will develop a corrections system that supports the more effective criminal justice that we want in the medium and long term, rather than focusing simply on immediate supply and demand issues.

The LTIP is based on four themes:

- > Safety – we have a unique set of safety risks, so our approach must balance the needs of people we manage with the safety and security of the public and our staff.
- > Responding to volume and managing capacity – as policy settings in the wider criminal justice sector change, and our responses become more effective, we should be able to move to a smarter prison network with a greater emphasis on quality of service rather than quantity of beds.
- > Rehabilitation and transitions – rehabilitation programmes represent the best opportunity Corrections has to directly impact the drivers of crime among people we manage in prison and in the community. We will be increasing our emphasis on delivering enhanced support for people under our management, in close collaboration with external partners.
- > Reforming the criminal justice system – the Government has made a commitment to create a more effective criminal justice system and safer New Zealand. The LTIP has been developed to align with an overall shift in the criminal justice system to create a safer New Zealand.

## What our future might look like

### The path forward under Hōkai Rangi and beyond

The importance of the six key strategic areas in Hōkai Rangi remain unchanged, and we continue to strive towards achieving and embedding the aspirations of these domains.

However, the six key strategic areas will be revisited to ensure our focus and efforts are most effective for continuing towards the vision of Hōkai Rangi: 'Kōtahi anō te kaupapa: ko te oranga o te iwi – There is only one purpose to our work: the wellness and wellbeing of people'.

This will allow us to deliver better outcomes for those in our management, their whānau, and the wider community. Our ongoing learnings from Hōkai Rangi will also guide us into new strategic areas and allow us to implement the operational initiatives that will take us forward towards 2030 and reducing the disproportionate number for Māori in our management.

Our aim is to build an organisation that has the capacity and capability to work with people, particularly Māori, in a safe manner and deliver on the outcomes we want to see:

- > A justice system that works for Māori, their whānau, iwi, and hapū through a more kaupapa-based justice system
- > Māori making up a smaller proportion of the prison population
- > We have fewer people in our management as a result of a justice system focused on prevention
- > We are able to provide more targeted and timely treatment to people in prison
- > We have more supported accommodation options to enable a safe, smooth and successful transition back into the community.
- > More people in prison achieving earlier parole because our rehabilitative interventions are reducing risk
- > We have a reduced percentage on remand for shorter periods
- > Highest levels of safety are maintained.

There are a number of programmes planned, including ensuring our future prison network reflects projected service needs, capturing new ways of working for staff, assessing how people under our management and their whānau are engaged with, and evolving our environmental sustainability programmes.

## We will closely monitor delivery

Corrections has robust governance and oversight arrangements to monitor the delivery of major initiatives that will help realise our strategic goals. These arrangements 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 Rangi, and we are honouring our Te Tiriti o Waitangi and stewardship obligations.

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. Key governance groups are outlined below. Many other advisory groups and boards meet regularly to oversee specific areas of our operations.

Our key executive governance groups are:

- > The Executive Leadership Team Strategy Committee sets and executes our long-term strategic direction in line with Hōkai Rangi and the wider justice sector, and Government's strategic priorities.
- > Te Poari Hautū Rautaki Te Ao (the Māori Leadership Board) provides strategic leadership on policy and initiatives to improve outcomes for and reduce re-offending by Māori. Poari members work with the Chief Executive to assess and monitor Corrections' implementation of Hōkai Rangi, contribute to the design and development of independent ideas and initiatives, as submitted by iwi Poari members, and contribute to the design of departmental strategy, policy, and programmes that affect whānau. Te Poari includes iwi representatives and has a critical role in advancing Hōkai Rangi.
- > The Investment Committee directs investment and resources to carry out Corrections' and the Government's strategic objectives, and provides overall governance of current and multi-year financial stewardship.

- > 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. This includes improving our process to ensure better executive governance oversight of monitoring entity reports and the organisational response to them.
- > The Audit and Risk Committee is independently chaired and provides advice on our risk processes, assurance programmes and control environment.
- > The People Portfolio Governance Committee maintains portfolio-wide oversight and governance over its programmes, projects and appropriate areas of core service to deliver outcomes and benefits which align with Hōkai Rangi outcomes.
- > We also have targeted portfolio committees which oversee the operating performance and business change aspects of their various assets, programmes, and projects.

Key operational and policy-based governance groups are:

- > 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 for People in the Care of Ara Poutama Aotearoa 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, Te Tari Tirohia.
- > The Security Reference Group is a cross-functional group supporting the Chief Security Officer to coordinate security controls, review security incidents, and recommend appropriate process improvements.

## We will track our progress

Hōkai Rangi recognises the importance of measurement to track progress towards our strategic aspirations. It is very deliberately a long-term strategy which has actions ranging from 'to begin immediately' to actions that reach out more than five years.

Measurement is, and will continue to be, critically important to achieving our vision, outcomes, and goals. In partnership with Māori, we are progressing the development of a framework with clear and robust measures and indicators to help track progress towards achieving our strategic aspirations.

From our collective strategic outcomes outlined in Hōkai Rangi, the following initial key indicators have been developed:

- > Relationships with Māori are authentic and effective
- > Mātauranga Māori (understanding) is elevated and embedded in what we do
- > Services 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.

We have completed the first phase of piloting some new measures with a wellbeing focus. These measures are looking to advance us from measuring predominantly outputs, to include qualitative evidence and insights about the impact we make.

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. Further piloting is required to continue testing and refining these measures before considering implementation and reporting.

As development of the framework 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.

Current measures and budget standards are outlined in the Estimates of Appropriation 2022/23 – Vote Corrections.

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

Those organisations in the justice sector have been working together to pilot an approach with shared key priority areas and strategic outcomes with the objective of increasing collaboration across public service agencies, improving value for money, and strengthening delivery of Government priorities.





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