

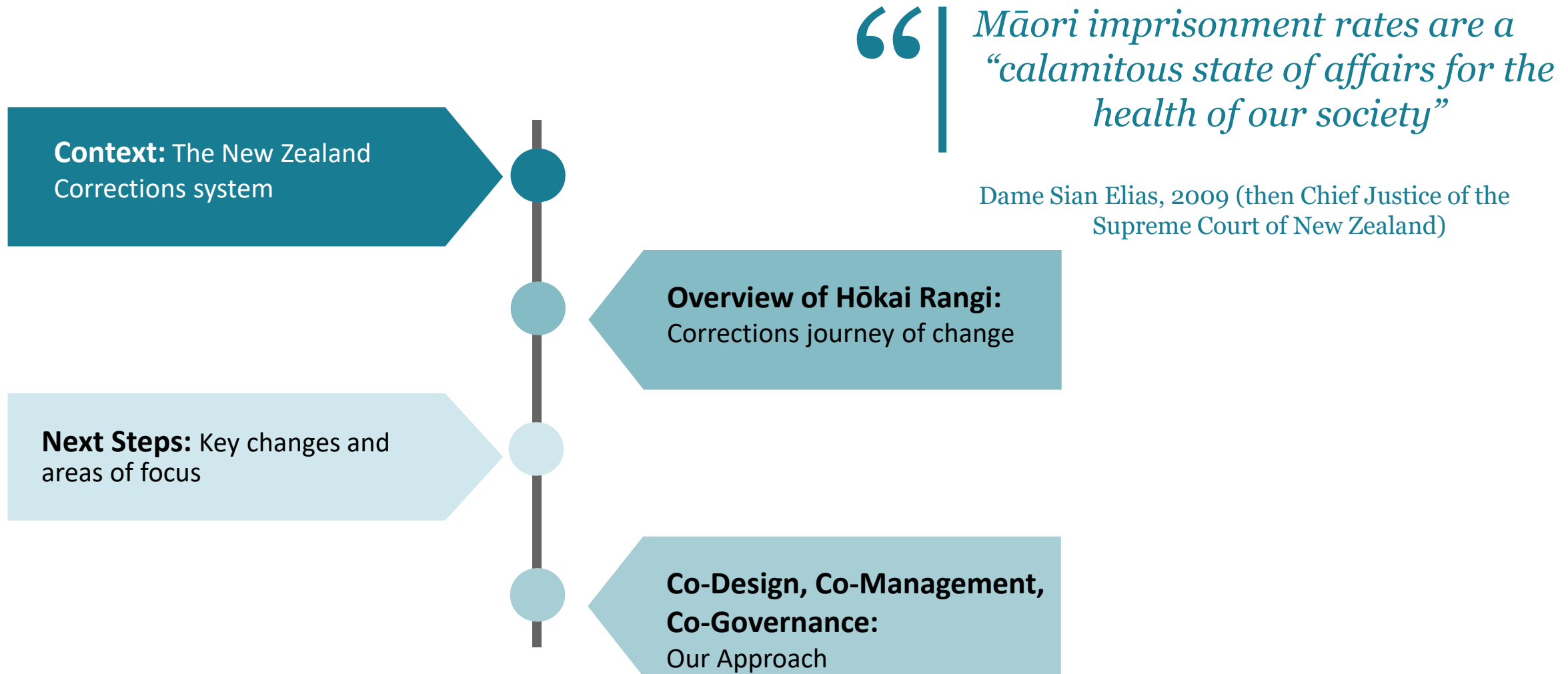
ARA POUTAMA AOTEAROA  
DEPARTMENT OF CORRECTIONS

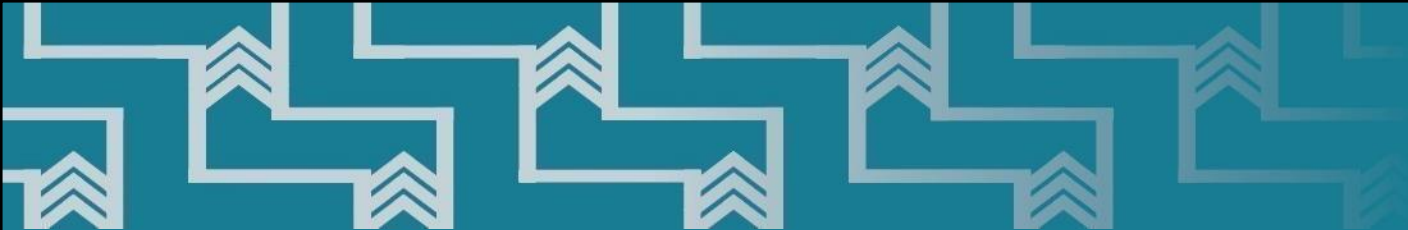
# Institute of Public Administration New Zealand

17 August 2021



# Korero Overview





# Context | NZ Corrections System





## Context | Overview of the Department of Corrections



### Ministry of Justice

develops policy across the justice sector and runs the court system



### Police

arrests and prosecutes people who break the law



### Department of Corrections

administers sentences and orders in prison and in the community



### Serious Fraud Office

investigates and prosecutes serious financial crime



### Crown Law

represents Corrections in court cases



### Oranga Tamariki Ministry for Children

manages young offenders

## The people we manage...

WE MANAGE AROUND

**30,000**

PEOPLE WITH COMMUNITY-BASED SENTENCES OR ORDERS AT AROUND

• **100** •

COMMUNITY CORRECTIONS SITES

**8,150**

PEOPLE SERVING CUSTODIAL SENTENCES IN

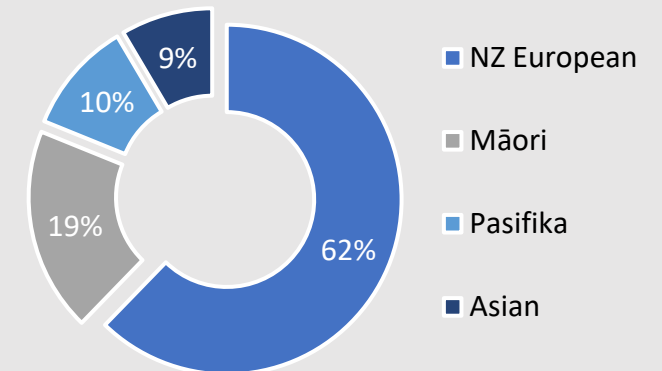
**18 PRISONS**

## Our staff

~10,000 staff

- 4,713 Female Staff
- 5,045 Male Staff
- Average tenure 8 years
- Average age 46 years

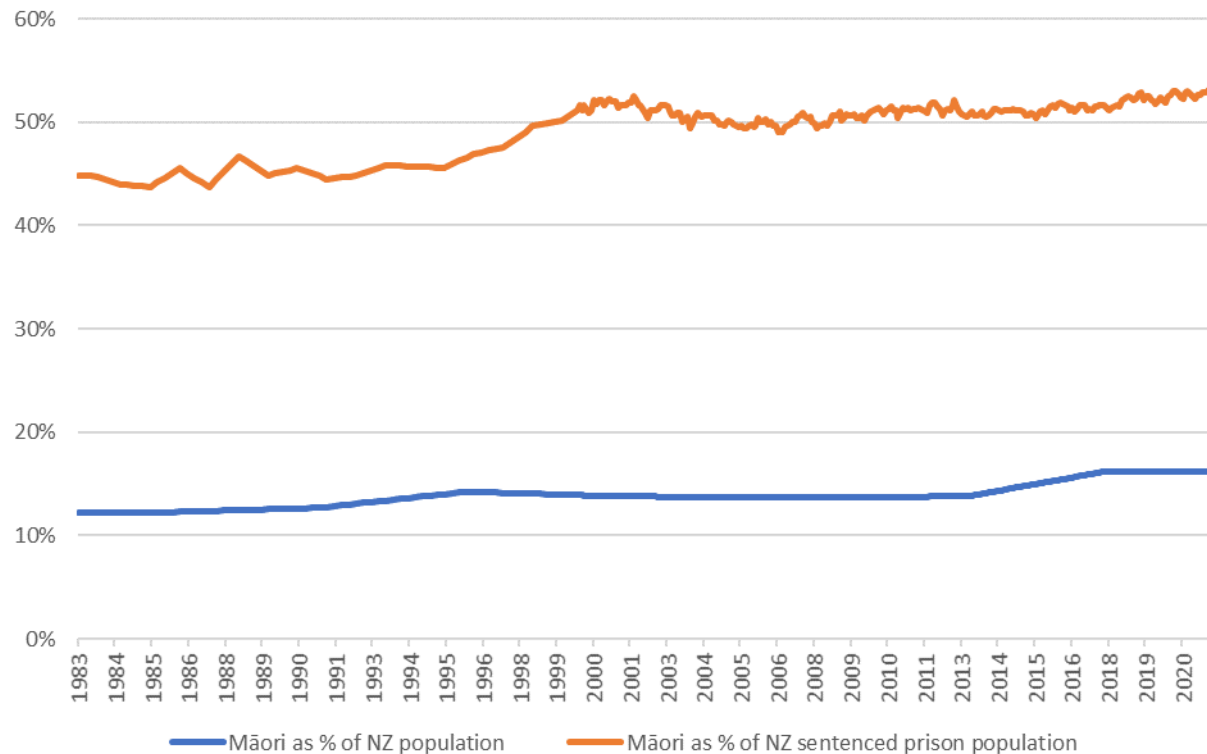
Staff Ethnicity





## Context | A recent snapshot of the system

Historical Trends in the Māori Prison Population



17%

NZ has a population of 5 million,  
**17% of which are Māori**

91%

91% of prisoners have a **lifetime diagnosis** of mental health or substance abuse disorders

53%

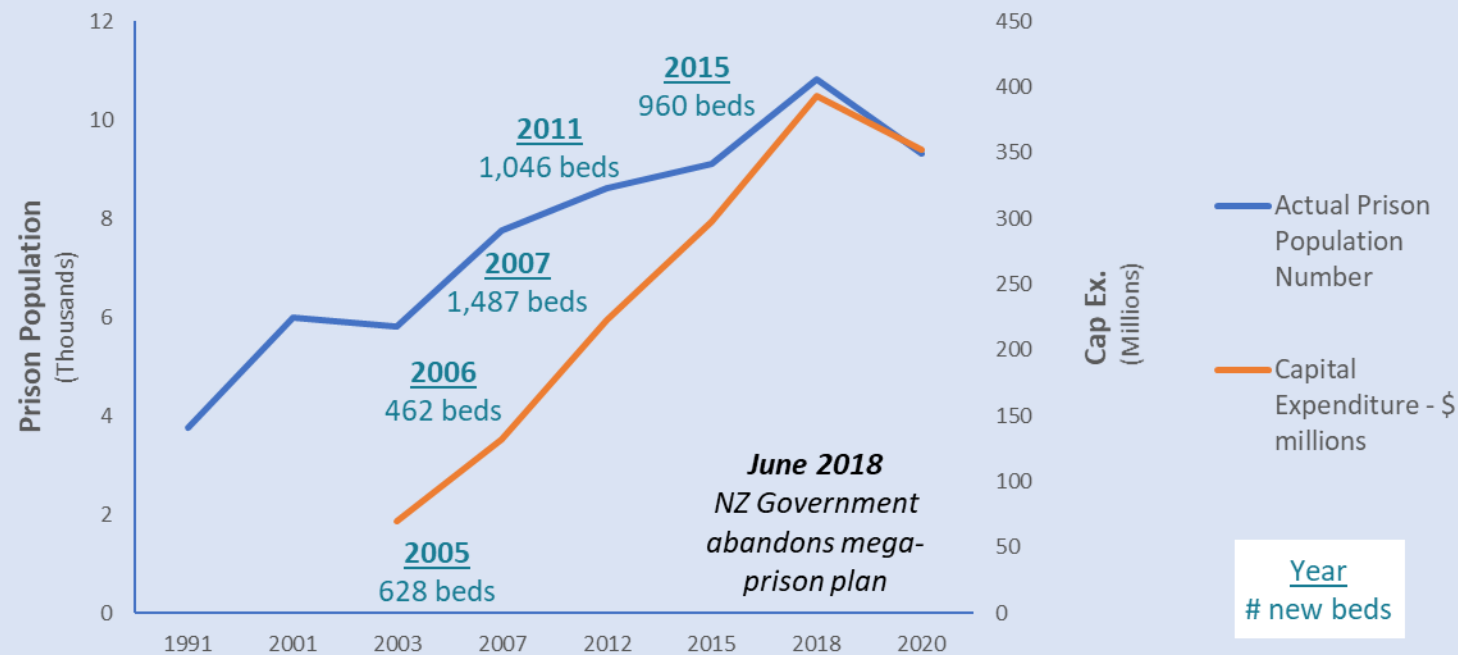
Māori are significantly overrepresented with **53% of NZ prisoners identifying as Māori**

67%

**Māori women** are even more disproportionately represented, accounting for **67% of female prisoners**



## Context | Our trajectory



**Prison population increased by 131%**

- ▶ 1991 = 3,752
- ▶ 2019/20 = 8,665

**Department operating expenditure tripled**

- ▶ 2003/2004 = \$523 million
- ▶ 2019/20 = \$1,700 million



## Context | The case for change

### The situation as it was

The **prison population** was projected to continue increasing.



**Māori** continued to be over-represented, with worse outcomes than non-Māori.



Previous **reducing reoffending strategies and targets** were not making a difference for Māori.



In spite of past efforts, a Waitangi Tribunal report found **failures in commitment to reduce the rate of Māori reoffending.**



### The need...

We **needed to work with our sector** to reduce the prison population substantially and improve their outcomes



We **needed to partner with Māori** to design new approaches to addressing the disproportionately high representation of Māori in our prison system



We **needed to change how we work** to improve connections to family, whānau, and communities through normalised environments



We **needed to improve the rehabilitation and transition support** provided, working alongside our sector colleagues

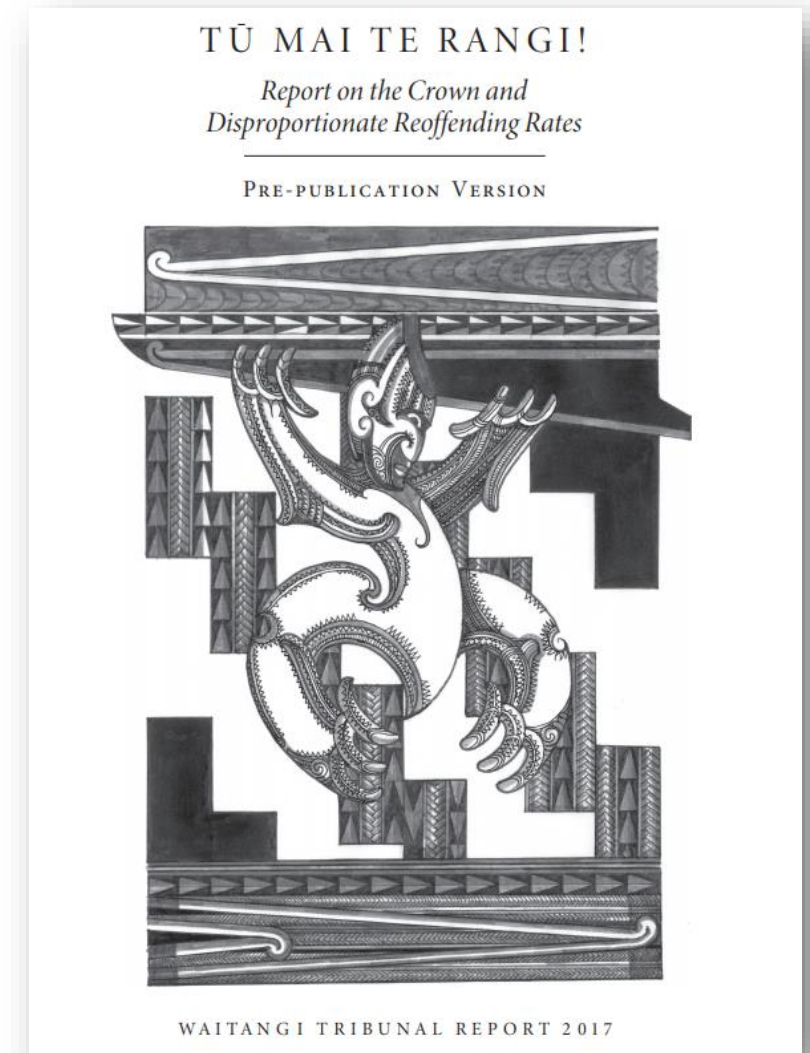






## Waitangi Tribunal | Recommendations

1. Revise the terms of reference of the Maori Advisory Board
2. Design and implement a revised strategy with the Māori Advisory Board
3. Include measurable targets in the Māori strategy and relationship agreements
4. Include a dedicated budget
5. Provide greater Treaty-awareness training for senior level Department staff
6. Amend the Corrections Act 2004







For more info:


Search:

Hokai Rangi Practice Journal

corrections.govt.nz/resources/research/journal/volume\_8\_issue\_1\_june\_2021/hokai\_rangi\_context\_and\_background\_to\_the\_development\_of\_ara\_poutama\_aotearoa\_strategy\_2019-2024

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**ARA POUTAMA AOTEAROA**  
DEPARTMENT OF CORRECTIONS

Working with offenders  
Te mahi me te hunga hara

Information for victims  
Ngā mōhiohio mā te hunga pāturenga

Careers  
Ngā umanga

Resources  
Ngā rauemi

Search Corrections website

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Hōkai Rangi: Context and background to the development of Ara Poutama Aotearoa Strategy 2019-2024

Resources

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Volume 8 Issue 1: June 2021

Editorial

"I can't change my past, but I can change my future": Perpetrator perspectives on what helps to stop family violence

Assessing risk of re-offending: Recalibration of the Department of Corrections' core risk assessment measure

Hōkai Rangi: Context and background to the development of Ara Poutama Aotearoa Strategy 2019-2024

## Hōkai Rangi: Context and background to the development of Ara Poutama Aotearoa Strategy 2019-2024

Print >

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**Dr Maraea Hunia**  
Senior Advisor, Māori Strategy Team, Ara Poutama Aotearoa (Department of Corrections)

### Author biographies

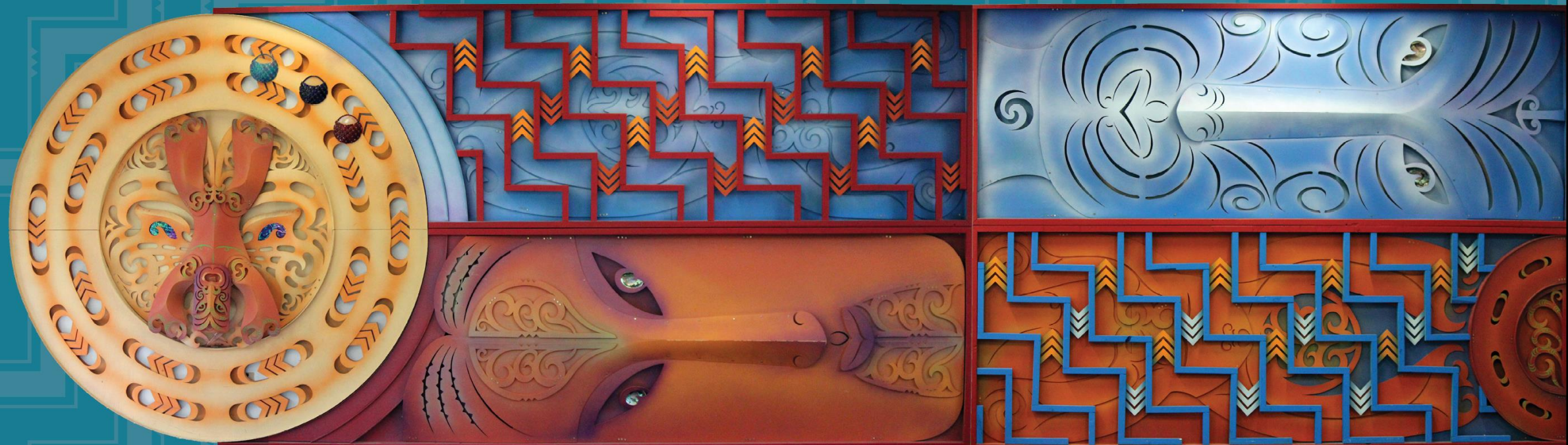
Paul Hamer is a Principal Advisor in the Māori Strategy team at Ara Poutama Aotearoa (Department of Corrections). He joined the department in 2017, initially undertaking a stocktake of the department's activities focused on improving outcomes for Māori. He has a PhD from Monash University, Australia, and is a member of the team who drove the development of *Hōkai Rangi*.



# Hōkai Rangi | Corrections change journey

# Hōkai Rangi

Ara Poutama Aotearoa Strategy | 2019–2024

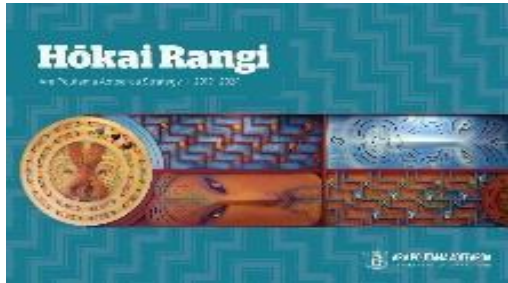


**ARA POUTAMA AOTEAROA**  
DEPARTMENT OF CORRECTIONS





## Change Journey | Overview of Hōkai Rangi



**Kōtahi anō te kaupapa; ko te ora ngā o te iwi**  
**There is one purpose to our work; the wellness and wellbeing of people**

### **PARTNERSHIP & LEADERSHIP**

Corrections leads through best practice Crown-Māori relations and authentic shared decision making

### **HUMANISING & HEALING**

Corrections treats people in our care and management, and their whānau, with respect, upholding their mana and dignity

### **WHĀNAU**

Whānau, hapū, iwi and communities are supported to walk alongside people in our care and management

### **INCORPORATING A TE AO MĀORI WORLDVIEW**

Corrections recognises access to culture as a fundamental right and prioritises Mātauranga Māori in all we do

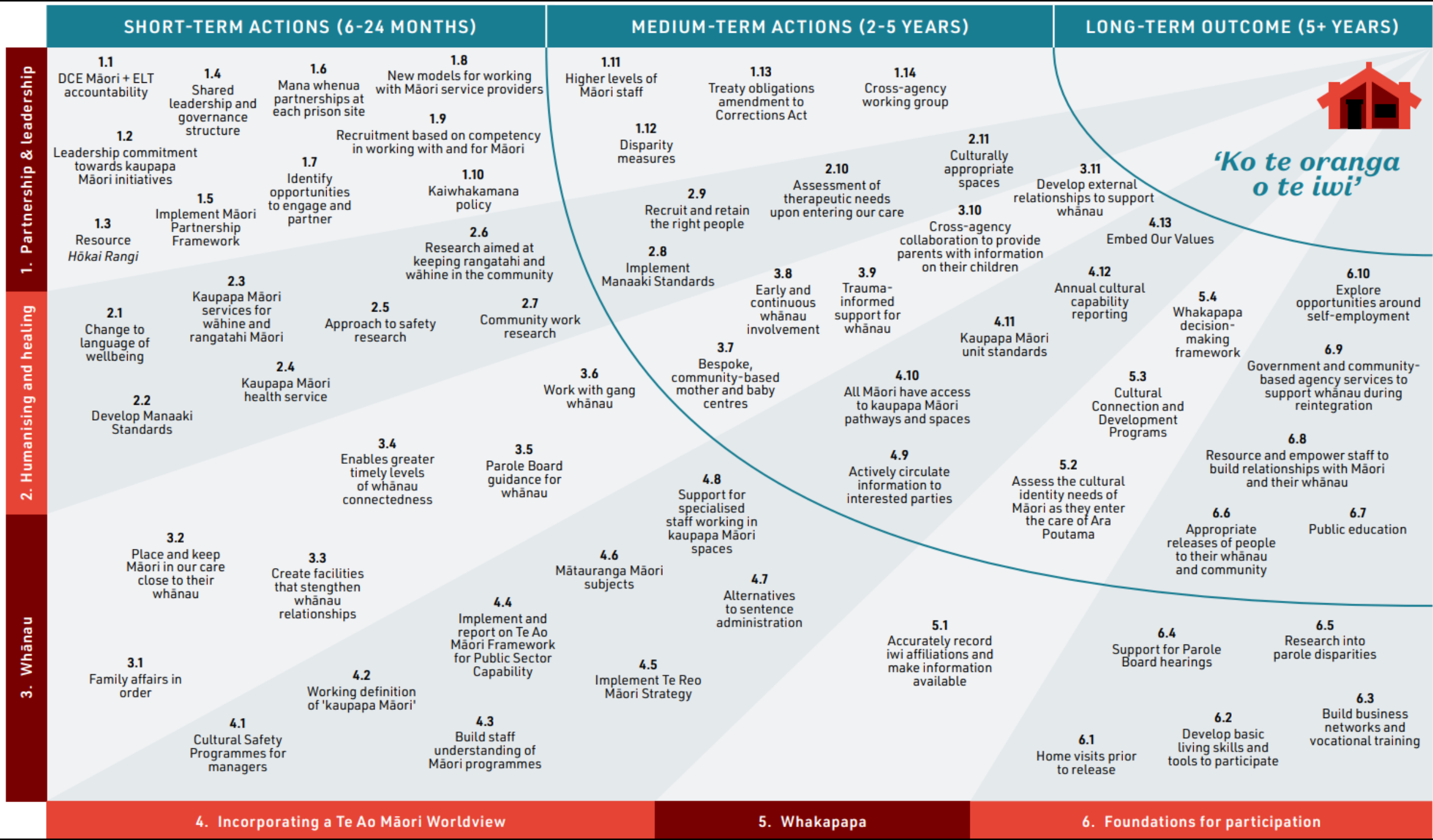
### **WHAKAPAPA**

Corrections supports people in our care and management to have a positive sense of identity, connection to people and place, and a sense of belonging

### **FOUNDATIONS FOR PARTICIPATION**

Corrections works with other agencies and organisations to ensure people in our care and management have relevant tools for participation in society upon release







## Change Journey | Key Principles

### 1. We will develop strong partnerships with Māori

- Our strategy was heavily informed by the voice of Māori
- The voice of Māori, the voices of those in our system, are guiding our strategy and approach to change

### 2. We will put people front and centre

- Our organisation, change, and performance is driven by people: those we manage, our workforce, and our partners
- We anchor to their perspectives and drivers to inform and create change

### 3. We will put wellbeing at the centre of everything we do

- Mapping benefits of investment to tell the story of wellbeing, not just incarceration
- Outcomes-led approach to direct and drive system change

### 4. We are committed to incorporate Māori knowledge and perspectives

- We value Māori perspectives, knowledge and evidence as much as Western perspectives, knowledge and evidence, and our future services and programmes will be informed by these

### 5. Our Māori strategy is our Department strategy

- Our organisational activity and investment is fully aligned to a strategy for wellbeing
- This signals our commitment to change with our partners, when many changes and outcomes are long-term



## Next Steps | Key changes and areas of focus



## Next Steps | Hōkai Rangi focus areas

**Hōkai Rangi outlines three critical next steps to focus on:**

### **1. Partnership at key levels of the Ara Poutama Aotearoa system**

Many voices called for 'partnership at key levels of the system'. We intend to wānanga and co-design with Māori to better understand what this means and how it could work.

### **2. Action-planning and measurement**

We will develop a plan for implementing *Hōkai Rangi*. This will involve sequencing the short- and medium-term actions and allocating appropriate and sufficient resource. We will also build in a feedback loop to enable us to learn from our short-term actions.

We need clear and robust measures and indicators for each outcome domain to help track our progress. These need to be drawn from a Māori perspective, as much as a Western perspective, and be agreed in partnership with Māori, in order to be meaningful to all parties.

### **3. Accountability and monitoring**

Once we have designed the appropriate measures and indicators, we will need to clearly assign and embed accountability for achieving them, and establish appropriate governance. They must be integrated with wider organisational outcomes in a single framework in order to drive sustainable change at all levels of Ara Poutama Aotearoa.

In closing, we note that *Hōkai Rangi* will be formally reviewed within the next five years.





*Our Purpose*

Kotahi anō te kaupapa: ko te oranga o te iwi  
*There is only one purpose to our work: the wellness and wellbeing of people*

*For and with our People*

Our workforce

People in our care and  
management and their whānau

Our Partners  
and service providers

*Our Strategy*

Hōkai Rangi | Ara Poutama Aotearoa Strategy – 2019 - 2024

*To achieve these Outcomes*

PARTNERSHIP  
&  
LEADERSHIP

HUMANISING  
&  
HEALING

WHĀNAU

INCORPORATING  
A TE AO MĀORI  
WORLDVIEW

WHAKAPAPA

FOUNDATIONS  
FOR  
PARTICIPATION

*Our approach to tracking Progress*

Relationships with  
Māori are authentic  
& effective

Mātauranga Māori is  
elevated &  
embedded in what  
we do

Services &  
programmes are with  
whānau, for whānau

Interactions promote  
positive relationships,  
manaaki and safety

Mana and wellbeing  
are enhanced  
through honouring  
whakapapa and  
identity

Self-determination,  
healing & resilience  
are central to our  
approach

People gain the  
skills, tools and  
knowledge to thrive  
in their  
communities

*That drive us towards these Goals*

Reoffending is reduced

Māori over-representation is reduced

Public safety is improved

*Through living our Values*

**Rangatiratanga**  
Leadership

**Manaaki**  
Respect

**Wairua**  
Spirituality

**Kaitiaki**  
Guardianship

**Whānau**  
Relationships



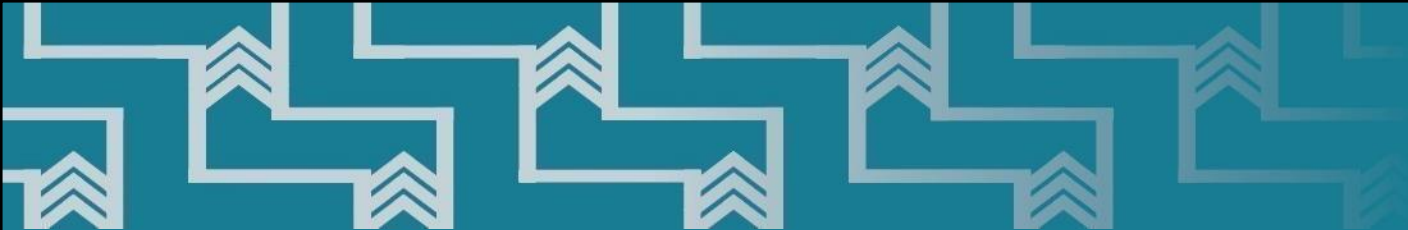
## KEY STATISTICS (JULY 2021)

### POPULATION COMPARISONS (AGAINST PEAK 26 MARCH 2018)

5346	51%	795	7%	3315	31%
Were Māori at peak		Were women at peak		Were remand at peak	
↓		↓		↓	
4311	53%	487	6%	2896	36%
Are Māori now		Are women now		Are remand now	

### CHANGES SINCE PEAK POPULATION (26 MARCH 2018)

2612	24%	2129	29%	419	13%
Drop in total population		Drop in sentenced population		Drop in remand population	
1035	19%	308	39%	2240	23%
Drop in Māori population		Drop in women's population		Drop in men's population	



# Co-Design | Co-Management | Co-Governance



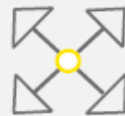
## Our approach to co-design

Our co-design process uses Design Thinking or Human-Centred Design methods that put those with lived experience at the centre of solving the service design challenge.



### 1. Align

Establish target customer and research plan, form team, and ensure all parties are aligned.



### 2. Discover

Use mixed research methods to obtain best evidence about the opportunities for design.



### 3. Define

Develop personas, current journey maps, identify insights and opportunities for design.



### 4. Ideate

Facilitate creative solutions. Synthesise diverse ideas into core concepts and define the TO BE experience



### 5. Prototype & test

Prototype and test concepts to transform experience and generate target outcomes



### 6. Embed

Design and produce the guidance documentation as hand-over for implementation

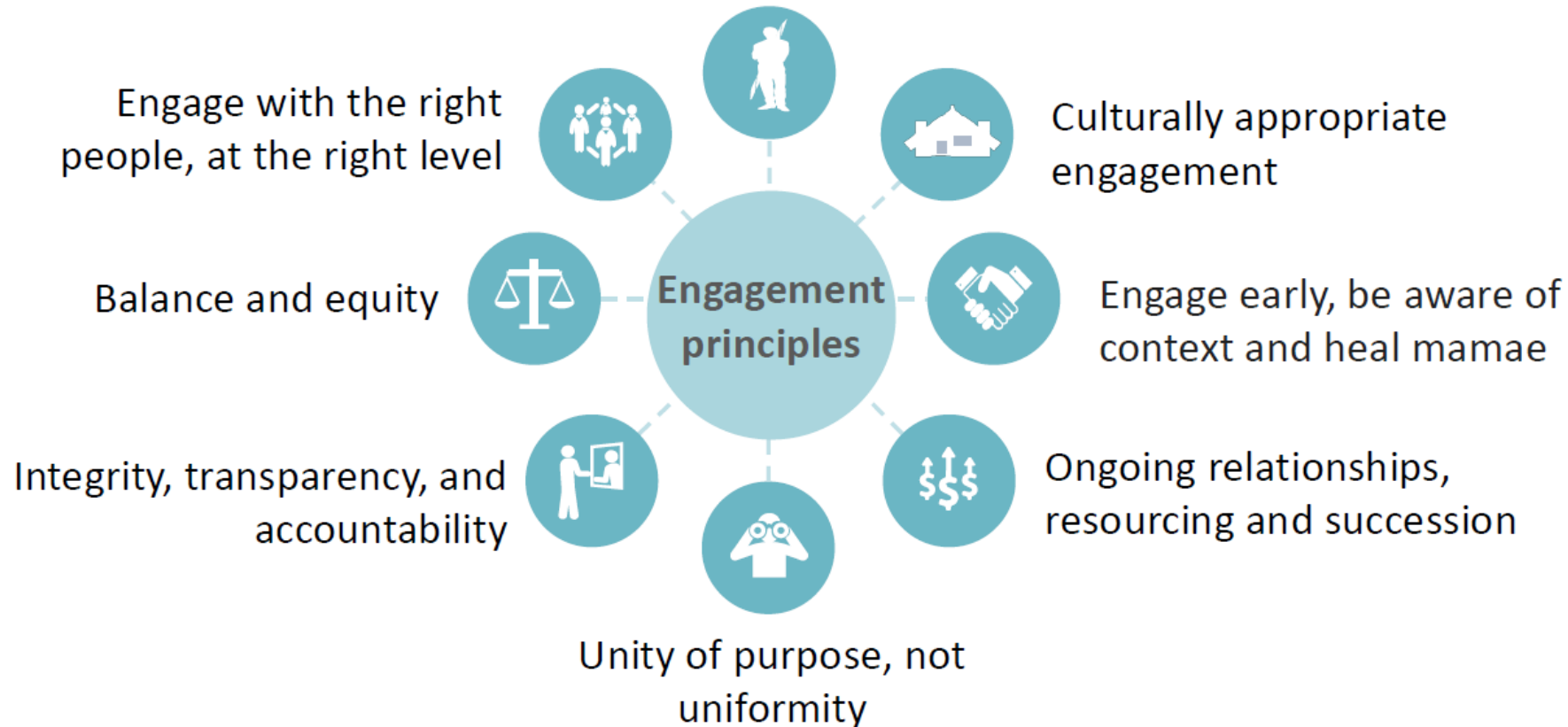




## Engagement Principles

**We will build, maintain and invest in high quality and high trust relationships, characterised by authentic and meaningful engagement**

Seek “by Māori, for Māori” solutions



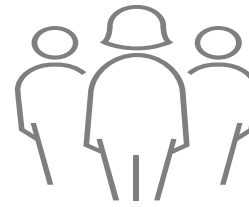


## ‘Beyond Consultation’ - Examples



### Co-Design

- Māori Pathways – co-design kaupapa Māori pathway with Iwi and sector partners
  - Hōkai Rangi actions
- Outcomes-Led Performance Framework



### Co-Management

- Waikeria Mental Health and Addiction Service
- Iwi Commissioning model



### Co-Governance

- Te Poari Hautu Rautaki Māori Leadership Board
- Mana whenua partnerships at each prison site
- Co-design of ‘Partnership at key levels’ commencing mid-2021



## Maori Pathways

- Māori Pathways provides an experience of a **kaupapa Māori and whānau-centred service** throughout the corrections system.
- It focusses our efforts on 4 initial pilot sites: **Te Tai Tokerau, Hawkes Bay Regional Prison and Christchurch Women's Prison.**
- First step is co-designing concepts and operating models with Māori – putting **personas and lived experience** at the centre of everything we design
- **Partnership in practice** – leveraging partnerships with Iwi partners to broaden perspective or pathways into and out of the corrections system



**Hanna**

Rural-born mother of 5, wants her tamariki to know their whakapapa



**Awatea**

Urban-born Awatea is a mother of 3 children with her youngest child with her inside



**Te Atakarua**

is in her late 50's, has 6 tamariki, 12 mokopuna with another due in a few weeks. She yearns to be with them all



**Anaru** needs support from his whānau to be a better Dad in a way that his whānau know how to support him.

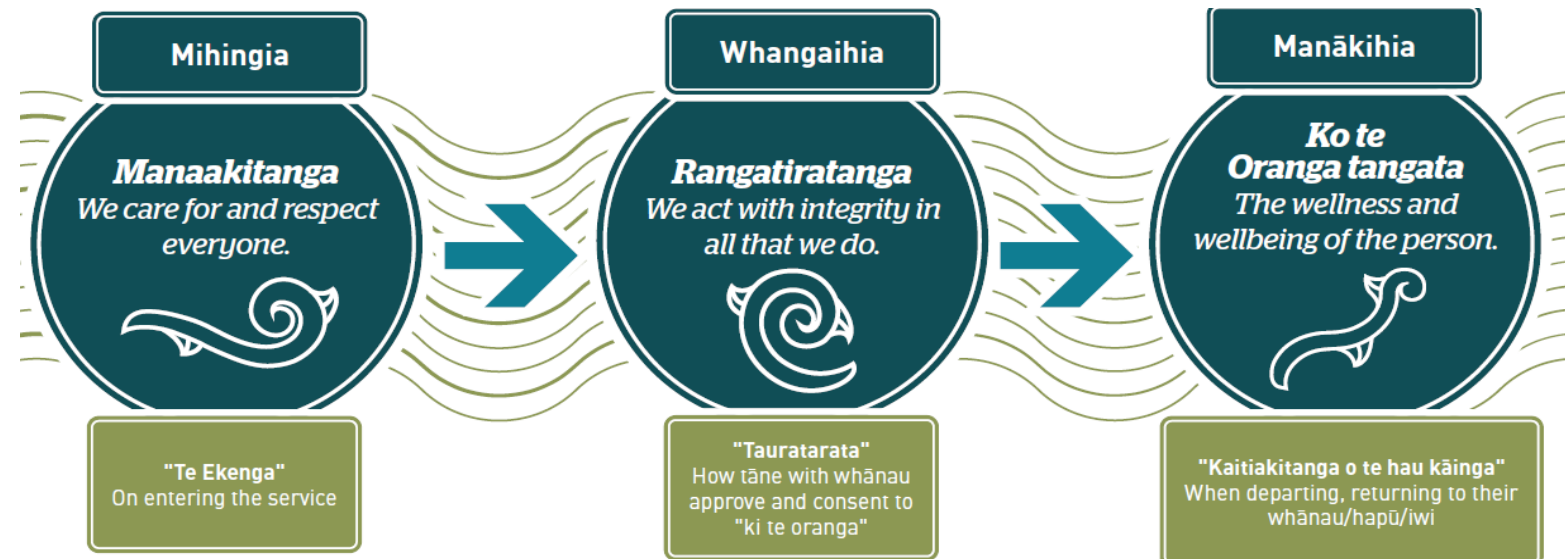
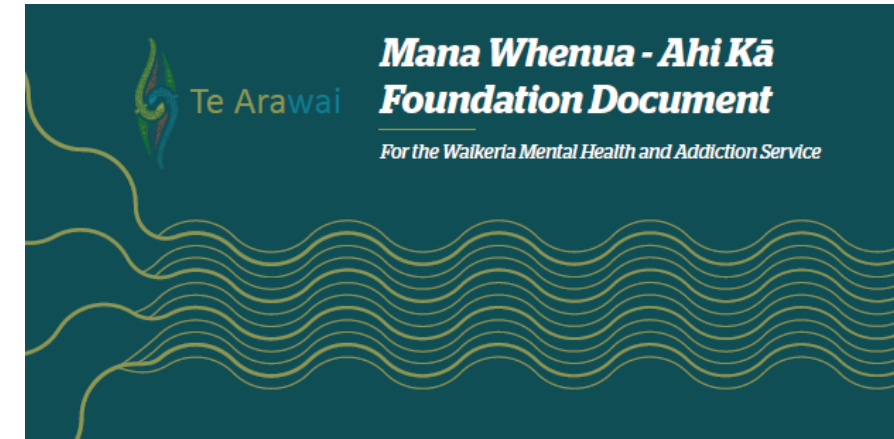


**Sonny** is whakamā (ashamed) about his offending status. He needs support to work with his whānau to acknowledge the impact of his offending and the mamae (hurt) it caused so that everyone can heal.

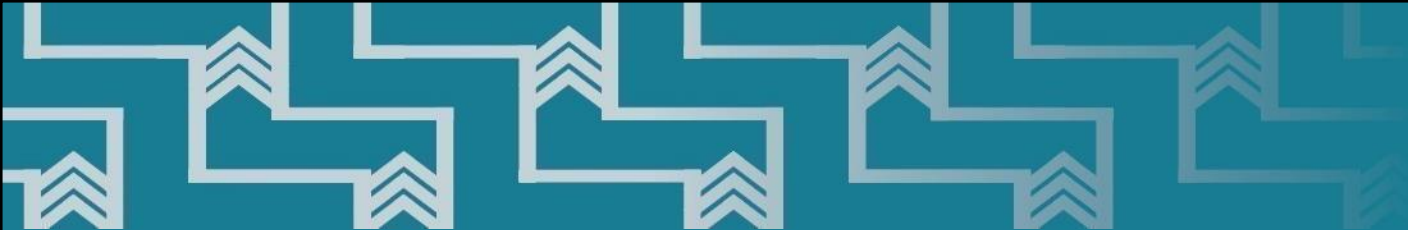


## Waikeria Mental Health and Addiction Service

- **Waikeria Mental Health and Addiction Service** – is a partnership with Ngati Maniapoto and Ngati Raukawa and Waikato DHB to co-design new ways of working to provide a holistic approach to care and Oranga.
- **Equitable partnership** and shared trust are central to this project – mana whenua ahi kā are leading the co-design of the service which will be delivered in partnership with Waikato DHB & Ara Poutama Aotearoa







## He Patai | Questions