

# ***Te Aorerekura: The National Strategy to Eliminate Family Violence and Sexual Violence***

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*Implementation Plan for  
Ara Poutama Aotearoa*



**ARA POUTAMA AOTEAROA**  
DEPARTMENT OF CORRECTIONS

May 8, 2023



**ARA POUTAMA AOTEAROA**  
DEPARTMENT OF CORRECTIONS

# Contents

Foreword	04
Te Aorerekura – Eliminating Family Violence and Sexual Violence in Aotearoa	05
Te Tiriti o Waitangi	08
Hōkai Rangi	09
Our Action Plan	11
Our Focus Areas	14
Our Actions 2023 - 2027	17

# Foreword

I am proud to introduce the Department of Corrections (Ara Poutama Aotearoa) Te Aorerekura Implementation Plan (the Implementation Plan). Ara Poutama Aotearoa has a significant role in preventing harm, disrupting and addressing intergenerational trauma, and supporting the treatment and healing of survivors of family violence and sexual violence.

It is important to acknowledge the significant work Ara Poutama Aotearoa already does to address, reduce, and eliminate family violence and sexual violence and the broader issues contributing to violence and trauma in our community. Our frontline staff work every day to keep the community safe, address reoffending, and manage people safely on custodial and community sentences.

Te Aorerekura, the National Strategy to Eliminate Family Violence and Sexual Violence (Te Aorerekura),<sup>1</sup> supports and complements existing work that Ara Poutama Aotearoa already has underway to reduce harm from family violence and sexual violence. Te Aorerekura outlines transformational changes needed to address family violence and sexual violence and calls for locally led and whānau-centred responses.

Te Aorerekura sets a wellbeing and strength-based vision for eliminating family violence and sexual violence, focusing on primary prevention and longer-term healing. Achieving this will involve the development of community leadership to implement approaches that are whānau-centred. Te Aorerekura describes whānau-centred approaches as those that enable people to be supported by their chosen networks with awareness of the safety, protection, wellbeing, and accountability of all members of their whānau.

A key focus of the change articulated in Hōkai Rangi: Ara Poutama Strategy 2019-2024<sup>2</sup> is to reduce harm and shift to an approach centred in Te Ao Māori, which is more responsive to the needs of the people in our management and their whānau. We are innovating and finding alternative ways to achieve better rehabilitation and reintegration outcomes for Māori and all people we manage.

Hōkai Rangi and Te Aorerekura both identify the need to ensure that individuals and their whānau are at the centre of responses, with an increased focus on community-led practice, strengths-based approaches, healing, and restoration of mana. Both strategies identify a clear need for a culture shift towards better partnerships between agencies and providers. There is also a need for intergenerational solutions grounded in Te Tiriti o Waitangi/the Treaty of Waitangi (Te Tiriti), and a shared understanding of whānau-centred practices.

Our Implementation Plan builds on our existing work, recognising that a significant proportion of people have lived experience of violence. It is grounded in mātauranga Māori and acknowledges the need to be driven by people with Te Ao Māori knowledge. This plan is a living document; this approach ensures flexibility to respond to broader system setting changes delivered within Ara Poutama Aotearoa or through Te Aorerekura.

For Ara Poutama Aotearoa, the most meaningful impact we can have is with the people in our care and their whānau. Through our work, we seek to ensure that the people we manage, their whānau, and wider New Zealand are enabled and supported to live safe and flourishing lives free from family violence and sexual violence.



**Dr. Juanita Ryan**  
Deputy Chief Executive – Health

1 Te Puna Aonui, Te Aorerekura, the National Strategy to Eliminate Family Violence and Sexual Violence (Te Aorerekura), 2021.  
2 Department of Corrections, Hōkai Rangi: Corrections Strategy, 2019-2024, 2019.

# ***Te Aorerekura - Eliminating Family Violence and Sexual Violence in Aotearoa***

The Government has appointed a dedicated Minister for the Prevention of Family Violence and Sexual Violence to help address the issue of family violence and sexual violence.

Te Aorerekura was launched by the Minister for the Prevention of Family and Sexual Violence, Hon Marama Davidson, on the 7th of December 2021. It sets a wellbeing and strength-based vision for eliminating family violence and sexual violence with a focus on primary prevention, responses, and longer-term healing.

The strategy is complemented by an Action Plan<sup>3</sup> that sets out 40 initial Government actions from December 2021-December 2023. Te Aorerekura has been developed with Te Tiriti and Māori leadership at its heart. It seeks to enable new ways of thinking, drawing on indigenous knowledge and improving the capability of government agencies to work in partnership with tangata whenua. This approach will help us to improve outcomes across the motu for everyone. In Te Aorerekura, the context for this mahi is clearly set out:

*“Family violence and sexual violence are two of our nation’s greatest shames. The statistics alone create a frightening picture, made only worse when we consider the significant underreporting. Violence and its harm transcend all communities, ethnicities and social classes. That is why Te Aorerekura recognises that it will take a generation to enable the social changes required to achieve our vision.”*

## ***Te Aorerekura sets out a collective ambition to eliminate family violence and sexual violence***

Te Aorerekura sets a collective ambition to create peaceful homes where children, families and whānau thrive; to enable safe communities where all people are respected; and support the wellbeing of our nation. Te Aorerekura, with its focus on mātauranga Māori weaves wairua throughout the strategy.

### **Te Aorerekura further articulates that it:**

- Affirms that people impacted by family violence and/or sexual violence are not alone and emphasises the collective. People are connected to and sustained by the whakapapa, and aroha of their ancestors, whānau and communities,
- Provides a beacon of hope to the people and communities who want and need it most. It is an enduring call to protect the inner spirit and to nurture and grow the potential inside every person, and
- Provides the guiding light, energy and knowledge every person impacted by violence will need on their personal journey towards toiora.

## ***The principles and shifts that guide Te Aorerekura***

Te Aorerekura is based on a set of core beliefs and values: equity and inclusion, aroha, tika and pono, kotahitanga and kaitiakitanga. The 25-year Strategy seeks to achieve six shifts and ensure we are learning and monitoring progress as we go:

- **Shift 1:** Towards strength-based wellbeing
- **Shift 2:** Towards mobilising communities
- **Shift 3:** Towards skilled, culturally competent and sustainable workforces
- **Shift 4:** Towards investment in primary prevention
- **Shift 5:** Towards safe, accessible and integrated responses
- **Shift 6:** Towards increased capacity for healing

## ***Family violence and sexual violence in Aotearoa***

Statistics shared in Te Aorerekura illustrate the critical need for action to address family violence and sexual violence, such as that:

- Young people who are exposed to violence in their home are twice as likely to attempt suicide as those who are not exposed to violence.
- Women are three times as likely as men to experience intimate partner violence and wāhine Māori are more likely to be impacted by violence than any other ethnicity.
- Almost half (47%) of the victims of sexual assault are between 15 and 29 years old.
- Disabled adults are 52% more likely than non-disabled adults to be sexually assaulted in their lifetime.
- Gay, lesbian or bisexual adults are more than twice as likely than heterosexual adults to be victimised through intimate partner violence and sexual violence.
- 7% of children have had a family violence notification.
- One in ten older people will experience some form of elder abuse.

## ***Ara Poutama Aotearoa's commitment to Te Aorerekura***

An Interdepartmental Executive Board has been established for the Elimination of Family Violence and Sexual Violence (IEB) to deliver Te Aorerekura. The IEB supports the concerted, coordinated investment across government to tackle family violence and sexual violence in Aotearoa. As a member of the IEB, Ara Poutama Aotearoa is committed to the elimination of family violence and sexual violence in Aotearoa and the achievement of Te Aorerekura.

## ***Family Violence and Sexual Violence within our organisational context***

Ara Poutama Aotearoa administers prison and community sentences and orders, and assists in people's rehabilitation and reintegration into the community. Our purpose, outlined in section 5 of the Corrections Act 2004 (the Act), is to improve public safety and contribute to the maintenance of a just society by:

- Ensuring sentences and orders are administered in a safe, secure, humane, and effective manner,
- Providing corrections facilities that are operated per the Act and the Corrections Regulations 2005 (the Regulations),
- Assisting in the rehabilitation and reintegration of people into the community through the provision of programmes and other interventions, and
- Providing information to the courts and the New Zealand Parole Board.

A large proportion of the people (and their whānau) that we manage in prison and the community are perpetrators or survivors, or a mix of both, of family violence and sexual violence. Many of these people also present with a range of coexisting addictions, mental health, and social needs.

Family violence and sexual violence is a complex issue with no single cause or solution, and it is interconnected with other health and social issues. Considering best practices, the evidence base of what works, and addressing institutional and cultural biases that contribute to inequity will ensure that our approach is flexible and responsive to needs.

Ara Poutama Aotearoa must focus on the most vulnerable people that we manage. Wāhine Māori, people with disabilities, LGBTQIA+ people, Pasifika women, migrant women, and rural women have all been identified as communities at higher risk of experiencing family violence and sexual violence. They have also been identified as underserved by current approaches to addressing family violence and sexual violence.

There are also considerations regarding the broader context of family violence and sexual violence. Traditionally, family violence and sexual violence have been understood through the lens of men's violence toward women, and the resulting research, policy, and practice have reflected this position. More contemporary research and experience has illustrated that men are also routinely victims of family violence and sexual violence, with the perpetrators being male or female. This research has also illustrated that family violence and sexual violence impacts whānau in their entirety.

Due to this, our focus must include approaches that support the rehabilitation, healing, and oranga (wellbeing) all individuals and their whānau, including young people, who are victims or perpetrators of family violence and sexual violence.

**Some figures from 2021 that illustrate the significant impact Family Violence and Sexual Violence have upon the vulnerable population Ara Poutama Aotearoa manages includes:<sup>4</sup>**

- Each year around 7,000 people start a Corrections-managed sentence for which family violence is the lead offence.
- One-fifth of people managed by Corrections at any given time will have a family violence conviction associated with their sentence.
- Over half of men and a third of women currently in New Zealand prisons have either current and/or previous convictions for family violence.
- Survey data suggests that over half of all people in prison (approximately 53%) have experienced family violence victimisation in their lifetime, with approximately 48% experiencing family violence as children.
- Statistics reveal that Māori arrive in prison with very high levels of exposure to family violence. Approximately 60% of Māori in prison have previously been a victim of family violence, and approximately 63% of Māori men and approximately 37% of Māori women have prior convictions for family violence.
- A disproportionate rate of the women in prison have been a victim of family violence compared to the national average (approximately 68% of women and 52% of men).
- Victimisation can often lead to offending behaviours and impact sentencing or bail options when individuals have unsafe housing options within the community.

## ***Acknowledgements***

Our Te Aorerekura Implementation Plan was developed through a collaborative design approach. This included utilising the significant expertise responding to family violence and sexual violence and mātauranga Māori expertise on the Corrections Family Violence and Sexual Violence Governance Group. We want to gratefully acknowledge and thank those external members of the governance group who gave their time and contributed to this kōrero.

<sup>4</sup> Bronwyn Morrison, Marianne Bevan, Phil Meredith. I can't change my past, but I can change my future": Perpetrator perspectives on what helps to stop family violence. *Practise: The New Zealand Corrections Journal*. Volume 8, no. 1. 2021

# Te Tiriti o Waitangi

Te Aorerekura draws on Te Tiriti o Waitangi and mātauranga Māori to envision a different expectation of how to achieve safety and wellbeing for all people in Aotearoa. Te Aorerekura gives practical and demonstrable effect to Te Tiriti o Waitangi through:

- **Article one - Kāwanatanga** – continuing to build relationships and partnering with iwi and Māori organisations in the delivery and governance of Te Aorerekura.
- **Article two - Tino Rangatiratanga** – enabling iwi, hapū, whānau, and Māori communities to have full authority (mana motuhake) over their wellbeing.
- **Article three - Oritetanga** – working with tangata whenua to strengthen protective factors and achieve equitable outcomes that allow iwi, hapū, whānau, and Māori communities to realise their potential, free of family violence and sexual violence.

Our Implementation Plan is guided by several key strategic documents, including Te Aorerekura, and Tribunal findings including the 2017 Waitangi Tribunal report *Tū Mai te Rangī!* which described relevant Te Tiriti responsibilities for Ara Poutama Aotearoa. These include ensuring the right of Māori to exercise their tino rangatiratanga, and ensuring Māori are actively involved in designing, developing, and implementing strategies that affect Māori. Where there is inequity for Māori, the Tribunal said that the Crown should be committed to putting extra resources and effort in to restore equity.

Ara Poutama Aotearoa is committed to supporting the relationship between Māori and the Crown, and will work with Māori at key levels of our business. We will seek to ensure mātauranga Māori is not misused or appropriated. Ara Poutama Aotearoa has a Te Tiriti responsibility with its significant Māori population to play its part in addressing the inequity that Māori experience.

Our overall approaches to family violence and sexual violence will be informed by the guiding principles and frameworks as articulated in *Hōkai Rangī* and Te Aorerekura. This means our Implementation Plan is guided by Ara Poutama Aotearoa's broader strategic imperative which speaks to the need for Māori involvement in our work. We will seek to support an approach that supports Māori knowledge and expertise, and that supports integrated and tikanga-based approaches to support wellbeing. Therefore, oranga, Te Ao Māori, and equity will be key metrics to be woven through the actions in this plan.



# Hōkai Rangi

*Hōkai Rangi* and Te Ara Poutama are metaphors for growth, potential, and transformation, which is reflected in our transformation journey described in *Hōkai Rangi*. *Hōkai Rangi* was developed with the recognition that a new approach is needed to support those in the management of Ara Poutama Aotearoa and is guided by the whakataukī “Kotahi anō te kaupapa; ko te oranga o te iwi” (there is only one purpose to our work; the wellness and wellbeing of people).

*Hōkai Rangi* is intended to support an oranga-centred approach to managing people in the corrections system, including through the provision of humanising and healing environments, emphasising holistic health throughout the organisation, and partnership with Māori. This means we are innovating and finding alternative ways of doing things in partnership with others to achieve better reintegration and rehabilitation outcomes for Māori and all people that Ara Poutama Aotearoa manage.

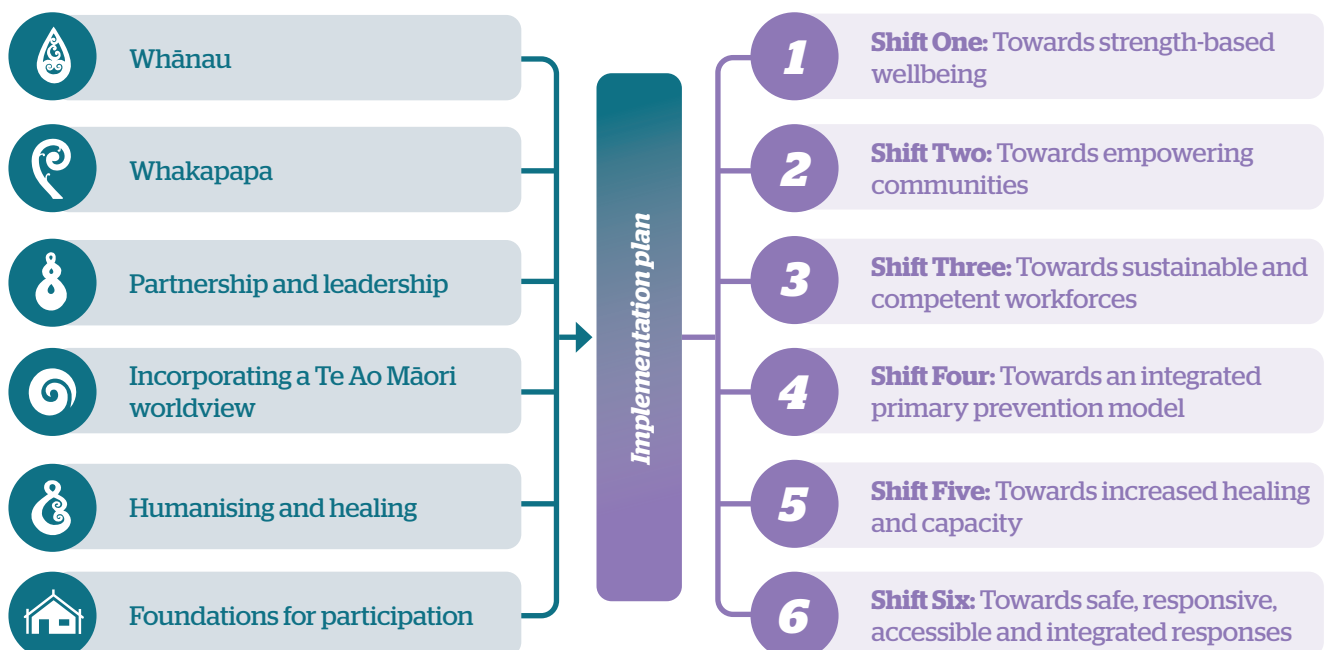
The broader strategic direction set in *Hōkai Rangi* for Ara Poutama Aotearoa guides the Implementation plan. In *Hōkai Rangi* we acknowledge our Te Tiriti responsibilities to actively protect Māori interests, treat Māori fairly, involve Māori in designing, developing, and implementing strategies that affect Māori, and our goal to work in partnership with Māori communities. Ara Poutama Aotearoa recognises that involving Māori to a much greater level is critical to enabling rangatiratanga and achieving the objectives of this strategy. This approach will support better engagement and options for the people that Ara Poutama Aotearoa manages, and their whānau to minimise and eliminate the impacts of family violence and sexual violence, disrupting intergenerational patterns of trauma and violence.

## **There is significant alignment between Hōkai Rangi and Te Aorerekura which will help guide our journey**

*Hōkai Rangi* and Te Aorerekura identify the need to ensure that individuals and their whānau are at the centre of responses. This means an increased focus on community-led practice, healing, and restoration of mana and strengths-based approaches. There is a clear need for a culture shift towards better partnerships between agencies and providers.

## **The strategic shifts we aim to achieve through Hōkai Rangi areas can be mapped to the shifts sought through Te Aorerekura**

Te Aorerekura outlines six key ‘shifts’. Under each shift are broad actions that will lead to the shift occurring which align with outcomes sought in *Hōkai Rangi*. The aspirations and principles of *Hōkai Rangi* are also aligned to the five principles of Te Aorerekura – whanonga pono: equity and inclusion, aroha, tika and pono, kotahitanga and kaitiakitanga.



## ***Ara Poutama Aotearoa already provides services and interventions to address family violence and sexual violence***

Addressing family violence and sexual violence is critical to Ara Poutama Aotearoa's work in both prisons and the community. We have a responsibility to the people in our management, not only to keep them safe and well but also to provide opportunities to change their lives and behaviours for the better, as well as encourage safe and healthy relationships.

Many people in our management and their wider whānau are survivors or perpetrators of family violence and sexual violence. Accordingly, Ara Poutama Aotearoa provides psychological intervention and a range of programmes that address family violence and sexual violence offence-related needs. Our staff and community partners deliver high-quality rehabilitative interventions to people within our prison and community corrections settings every day. This reality, however, must not drive complacency. There is always more work to be done to help support people to live lives free from family violence and sexual violence.

Ara Poutama Aotearoa implements and funds programmes that assess the causes and impacts of family violence and sexual violence and provide counselling and rehabilitation for perpetrators and survivors of violence. Some interventions are directly focussed on addressing family violence and sexual violence, while others are available to people who have perpetrated family violence and sexual violence but will not directly focus on addressing it.

Our programmes that address offending risk sit alongside other key work that Ara Poutama Aotearoa does to reduce the offending risk of people we manage and support them to live wellbeing-focused lives. We have several programmes that centre on supporting relationships and whānau, such as our parenting programmes which support people in building and fostering healthy relationships with the children they care for, encouraging a decrease in intergenerational offending.

This includes providing health services, mental health and addiction programmes, cultural support services, parenting programmes, educational opportunities, vocational and employment training, motivational sessions, wrap-around family support, reintegration services, and transitional accommodation support to people in prison. Throughout our prison and community settings, our iwi partners, psychologists, programme facilitators, case managers, probation officers, mental health clinicians, kaupapa Māori advisors, education tutors, industry instructors, reintegration service providers, family, and many other staff and external partners play an essential role in this process.

Through *Hōkai Rangi* and Te Aorerekura, we are committed to including the voice and experience of participants and whānau (including children) to continue strengthening the experiences and outcomes of those engaged in rehabilitation and reintegration. We are constantly evaluating and evolving our programmes to better serve those in our management and ensure the community's safety. This includes making our services more culturally centred and focused on proactively addressing the causes of family violence and sexual violence.

# Our Action Plan

Our Implementation Plan signals our commitment to taking deliberate and targeted action to support the government's desire to prevent, address, and eliminate family violence and sexual violence. Te Aorerekura establishes an ongoing commitment to safe, integrated services that meet the holistic needs of those impacted by violence and supports accountability and behaviour change for people who use violence.

The overarching focus of the Implementation Plan is to contribute to *oranga* and to take a holistic view of family violence and sexual violence and how to address it. Through our work, we want to ensure that the people we manage and their *whānau*, including young people, are enabled and supported to live safe and flourishing lives free from family violence and sexual violence. Therefore, *oranga*, Te Ao Māori, and equity will be critical metrics woven through this plan's actions.

Our Implementation Plan seeks to build on our existing work to address family violence and sexual violence, is grounded in *mātauranga Māori*, and acknowledges the need for this work to be driven by people with Te Ao Māori knowledge and capability. Our Implementation Plan will seek to support a relational approach that supports Māori knowledge and expertise and supports integrated approaches to support wellbeing. A key focus for the relational approach is working in a way that aligns with *Hōkai Rangī*. This requires internal and external innovation to gain shared knowledge and understanding.

The development of our Implementation Plan also provides an opportunity to look at the range of programmes, services, support, and training underway and identifies where we can do more. There is an opportunity to consider how we engage community and external providers to support their capability and capacity to lead responses to family violence and sexual violence.

## **The overarching focus of the Implementation Plan is to contribute to *oranga* by:**

- Ensuring we have an organisational infrastructure that is accountable and enables the implementation of Te Aorerekura,
- Ensuring decision-making processes are informed by best practices and evidence,
- Developing workforce capabilities to address family violence and sexual violence (both specialist and general), and
- Enabling processes to better work collaboratively with other agencies, Māori and the community.

## **We will do this by seeking to:**

- Apply our actions and commitments under *Hōkai Rangī* to the area of family violence and sexual violence,
- Address underlying social conditions including institutional bias, and unconscious biases and norms,
- Support communities to continue to design, lead and deliver local solutions to affect change,
- Ensure primary prevention initiatives across the system are aligned and joined up,
- Provide culturally competent and congruent services,
- Support the development of trauma-informed, culturally capable workforces and community partners, and
- Ensure that we follow our child protection protocols in an informed way.

## ***The development of the Implementation Plan***

Our Implementation Plan was developed through a collaborative design approach. This included utilising the significant expertise responding to family violence and sexual violence and mātauranga Māori expertise on our external family violence and sexual violence Governance Group. The primary function of the group is to coordinate work across Ara Poutama Aotearoa to:

- Achieve the objectives of Te Aorerekura,
- Ensure that Ara Poutama Aotearoa's response to family violence and sexual violence initiatives gives effect to *Hōkai Rangi*,
- Ensure better outcomes are achieved with and for Māori, and
- Ensure Ara Poutama recognises and respond to the needs of all people impacted by family violence and sexual violence.

**Our family violence and sexual violence Governance Group has provided considerable support in the development of this plan (through hui and kōrero) with the following key themes guiding us, including that we:**

- Ensure the Implementation Plan has a relational focus,
- Ensure strong alignment with *Hōkai Rangi* and Te Aorerekura principles and frameworks,
- Better embed Te Tiriti as a practice platform and prioritise transformational change which is grounded in mātauranga Māori,
- Have a dedicated resource with sector experience and an understanding of kaupapa Māori more closely involved in the preparation of the Implementation Plan and work generally,
- Focus on intergenerational solutions to create intergenerational change as well as the need for a whānau ora approach,
- Acknowledge that many people have lived experience of violence, resilience and revitalisation which should be acknowledged with an oranga focused approach being a foundational pou of the Implementation Plan,
- Have a holistic plan that prioritises the whānau and has a strong focus on the oranga of men also, and
- Build in formal reviews of our Implementation Plan to ensure we remain agile and responsive to the changing needs of those impacted by family violence and sexual violence.

## ***Our Implementation Plan will run to December 2027***

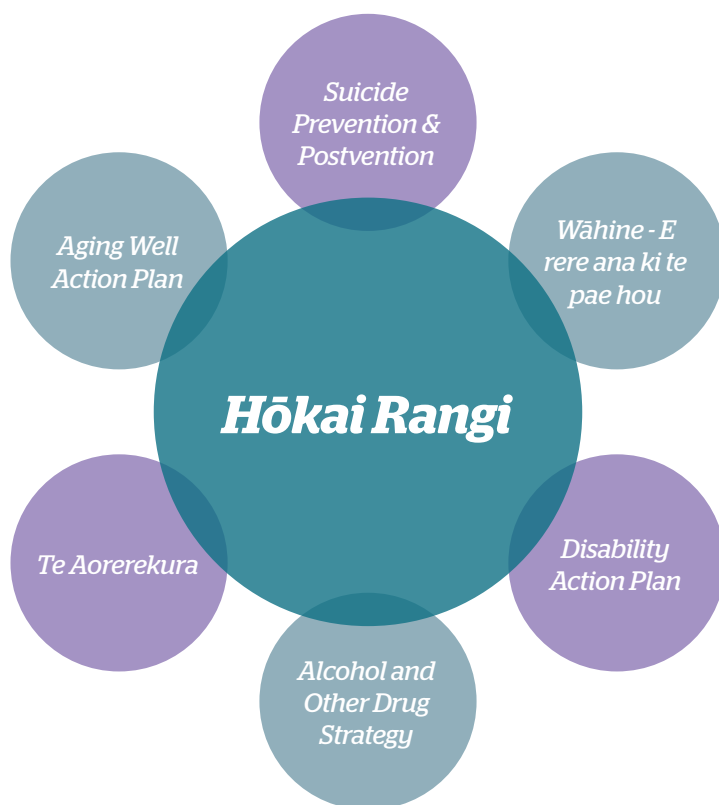
The lifespan of the national Te Aorerekura Action Plan runs from December 2021 – December 2023, however, this is just the beginning of a 25-year strategy. The Ara Poutama Aotearoa Implementation Plan will run through/until December 2027. This Implementation Plan is focused on implementing the Te Aorerekura shifts and actions that we are committed to. It aims to set the foundations for improved and more coordinated approaches to delivering our family violence and sexual violence services. It also seeks to lay the foundation for this intergenerational change, while recognising that Ara Poutama Aotearoa already does significant work to address family violence and sexual violence.

## ***There are several overlapping actions with other action plans***

Ara Poutama Aotearoa has several Action Plans that have either been finalised or are in the process of being constructed. These plans have in common an acknowledgement of a Te Tiriti platform, the outcomes of *Hōkai Rangi*, an oranga focus, and recognition that Māori are a key stakeholder in Ara Poutama Aotearoa. A key focus has been on ensuring that the Implementation Plan and associated activities are integrated and aligned to these plans, with a specific focus on avoiding any service overlap or duplication of effort.

### **These Action Plans include:**

- *Wāhine: E rere ana ki te pae hou* (Women's Strategy) 2021 – 2025. Ara Poutama Aotearoa is currently implementing our Women's Strategy. Our Women's strategy recognises the need to empower women to strengthen the oranga of themselves and their whānau, tautoko their journeys and provide holistic and personalised support throughout their journey with us. There is a strong synergy between this strategy and Te Aorerekura.
- *The Ara Poutama Suicide Prevention and Postvention Action Plan (SAP) 2022-2025* which sets out a proactive response to the issue of suicide and encourages collective action in addressing this important issue.
- *The Alcohol and Other Drug Strategy 2021–2026* which sets out Ara Poutama Aotearoa's plan for how we will support better outcomes for people in the community and prison who have problematic use of alcohol and other drugs.
- *The Ara Poutama Aotearoa Disability Action Plan 2023–2027* which acknowledges the overrepresentation of tāngata whaikaha Māori /disabled people managed by Ara Poutama Aotearoa. It seeks to ensure that they are visible, acknowledged, respected, and enabled to live with dignity.
- *The Ara Poutama Aotearoa Ageing Well Action Plan 2023-2026* which is built on the needs, aspirations, voices, and feedback of older people in the management of Ara Poutama. This plan supports maintaining the health and wellbeing of older prisoners as well as responding to their age-related needs.



# Our Focus Areas

Using the Te Aorerekura strategic shifts and actions and the purpose and principles of the Corrections Act as guides, we have identified several key focus areas for Ara Poutama Aotearoa and the broad ways in which we intend to act on these.

These focus areas are underpinned by the outcomes and principles outlined in *Hōkai Rangī* and Te Aorerekura respectively. Several actions and pieces under *Hōkai Rangī* overlap, and complement the work that Te Aorerekura seeks to do. This means our Implementation Plan is guided by Ara Poutama Aotearoa's broader strategic imperative, which speaks to the need for Māori involvement in our work.

These focus areas are operationalised to the areas where Ara Poutama Aotearoa's focus will have the most impact. Our family violence and sexual violence Governance Group guided the development of these focus areas to ensure our focus is on the areas of most need.

## Our guiding principles

The whanonga pono – or guiding principles – help shape the way every person and organisation works, as part of achieving Te Aorerekura's vision. Our approaches to family violence and sexual violence are informed by the guiding principles and frameworks articulated in the Act, *Hōkai Rangī*, and Te Aorerekura.

These whanonga pono informed the development of Te Aorerekura and will guide its implementation for Ara Poutama Aotearoa by:

- Prioritising equity and inclusion in all spaces, ensuring equity of resourcing and outcomes; that all voices are heard and represented at all levels of decision-making; and that all people have options about the supports they receive.
- Acting with aroha, recognising that treating people with kindness and care enables healing and demonstrates what respectful relationships look like.
- All actions are tika and pono, where people act with fairness and integrity and are accountable for their actions.
- People work together in an integrated way, reflecting kotahitanga to provide support to others and receive support in return.
- Kaitiakitanga is practised – all people understand their roles and responsibilities to ensure the safety and wellbeing of people and their families and whānau.

## **Focus Area 1: Towards strengths based Whānau/family wellbeing** **(Aligns with Te Aorerekura Shift 1: Strength-based wellbeing)**

We know that if we work to build, strengthen and empower the oranga of all people in our management this results in improvements to the design and delivery of services and programmes to support people and their whānau who may have been impacted by family violence and sexual violence. This includes looking to support Ara Poutama Aotearoa staff who have experienced family violence and sexual violence.

### **Objectives of this focus area include that:**

- The people managed by Ara Poutama Aotearoa and their whānau have better access to the support they need.
- People managed by Ara Poutama Aotearoa who have experienced or perpetrated family violence and sexual violence can remain residing in the community, providing that the risk they pose can be managed with the appropriate oversight and support.

## ***Focus Area 2: Sustainable relationships with iwi, Māori and communities (Aligns with Te Aorerekura Shift 2: Mobilising communities)***

Sustainable and relational commissioning will support working effectively with Māori and community providers, and means the people in our care and their whānau are more likely to have better access to the support they need. The principles outlined in the Social Sector Commissioning 2022–2028 Action Plan (2022) will change how government funds and works with iwi, non-governmental organisations, and community providers. Ara Poutama Aotearoa's Commissioning Framework (2021) provides us with an approach that is partnership led and principles based, strategically aligned, equity and culturally centred, and outcomes focused. This should improve access to and choice of the supports those in our management and their whānau need.

### **Objectives of this focus area include that:**

- Sustainable and culturally competent commissioning capability and capacity at Ara Poutama Aotearoa enables connected and stronger relationships with Māori and community providers, ensuring the people we manage and their whānau are more likely to have better access to the support they need.
- Ara Poutama Aotearoa is developing strong relationships with iwi, Māori and communities.

## ***Focus Area 3: Building a skilled and culturally competent workforce (Aligns with Te Aorerekura Shift 3: Skilled, culturally competent and sustainable workforces)***

This focuses both on Ara Poutama Aotearoa's workforce and communities. Ara Poutama Aotearoa will look to work with communities which hold knowledge, can apply an understanding of trauma and violence informed practice, and have the skills to work with people impacted by family violence and sexual violence. This will support us to contribute to prevention and safe, accessible integrated responses to family violence and sexual violence. This will mean those impacted have better access to support and services in a culturally appropriate way.

### **Objectives of this focus area include that:**

- We have a workforce that responds to the different needs of our communities and are culturally capable.
- Our government agencies, specialists, generalist, and informal networks have access to the different resources and tools needed for upskilling.

## ***Focus Area 4: Strengthening our contribution to safe, accessible and Integrated Community Responses (Aligns with Te Aorerekura Shift 5: Safe, accessible and integrated responses)***

Integrated Community Responses are a key mechanism for delivering Te Aorerekura. By learning from integrated responses including frontline services, coordinated agency responses and best practice, we will be able to build up capability. The integrated community response approach will result in agencies working with communities and the specialist sector to deliver strengths based, holistic, and cohesive supports and services. Investing in community responses will help ensure that people impacted by violence access integrated and inclusive responses to enable safety. This will help ensure services are joined up and easy to navigate and government agencies and communities work better together. This will involve connecting with localities and communities to support collaborative responses to family violence and sexual violence.

### **Objectives of this focus area include that:**

- We actively participate and invest in relevant multi-agency systems that contribute to developing a community response to family violence.
- Staff are supported to make safe and supported referrals to ensure the people we manage have better access to services in the community.

## **Focus Area 5: Learn, invest, strengthen, and innovate** *(Aligns with Te Aorerekura Shift 4: Investment in primary prevention and Learning and monitoring)*

Ara Poutama Aotearoa recognises that effective oversight and leadership of the wide range of family violence and sexual violence related work and partnerships across the department is required to successfully support the delivery of the outcomes set out in Te Aorerekura. Strong leadership and investment planning will fundamentally shift and guide activities so that they align with Te Aorerekura.

We know that we need to continuously improve our learning system through the collection of evidence and engagement from those with lived experiences of family violence and sexual violence as well as those also working to contribute to the moemoeā of Te Aorerekura. As our collective understanding of what works increases this will inform the development of and investment in more effective responses to family violence and sexual violence.

### **Objectives of this focus area include that:**

- There is strong leadership and governance for family violence and sexual violence activities occurring across Ara Poutama Aotearoa and we play leadership role in family violence initiatives across government and the sector.
- We will involve survivors and whānau in our leadership groups and discussions, as well as in the development of related new services, initiatives and policies.
- We have a clear plan to invest in our capacity to collect and use data to support investment in family violence and sexual violence initiatives.
- We have an investment plan where Ara Poutama Aotearoa will articulate its priorities and the benefits of investment in family violence and sexual violence services and programmes.

## **Our strategic focus areas will lead to better outcomes**

Our outcomes draw on the principles and outcomes of Te Aorerekura, operationalised for the context that Ara Poutama Aotearoa works in. Targeting these strategic focus areas will result in the realisation of the outcomes Te Aorerekura seeks to achieve. These outcomes include:

- **Haumarū:** People are safe and protected.
- **Whakawhirinaki:** People with a network of trusting relationships.
- **Mana Motuhake:** People have autonomy and freedom of choice.
- **Ngākau Whakautu:** People are respected for who they are.
- **Tūhono:** People are connected with others who support their wellbeing.
- **Poipoi Wairua:** People are nurtured and cared for.

These outcomes will be measured through achievement of the actions and through feedback and engagement from the people that we manage and their whānau. In understanding these outcomes, we must understand that the intergenerational nature of family violence and sexual violence will mean that these focus areas and objectives must be addressed over this timeframe. We will seek to review and evaluate the effectiveness of this plan from a Te Ao Māori lens to ensure delivery is culturally appropriate and healing.



# Our Actions 2023 - 2027

The following tables outline the actions associated with the Implementation Plan, and the different calendar years they are expected to be completed. Actions highlighted indicate actions that Ara Poutama Aotearoa has committed to supporting the achievement of through the Te Aorerekura Action Plan 2021-2023.

<b>Focus Area 1: Towards strengths based Whānau/family wellbeing</b>			
<b>Actions</b>	<b>Timing</b>	<b>Description</b>	<b>Strategic Alignment</b>
Run a kaupapa Māori healthy relationships pilot to help women build positive connections.	2023-2025	This is a kaupapa Māori programme currently being piloted at a women's prison. It aims to help women with increased communication and relational skills to use in their daily lives and improve their everyday interactions and relationships.	Wāhine: E rere ana ki te pae hou (Women's Strategy) 2021 – 2025, WS6.4
Review Kowhiritanga, a rehabilitative programme for women to ensure it is effective for wāhine Māori.	2023-2024	Review the Kowhiritanga programme to ensure it is effective for wāhine Māori.	Wāhine: E rere ana ki te pae hou (Women's Strategy) 2021 – 2025, WS5.1.
Strengthen our strategic and operational leadership across the women's prison network.	2023-2027	We will do this by aligning with our Women's Strategy. Regional leads have been identified to develop regional action plans to further support and bring the women's strategy to life.	Wāhine: E rere ana ki te pae hou (Women's Strategy) 2021 – 2025 action. Te Aorerekura Shift 1 (Action 4)
Audit the language we use around family violence and sexual violence within Ara Poutama Aotearoa.	2023-2027	The language we use in our work needs to be humanising and healing. Where possible, we will work to ensure the language we use around family violence and sexual violence is strengths based, and reflects the strength of the community and whānau.	Hōkai Rangi Action 2.1
Review, and where appropriate update relevant Ara Poutama Aotearoa staff family violence and sexual violence policies and processes.	2023-2027	We will review and amend relevant policies where appropriate so that our staff that have been impacted by family violence and sexual violence and/or are working with people impacted by family violence and sexual violence are supported. This will include looking at family violence and sexual violence policy, sexual harassment processes, Employee Assistance Programmes, and welfare processes.	
Link into ongoing reviews of existing programmes to ensure that expert family violence and sexual violence views, inclusive of mātauranga Māori, are contributed and reflected in their design.	2023-2027	Expert family violence and sexual violence knowledge and grounding in mātauranga Māori will be used to support, engage and uplift ongoing reviews of programmes that have a link with family violence and sexual violence.	

## Focus Area 2: Sustainable relationships with iwi, Māori and communities

Actions	Timing	Description	Strategic Alignment
Explore partnerships with other agencies to commission services.	2023-2025	Ara Poutama Aotearoa is continuing to explore working in partnership with the other agencies to support outcomes-led integrated service delivery for people we manage and their whānau under a commissioning framework.	Te Aorerekura, Shift 2 (Action 6) Social Sector Commissioning Action Plan
Review and update non-violence programmes and internal systems that support the non-violence programme delivery.	2023-2027	This involves undertaking a review of the non-violence programmes as well as Ara Poutama Aotearoa's internal systems that support the non-violence programme delivery. The findings from this review will provide supporting evidence for future investment opportunities, and ensure any new approaches are fit for purpose and align with <i>Hōkai Rangī</i> , new commissioning approaches and Te Aorerekura.	
Explore opportunities to embed relational approaches into traditional procurement of family violence and sexual violence services.	2023-2027	Our Commissioning framework seeks to embed Māori approaches into traditional procurement and needs to be managed through a Māori lens. This stage of the work will ensure alignment and consistency with other government agencies' approach to commissioning with iwi/Māori providers.	Action 1.8 of <i>Hōkai Rangī</i> , Te Aorerekura Shift 2 (Action 6)

### Focus Area 3: Building a skilled and culturally competent workforce

Actions	Timing	Description	Strategic Alignment
Apply and embed the Family Violence Specialist Organisational Standards, and implement trauma informed family violence and sexual violence capability frameworks in a way that is appropriate for Ara Poutama Aotearoa staff and inclusive of mātauranga Māori.	2023-2024	<p>Ara Poutama Aotearoa is committed to implementing capability frameworks for our generalist workforces. We are mapping what training level is required for different Ara Poutama Aotearoa staff and are developing a training plan to address these needs. This will include looking to support training with community providers of programmes and interventions where practical.</p> <p>This action will involve integrating the Specialised Organisational Standard principles into our leadership development and practice frameworks.</p>	Te Aorerekura: Shift 3 (Actions 10,11,14)
Review and promote policies and practices and develop a coherent model of practice and tools for staff to ensure their work enhances the safety and protection of people impacted by family violence and sexual violence and keeps child safety and wellbeing paramount.	2023-2027	<p>We recognise that our workforce must respond to the different needs of the people we manage and their communities. Our specialist, generalist and informal networks all require different resources and tools and opportunities for upskilling. This will require Ara Poutama Aotearoa to ensure policies and practice and training opportunities are in place and simple to use and easy to access to support effective and consistent responses to family violence and sexual violence including child abuse and neglect.</p>	Te Aorerekura: Shift 3 (Actions 10,11,14)
Develop a long-term plan to build and retain and maintain our skilled workforce.	2023-2027	<p>We will take a long-term approach to building and retaining diverse, sustainable and culturally competent workforces. This will require working with other agencies to support the growth of the family violence and sexual violence workforces.</p>	

## **Focus Area 4: Strengthening our contribution to safe, accessible and Integrated Community Responses**

Actions	Timing	Description	Strategic Alignment
<p>Ara Poutama Aotearoa will work alongside other agencies to support integrated community led responses (ICR).</p>	<p>2023-2027</p>	<p>Community Corrections to employ staff with specific family violence knowledge, capability, and skill sets to strengthen collaborative responses by enabling fuller Community Corrections participation with ICR while also supporting wider workforce capability-building.</p> <p>This will strengthen the way that we support staff to make referrals to family violence and sexual violence services. This will include exploring options to develop new working relationships with other organisations focused on restorative ways to address violence in their communities.</p>	<p>Te Aorerekura: Shift 1 (Actions 2,7), Hōkai Rangi (Strategic area 3).</p>
<p>Support our regional leaders and staff to oversee and provide support to local family violence and sexual violence related initiatives.</p>	<p>2023-2027</p>	<p>This will involve our regional staff supporting Regional Public Services Commissioners, connecting with localities, and connecting with communities to support collaborative responses. This will support services to be joined up and easy to navigate, with government and community partners working to respond effectively to those affected by family violence and sexual violence.</p> <p>This will enable fuller Community Corrections participation in ICR while also supporting wider workforce capability-building to give effect to the implementation of the national strategy within communities. We will attend various interdepartmental working groups and will contribute to reports on regional alignment activities.</p>	<p>Te Aorerekura: Shift 1 (Actions 7).</p>

## Focus Area 5: Learn, invest, strengthen, and innovate

Actions	Timing	Description	Strategic Alignment
Establish a family violence and sexual violence governance group for family violence and sexual violence activities occurring across Ara Poutama Aotearoa.	2023 (Complete)	This involves establishing and maintaining an external governance group made up of internal and external stakeholders and partners to provide guidance to Ara Poutama Aotearoa on family violence and sexual violence related initiatives that may occur at a regional or a site level and within communities. This will also help ensure that we strengthen the voices of those in the community in our decision making.	
Establish a specific family violence and sexual violence role within Ara Poutama Aotearoa for family violence and sexual violence related activities.	2023 (Complete)	In order to ensure the goals outlined in this plan and Te Aorerekura are met there is a need to invest in a role dedicated to family violence and sexual violence related activities occurring across Ara Poutama Aotearoa and build relationships across government and communities.	
Ara Poutama Aotearoa's response to family violence and sexual violence is supported by a clear investment plan which will identify service gaps and connections across the business.	2023-2027	Ara Poutama Aotearoa's investment approach and family violence and sexual violence priorities are tested with internal and external stakeholders to ensure their voices are heard in investment planning. Investment planning will inform future budget processes and future iteration of the action plan and feed into investment planning activity. We will ensure there is a link to functional and enterprise planning processes especially for those with operational implementation responsibilities.	Te Aorerekura: Shift 1 (Action 1)
Understand the existing evidence base to support identification of new approaches to family violence and sexual violence and evaluate existing approaches.	2023-2027	We will continuously develop and improve the learning system (monitoring and evaluation) through the collection of evidence, and acknowledging and listening to the voices of those with lived experiences and our partners in order to build the evidence base for investment in primary prevention. This could also include developing a theory of change model for family violence and sexual violence within our context. Where appropriate and with reference to the Privacy Act 2020 we will look at opportunities to share our findings with agencies and community partners who are addressing family violence and sexual violence.	Te Aorerekura: Shift 2, Learning and Monitoring (Actions 5, 38 and 39)

## **Focus Area 5: Learn, invest, strengthen, and innovate**

Actions	Timing	Description	Strategic Alignment
<p>Design and implement an introductory course/materials/ workshop for frontline services and leaders to enhance their understanding of family violence and sexual violence including child protection.</p>	<p>2023-2024</p>	<p>We will lift staff understanding of family violence and sexual violence issues and the increase resources available to our frontline staff. The development of the course/materials will include considerations around working with Māori and those with lived experiences.</p>	<p>Te Aorerekura: Shift 3 (Actions 11)</p>
<p>Have a focused engagement plan, externally and internally to ensure visibility of our family violence and sexual violence work.</p>	<p>2023-2024</p>	<p>We will keep our internal and external stakeholders informed and up to date with our work to implement Te Aorerekura and on our existing work that looks to address family violence and sexual violence.</p>	





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