

Hōkai Rangi

Our organisational strategy



ARA POUTAMA AOTEAROA
DEPARTMENT OF CORRECTIONS



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DEPARTMENT OF CORRECTIONS

2024

Hōkai Rangi

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

Hōkai Rangi represents the journey of Ara Poutama Aotearoa, the people we manage, and their whānau, to achieve full potential.

Disclaimer

Pou stories and examples

Experiences, stories, and examples shared in this document were retrieved from various case studies, internal review documents and reports. To protect individuals, names and roles have not been shared.

Cover image

The image on the cover represents a section of the carving Ara Poutama, which was commissioned in 2004 and is located at our National Learning Centre in Upper Hutt. Crafted by Lee Watts of Ngāti Kahungunu.

Ara Poutama symbolises the pathway of excellence. This pathway was the final ascent taken by Tāne to retrieve the three baskets of knowledge.

Foreword from the Chief Executive



Jeremy Lightfoot

In 2019, we adopted *Hōkai Rangi* as the strategy of the Department of Corrections – Ara Poutama Aotearoa to achieve better outcomes for those in our management.

Now almost five years into *Hōkai Rangi*, it is timely for us to reflect on the progress we've made, the challenges we've faced, and the lessons we've learnt, to inform the next phase of our strategy.

Hōkai Rangi continues to represent our long-term strategic direction. We all want to see intergenerational change where each person can realise their full potential - for themselves and for the safety of our communities.

Since *Hōkai Rangi* was launched back in 2019 we have made good progress towards our strategy, but there is still work to be done. The refresh of *Hōkai Rangi* reaffirms our commitment to reducing Māori overrepresentation, upholds the six pou which guide the way we work, and reflects the lessons we've learned over the past five years.

Hōkai Rangi will guide our collective approach to delivering on our three organisational outcomes: reduced reoffending, improved public safety, and reduced Māori overrepresentation. Research, data, and evidence continues to inform our approach to achieving these outcomes.

Hōkai Rangi is aspirational and remains the destination we're working towards. We've put in place many foundational building blocks and we've made some important changes to service delivery. We've also changed our organisational structure with the intent to grow our capability, enhance service delivery, and support us to deliver a more effective and efficient corrections system.

Previously, *Hōkai Rangi* had 37 short-term actions and 26 medium term actions. Of the 37 short-term actions, 34 have been substantively delivered. The remaining three are now part of our everyday work.

These actions were the first phase of getting us to think and work differently. We have learnt from them. However, with so many actions, we sometimes lost sight of the significant areas that need to be working collectively and consistently for us to achieve *Hōkai Rangi*.

We are now on the next step of our journey. We are focused on strengthening how we achieve our organisational outcomes. Our future direction will ensure key initiatives are aligned to *Hōkai Rangi* and our three organisational outcomes. We know we need to prioritise the initiatives that will have the greatest positive impact.

We have a responsibility to deliver a balanced budget and use taxpayers' money wisely. Equally, we have a responsibility to manage our activities to ensure they deliver on our purpose and outcomes. This means we need to be efficient with our resources and focused on what will have the greatest impact.

We all have a responsibility to focus on Corrections' core purpose. We must be uncompromising in managing risk, ensuring the safety of staff and the people we manage, and the safety of those in the community. We must also be willing to ask the hard questions of initiatives that are not aligned to what matters most and prioritise accordingly.

Most importantly, our people are essential in delivering on the aspirations of *Hōkai Rangi* through their work. I am regularly inspired by the feedback we receive from staff, the people we manage in prison and the community, their families, and our partners. There are countless examples I have seen first-hand, or that have been shared with me, where staff have embraced what we are trying to achieve through *Hōkai Rangi*.

Our people continue to show their commitment to improving the wellbeing of the people we manage, to reducing reoffending, and to keeping our community safe.

“We make the community safer by supporting people to leave us better and with brighter prospects.”

He Kupu Takamua nā te Tumu Whakarae

I te tau 2019, i whakatinanahia e mātou te rautaki Hōkai Rangi a Te Ara Poutama Aotearoa kia tutuki ai i a mātou ngā hua pai ake mā te hunga e whakahaerehia ana e mātou.

Kua rima tau mātou e kawea ana i a Hōkai Rangi, nō reira kua tae te wā ki te whai whakaaro ki ngā kokenga, ngā uauatanga, me ngā akoranga, hei whakamōhio i te wāhanga o te rautaki e whai ake nei.

E whakaata tonu ana a Hōkai Rangi i tā mātou ahungaā-rautaki paetawhiti.

E hiahia ana mātou katoa ki te kite i ngā panonitanga tuku iho e tutuki ai i ia tangata tōna ake āheitanga - mōna, mō te haumaruru hoki o ā mātou hapori.

Mai rā anō i te whakarewanga o Hōkai Rangi i te tau 2019, kua ahu whakamua ki tā mātou rautaki, engari arā ētahi mahi kei mua tonu i a mātou. E whakaū ana te whakahounga o Hōkai Rangi i tō mātou pūmau ki te whakaiti i te nui o ngā Māori kei ngā whare herehere, e tautoko ana i ngā pou e ono e ārahi ana i ā mātou tikanga mahi, me te whakaata i ngā akoranga o ngā tau e rima ki muri.

Ka ārahi a Hōkai Rangi i tō mātou huarahi ngātahi hei whakatutuki i ā mātou hua ā-whakahaere: te whakaiti i te mahi taihara anō, te whakapai ake i te haumaruru o te hapori, me te whakaiti i te nui o ngā Māori kei ngā whare herehere. Kei te whakamōhio tonu ngā rangahau, ngā raraunga me ngā taunakitanga i tō mātou huarahi e tutuki ai ēnei hua.

He wawata nui a Hōkai Rangi, otirā koia nei te whāinga. Kua whakaritea e mātou he hanganga ā-tūāpapa, ā, kua whakaritea ētahi panonitanga hira ki te kawenga o te ratonga. Kua panonitia hoki tā mātou hanganga ā-whakahaere i runga i te whāinga ka whakawhanakehia tō mātou āheinga, whakapakari i te kawenga o te ratonga, me te tautoko i a mātou ki te kawea i tētahi pūnaha whakatikatika whaihua ake, whāomo ake hoki.

I mua, 37 ngā mahi taupoto, 26 ngā mahi tauwaenga o Hōkai Rangi. O ngā mahi taupoto 37, kua tutuki ngā mea 34. Ko te toru e toe ana, he wāhanga o ā mātou mahi o ia rā.

Ko ēnei mahi te wāhanga tuatahi kia rerekē ai ō mātou whakaaro me ā mātou mahi. Kua whai mōhiotanga i ērā mahi. Engari, nā te nui o ngā mahi, i ētahi wā kāore mātou i aro ki ngā wāhanga hira e hiahia ana kia mahi ngātahi, kia mahi haere tonu e tutuki ai i a mātou a Hōkai Rangi.

Ināianei kei te wāhanga whai ake mātou o tō mātou haerenga. E aro ana mātou ki te whakapakari i te āhua o te whakatutuki i ā mātou hua ā-whakahaere. Ka mātua whakarite tā mātou ahunga anamata e hāngai ana ngā kaupapa matua ki a Hōkai Rangi me ā mātou hua ā-whakahaere e toru. E mōhio ana mātou me whakaraupapa ngā kaupapa he nui ngā pānga pai.

E noho haepapa ana mātou ki te whakarite he taurite te mahere pūtea, otirā ka whakahaere tika i ngā moni a te hunga utu tāke. Waihoki, ka noho haepapa mātou ki te whakahaere i ā mātou mahi kia tutuki ai tō mātou whāinga me ngā hua. Ko te tikanga o tēnei me whāomo te whakamahi i ā mātou rauemi me te aro ki ngā mea whai pānga nui.

Ka noho haepapa mātou katoa ki te aro ki te kaupapa matua o Te Ara Poutama. Me pūmau mātou ki te whakahaere tūraru, me te whakarite kia haumaruru te noho a ngā kaimahi me te hunga e whakahaerehia ana e mātou, e noho haumaruru ana hoki ngā tāngata i te hapori. Me ū mātou ki te tuku i ngā pātai uaua mō ngā kaupapa kāore i te hāngai ki ngā āhuatanga tino whai take me te whakaraupapa i te aronga kia hāngai.

Ko te mea nui, he waiwai ā mātou tāngata ki te whakatutuki i ngā wawata o Hōkai Rangi mā roto i ā rātou mahi. He mea whakahihiko i a au ngā kōrero whakahoki a ngā kaimahi, te hunga e whakahaerehia ana i ngā whare herehere, i te hapori, ō rātou whānau, me ō mātou hoa rangapū. Kua kitea e au ngā tauira maha, kua whakamōhio mai rānei ki ahau, mō ngā kaimahi e ū ana ki te whai i ngā whāinga o Hōkai Rangi.

Kei te whakaatu tonu ā mātou tāngata i tō rātou manawanui ki te whakapai ake i te oranga o ngā tāngata e whakahaerehia ana e mātou, ki te whakaiti i te mahi taihara anō, ki te whakarite he haumaruru te hapori.

“Ka whakarite he haumaruru ake te hapori mā te tautoko i te tangata kia pai ake, kia pai ake hoki ngā ara wātea i tō rātou wehenga i a mātou.”

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Our purpose and approach

Our purpose

We make the community safer, by supporting people to leave us better and with brighter prospects.

Our whakatauki guides the work we do every day – kotahi anō te kaupapa: ko te orange o te iwi – there is only one purpose to our work, the wellness and wellbeing of people.

Hōkai Rangī continues to set our future direction for the corrections system and raises the visibility of what we do to support Māori and their whānau.

With the launch of our strategy Hōkai Rangī in 2019, we committed to long-term change. Our refreshed strategy continues to respond to the Waitangi Tribunal's 2017 report, *Tū Mai te Rangī!* which is focused on giving "appropriate priority to reducing the disproportionate rate of Māori reoffending."

This job is not done. We are learning, adapting, and seeking to deliver strengthened outcomes for people in the corrections system, their whānau, families and communities, with a specific and concerted focus on Māori overrepresentation.

Our interconnected organisational outcomes

Our three interconnected organisational outcomes are consistent with our legislation. They describe what we aim to achieve in the corrections system, the wider community, and recognise that our staff are integral to achieving these outcomes.

To achieve our organisational outcomes, we must meet the diverse needs of people in prison and on community sentences and orders. By meeting rehabilitation and reintegration need, including through Te Ao Māori-informed approaches to reduce reoffending for Māori, we support people to make positive and meaningful changes in their lives. Over time, this will lead to fewer victims, improved public safety, and reduced Māori overrepresentation in the criminal justice system.

In 2019, Hōkai Rangī elevated reduced Māori overrepresentation to be an organisational outcome, recognising that Māori account for over half of the prison population. We must be effective for Māori if we are to achieve our purpose.

Improved public safety

We manage people in a way that improves the safety of the public, our staff, and the people we manage, while treating everyone fairly and humanely.

Reduced reoffending

We support people to engage in rehabilitation programmes, reintegration, and support services that address the causes of criminal offending - to reduce the risk of reoffending and causing further harm.

Reduced Māori overrepresentation

We help reduce overrepresentation by ensuring that the corrections system works for Māori, their whānau, hapū and iwi. Importantly, we collaborate closely with our Māori partners and communities. Reducing reoffending requires a strong focus on the overrepresentation of Māori.

Corrections cannot do this alone, given the complex factors driving overrepresentation. We must work with a range of groups including Māori partners, providers, non-government organisations and government agencies to provide coordinated and targeted support.

Our values

Our values which align with our pou, reflect what is important to us, inform the changes we are making through Hōkai Rangī, and guide how we make decisions, interact with people and our communities.



Manaaki

***We care for
and respect
everyone***



Rangatira

***We demonstrate
leadership and
are accountable***



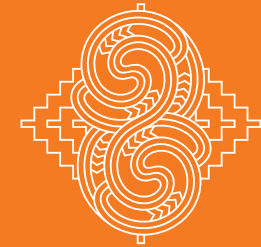
Wairua

***We are unified
and focused in
our efforts***



Kaitiaki

***We are
responsive and
responsible***



Whānau

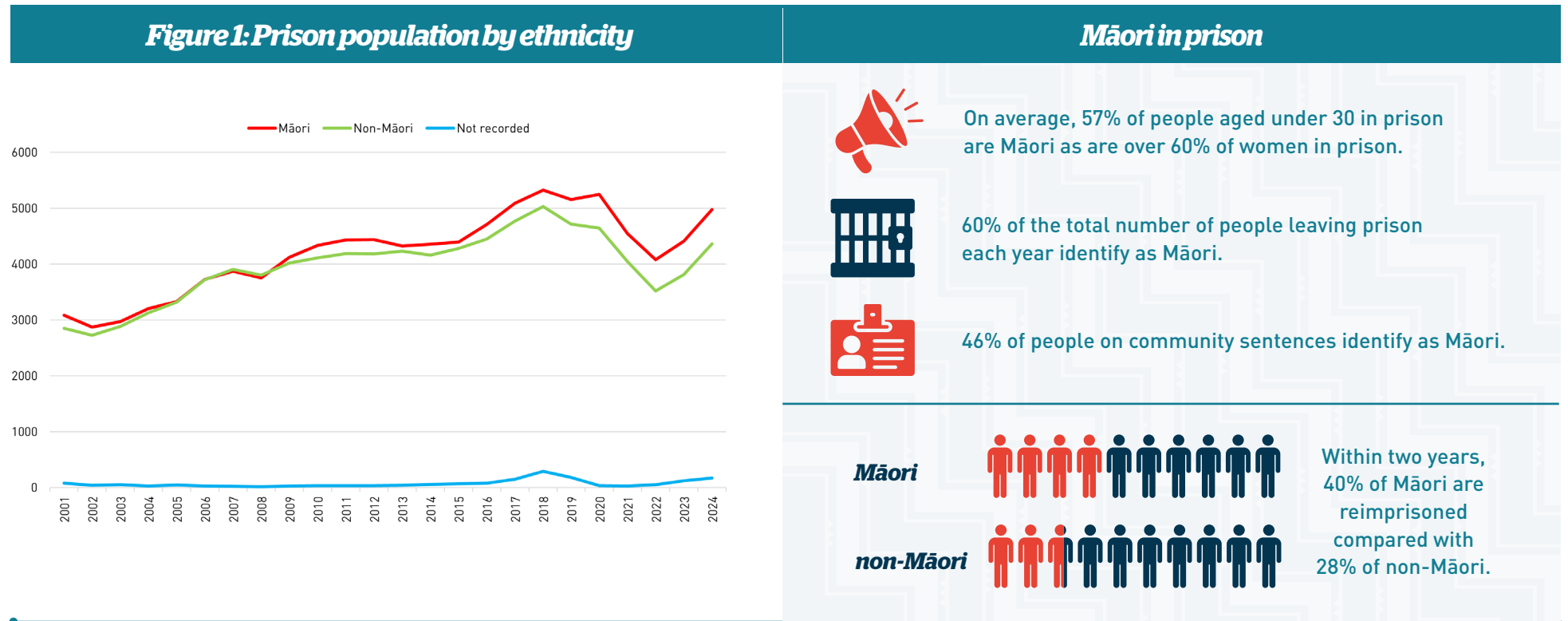
***We develop
supportive
relationships***

Our environment

Hōkai Rangi provides a strong foundation to help us achieve our organisational outcomes by recognising that almost everyone in prison will return to their whānau and community and community sentences and orders will come to an end.

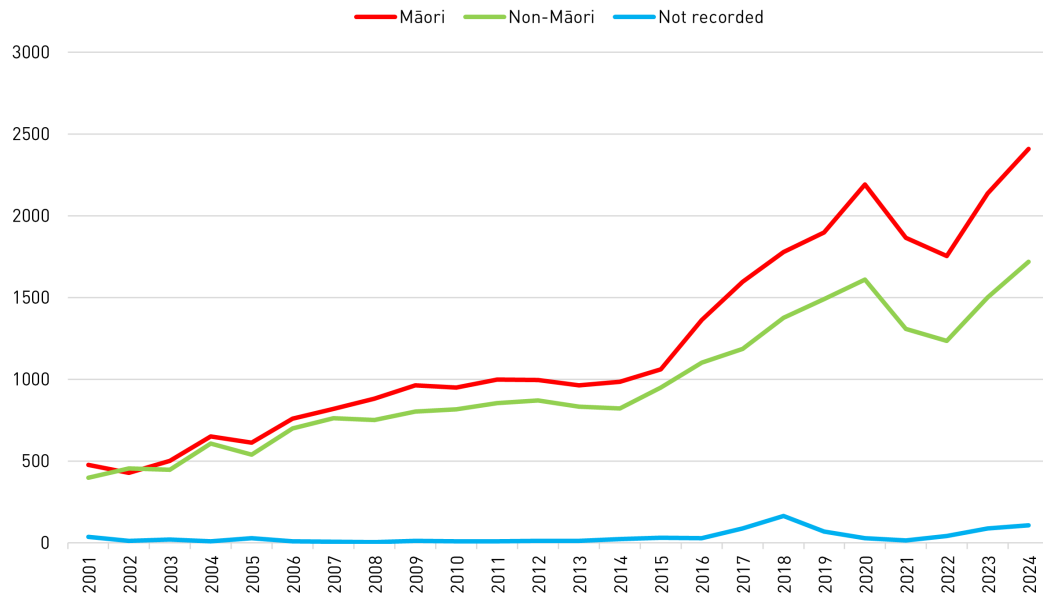
The majority of the people we manage are Māori

For almost four decades, Māori have been persistently overrepresented making up more than half of the prison population and almost half of those serving community sentences and orders.



Source: Ara Poutama Aotearoa | Corrections 2024

Figure 2: People in remand custody by ethnicity



56% of people on remand identify as Māori.



54% of Māori under 30 are in remand, and 52% of non-Māori.



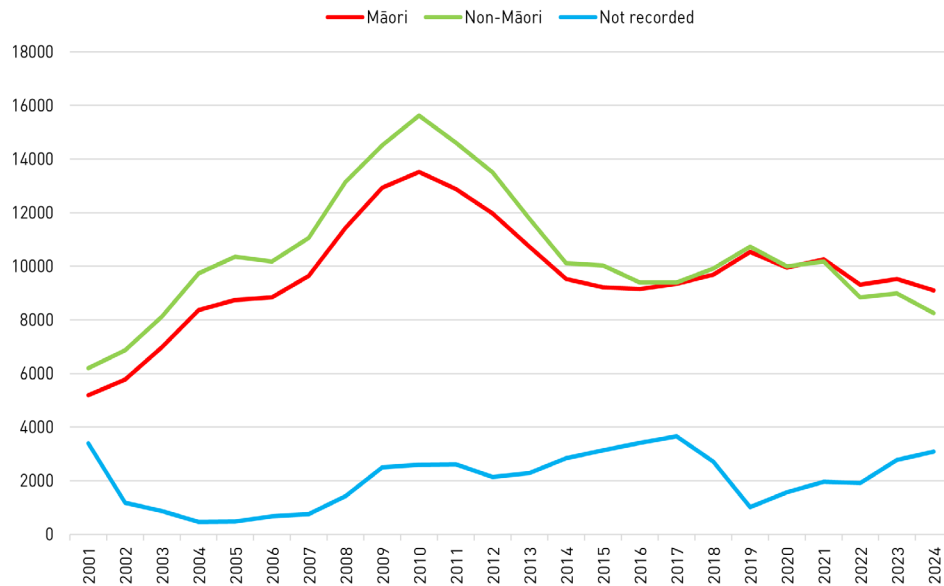
As of 31 March 2024: 56% of Māori women in custody are in remand, compared to 60% of non-Māori women.

Source: Ara Poutama Aotearoa | Corrections 2024

Many of the factors that drive overrepresentation sit outside of the criminal justice system, but our work can have a meaningful impact on reoffending and reimprisonment rates.

Current data suggests:

Figure 3: People serving community sentences by ethnicity



Within 12 months of completing their sentence:

24%

of Māori who completed a community sentence are reconvicted compared with 15% of non-Māori.

42%

of Māori who completed a prison sentence are reconvicted compared with 32% of non-Māori.

30%

of Māori are reimprisoned compared with 21% of non-Māori.

Source: Ara Poutama Aotearoa | Corrections 2024

Responding to complex needs

We manage some of the most complex and vulnerable people within our society. People in prison are more likely to have unmet health needs and complex issues which are often identified for the first time in the corrections system, and present at higher rates than in the community. Identifying and addressing these needs is critical to helping people stay out of the criminal justice system and achieving our organisational outcomes.

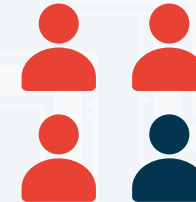
Past research suggests:



90% of people in prison are likely to have received a mental health or substance abuse diagnosis in their lifetime, including 62% in the past 12 months.



41% of people aged under 30 in prison are likely to have had an Oranga Tamariki family violence intervention in the past decade.



Three quarters of people in prison are likely to have experienced physical and sexual violence.



80% of people in prison and 65% of people serving community sentences and orders are likely to have engaged with mental health services in the past decade, which is significantly higher than mental health service use in the community.



10% of people in prison have literacy and numeracy below an average 12-year-old.



65% of people in prison aged under 25 have no formal qualifications.

Source: Ara Poutama Aotearoa | Corrections 2024, University of Auckland 2023

For people in prison who have been assessed:



38% of Maori, 42% of Pacific and 35% of the overall prison population are below NCEA Level One competency in literacy.



35% of Maori, 36% of Pacific and 31% of the overall prison population do not meet NCEA Level One competency for numeracy.



25% of the prison population identify as having one or more functional impairment (disability), 50% of this group identify as Māori.



Māori are 1.7 times more likely to live in unstable housing arrangements.

Source: Ara Poutama Aotearoa | Corrections 2024, University of Auckland 2023



Improving safety for communities, staff, and the people we manage

A safe environment is one in which both our staff and the people we manage feel safe. There are thousands of positive interactions every day in prisons and in the community. However, a significant number of the people we manage have been convicted of serious violent or sexual offending. Preventing, de-escalating, and responding to violence is a reality for our frontline staff. We are committed to providing the tools and support they need to respond safely and humanely. Reducing violence in prison and in communities is critical to improved outcomes under Hōkai Rangi.

Our staff are integral, and their work is challenging

Our team of more than 10,000 staff work in challenging environments to help people leave us in a better state and with brighter prospects. None of this work is possible without our staff who serve their communities across 18 prisons and over 200 community locations. Looking after the safety and wellbeing of staff provides strong foundations for responding to need within the corrections system.

Adapting our responses to trends and future challenges

Historically, the corrections system was largely designed around managing sentences. Significant changes to the remand population have fundamentally altered how people move through the criminal justice system and access programmes and services.

Lengthening court delays are driving these changes at a scale reflected in the statistics: 20% of people in prison were on remand in 2014, rising to 36% in 2019 and 45% in 2024. Justice sector projections indicate that over 50% of the prison population will be on remand by 2050. For young people, Māori, and women this is already the case.

The corrections system is resilient and must continue to be agile and adapt to change, trends and challenges. Our approaches need to connect people to the right services, at the right time, and better serve the needs of our population.

We cannot do this alone and must work across the criminal justice system, with other sectors and communities

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

We do not decide who is imprisoned, when they are released, or the sentences that people receive. Our responsibility is to support people to make changes to their lives so that they leave us in a better state, with brighter prospects and reduce their likelihood of returning. We engage with community partners, providers and unions about the factors contributing to reoffending.

Our journey so far and future direction - our pou

Our pou guide us to do things differently and provide the foundations for change by:

- Shaping the way we work, partner, and deliver services.
- Recognising and valuing Māori culture, people, and perspectives.
- Treating people humanely and improving their physical and mental wellbeing.
- Understanding the importance of culture and identity to wellbeing, connection, and participation.
- Setting the standards and holding us accountable for what people will see and experience.



1. Partnership and leadership

We value strategic relationships and work collaboratively with Māori.



For our system and practice this means:

- We lead through authentic, best-practice partnerships and shared decision-making at key levels.
- We look for opportunities to work with community partners, providers, unions, and other government agencies to share knowledge and draw on each other's expertise.
- We engage in sector-wide responses that meet the needs and aspirations of the people we manage.

For our staff this means:

- We work with and deliver services and programmes with our partners, including iwi, hapū, and non-government organisations. We help empower communities to respond to the needs of their people.
- Partnering supports people in our management to access the programmes and services that meet their unique, and sometimes complex, needs.
- Our leaders build capability to be culturally responsive to the identity, language, and culture of the people we manage.

Partnering for outcomes - bringing benefits to the people we manage and their communities

The Whakaritenga Pāhekoheko (strategic partnership) between Ngāti Kahungunu and Ara Poutama Aotearoa has been the key vehicle for the development of Tēnei Au, Tēnei Au, a kaupapa Māori approach being applied in the Hawkes Bay, to address intergenerational trauma through exploring cultural norms and Kahungunutanga. This uses a Māori trauma-informed indigenous approach.

The programme was "a remarkable shift" in the way we work. "When we walk alongside these men, we become part of their healing and journey to rehabilitation."

"Through our partnerships and the mahi we do together, we can support each other to reach both our individual organisation's visions and help those we support through our services and their whānau to live happier, safer, and more connected lives."

Working with our partners to prioritise staff safety

The Safer Prisons Plan was developed by Corrections, CANZ, and the PSA, to improve the safety and wellbeing of all staff at our prisons. The plan has a range of measures for us to monitor that will provide assurance and drive consistency. Many of these measures focus on aspects of our work that are hot spots for staff assaults such as prisoner inductions, visit applications, property claims, prisoner complaints, and enforcement of national cell standards.

"The Safer Prisons Plan shows our continued commitment to staff safety through consistent operations and placing our frontline, front and centre of what we do."

2. Humanising and healing

We are a values-led organisation. Our staff support people in our management, on community sentences, and on orders to access rehabilitation and reintegration while upholding their mana and dignity.



For our system and practice this means:

- We help equip people with the skills, self-respect, and resilience to live healthy and sustainable lives, and not return to the criminal justice system.
- We support people and their whānau to strengthen their ā-tinana (physical health), ā-wairua (spiritual health), ā-hinengaro (mental health), and ā-whānau (stable and healthy relationships with their whānau).
- Our systems and environments will not cause unnecessary stress to people.
- We continue to support people through their transition back into the community.

For our staff this means:

- We recognise and encourage the aspirations of the people we manage and their whānau.
- We enable rehabilitation and healing in ways that address the causes of people's contact with the criminal justice system.
- The people we manage are seen as whole and worthy of dignity and care, and we respect their inherent mana.

Humane ways of searching people entering prison

Less-intrusive, full body imaging technology helps promote personal dignity and wellbeing for both people in prison and staff.

"People are less anxious and more relaxed being scanned rather than being strip searched, which makes the entire reception process a smoother, safer experience for everyone."

"Having an alternative to strip searching strengthens the alignment between our operational practice and the humanising and healing intent of Hōkai Rangi."

Dedicated women's psychological service unit at Auckland Regional Women's Corrections Facility

"Instead of the programme being delivered in separate units, it is run in the unit where the women all live together to enhance the rehabilitation experience and create a more immersive, therapeutic space."

3. Whānau

Where they can, whānau are supported to walk alongside the people we manage on their rehabilitation and reintegration journey by our staff.



For our system and practice this means:

- We proactively communicate with whānau, involve them, and keep them close and connected to the people we manage.
- We work with relevant sector agencies, whānau, hapū, iwi, and other parties to foster healthy, sustainable, and stable whānau relationships.

For our staff this means:

- We recognise that whānau extends beyond immediate whānau and is inclusive of extended whānau, hapū and iwi, and others who are not kin but have a shared sense of whānau identity.
- We support relationships with broader Māori social structures such as iwi, hapū, and marae by helping to provide opportunities for broader whānau connection where immediate whānau cannot provide this support.
- We support Whānau to have stable and healthy relationships with people in our management.

Connecting people to their whānau is critical to their wellbeing

If whānau are kept in the loop, they can walk alongside people and provide support and encouragement.

“Engaging whānau at the earliest opportunity ensures relationships are established and built from the beginning. If whānau are kept in the loop and know what the programmes are about, they can walk alongside their whānau member and provide them with the support and encouragement they need.”

“Without the support and flexibility of case management, custodial staff, and senior management at the site, whānau engagement would not be possible.”

“For Tāne entering Northland Region Corrections Facility whakataua are led by Ngāti Rangī (Kaitiaki Manawhenua) and supported by staff. This provides Tāne with a ‘Korowai of aroha’ that will be with them during their stay and inclusive of their whānau.”

4. Incorporating a Te Ao Māori worldview



Access to culture is a fundamental right, not a privilege, regardless of a person's circumstances. Māori in prison must have access to cultural activities, regardless of the prison in which they are detained, their security classification, gang affiliation, gender, or therapeutic needs.

For our system and practice this means:

- We prioritise, embed, and protect mātauranga Māori as we innovate and improve what we do. This will be further enabled by kaupapa Māori approaches which set the foundation for our practice, processes, and pathways.
- Te Ao Māori informed programmes where possible, will be embedded within all facilities and available to all Māori in our management including access to tailored services delivered by the right people, with the right skills.
- We support Māori to use new approaches and evaluation criteria to contribute to a growing evidence base of what works for Māori.

For our staff this means:

- Staff will embody and promote our values and be empowered and supported to have culturally appropriate interactions with Māori.

Rongoā is a taonga

Te Matatiki o Te Oranga will serve as the department's new model for how health services are to be delivered to all people in our management.

"My experience with this programme has been good but emotional also. I have been able to connect back to my waters (mode of traditional healing) and to my whānau who have passed on (ancestors), I am very thankful to the tutors. I was able to connect with my tupuna (family ancestors) on a different level, allowing them to give me guidance on how to navigate my own journey."

Cultural inductions

"The delivery of Cultural Inductions by Manawhenua Kaitiaki at Ngāwhā Marae (Taitokerau) for Ara Poutama kaimahi provide an understanding of a Te Ao Māori worldview. Connecting with the whenua, sharing pūrākau and adopting tikanga supports cultural awareness and responsiveness."

Feedback from Kaimahi – "I enjoyed all aspects of the Cultural Induction especially the bread-making, and realising that there was far more to it than just for the purpose of making kai to eat. I loved building relationships with the other participants and watching them grow in confidence over the two days. I enjoyed catching up with Ngāti Rangī and I loved listening to the way they deliver the kaupapa."

5. Whakapapa

We recognise that whakapapa can be the beginning of healing and wellbeing.



For our system and practice this means:

- We partner with hapū, iwi, and Māori service providers, and work with whānau to design, deliver, and expand support systems and our programmes.
- We work towards a corrections system that enables people in our management to build connections and identity through their whakapapa.

For our staff this means:

- We create a safe environment for Māori to share and/or learn about their identity.
- We proactively enable Māori in our management to strengthen and/or maintain their cultural identity. This will include their connection to people and place, and their sense of belonging.

Learning and connecting together

We continue to partner in the delivery of tikanga Māori programmes for our staff and people on sentences and orders.

"We have a collective mission to restore, revitalise and sustain culture, heritage and marae and effectively invest in the future of whānau; and Ara Poutama Aotearoa's mission is to help eliminate the over representation of Māori in the criminal justice system through uplifting the oraka (wellbeing) of Māori in Correction's care and management, and their whānau."

Manaaki Practice Tool

The Manaaki Practice Tool is an opt-in planning tool, led by the people we manage, and their whānau, that identifies aspirations and goals. They were developed by the Māori Pathways Programme in Hawke's Bay (as the Whānau Manaaki Plan) and have had a lasting impact for practitioners, the people we manage, and their whānau. The Manaaki Practice Tool supports planning using a kaupapa Māori, whānau centred, approach.

"For some individuals, it is the first time they have been asked what they want for themselves and for them to reflect on what matters to them. These conversations give me insight into the person I am working with – what their motivation is, what the barriers might be for them, what their story is – which means we have a stronger foundation to work with on sentence."

6. Foundations for participation



We help people leave us better able to participate in society and live offence-free lives.

For our system and practice this means:

- We create an environment that improves the ability of people in our management to transition back into society upon release.
- To lead a healthy and sustainable life, people we manage and their whānau need to have their basic needs met and access to the relevant supports for full participation in society.
- We explore opportunities with other agencies and organisations to enable people to have a chance at self-determination through education, training, and employment (including self-employment).

For our staff this means:

- Prior to release, we support people to access programmes and services that build critical life skills, improve, or lift levels of education, and build tools for full participation in society.
- We work with other agencies, providers, and organisations to ensure people and their whānau are supported when they reconnect with their whānau and community.
- Building relationships with those in our management, to support and prepare them for rehabilitation and release, while at the same time building whānau capability and providing post release support more effectively.
- Community-managed sentences and orders are administered with sufficient flexibility to enable people to remain in paid work and attend to their young children.

Equipping people for success

A number of sites are supporting people to develop employable skills and qualifications that will support people in prison expanding their opportunities for further study and employment on release.

The general skills people learn in the yard are amazing. The men are dealing with things they will have to adjust to on the outside – relationship challenges, making mistakes, patience for themselves and others, perseverance and staying calm under pressure... The yard gives them space to challenge and practice these behaviours – a safe place where it is okay to make mistakes.

Bank account on release is one less challenge

“Individuals who have been released have enough upheaval to deal with in their lives. Being able to sort out an ID and bank account before release removes one more set of challenges. The process has been made so easy and it can all be done before someone is released.”

Driver licences help build foundations in the community

“Community Corrections works with non-governmental organisations, providers, and partners, to help people get driver licences, contributing to safer roads and communities. Some regions connect people with literacy and numeracy support in the community to help them build the skills they need to sit licence tests. Driver licences help people enter training and secure employment and reduce convictions for driving without a licence.”

Our progress and next steps: Focused and purposeful changes for greatest impact

Hōkai Rangi seeks to achieve long-term, intergenerational outcomes. The success of our strategy depends on our ability to focus on the most impactful work, while learning and adapting our approaches in light of new data, evidence, and information.

From 2019-2024, we focussed on the delivery of short-term actions which accelerated our learning and understanding of the way we need to change and how we need to do it.

From 2024, we are focussed on scaling up the changes that will be most effective in achieving our organisational outcomes.

***We will use two key organisational artefacts
to drive delivery of Hōkai Rangi:***

1 ***Organisational Roadmap***

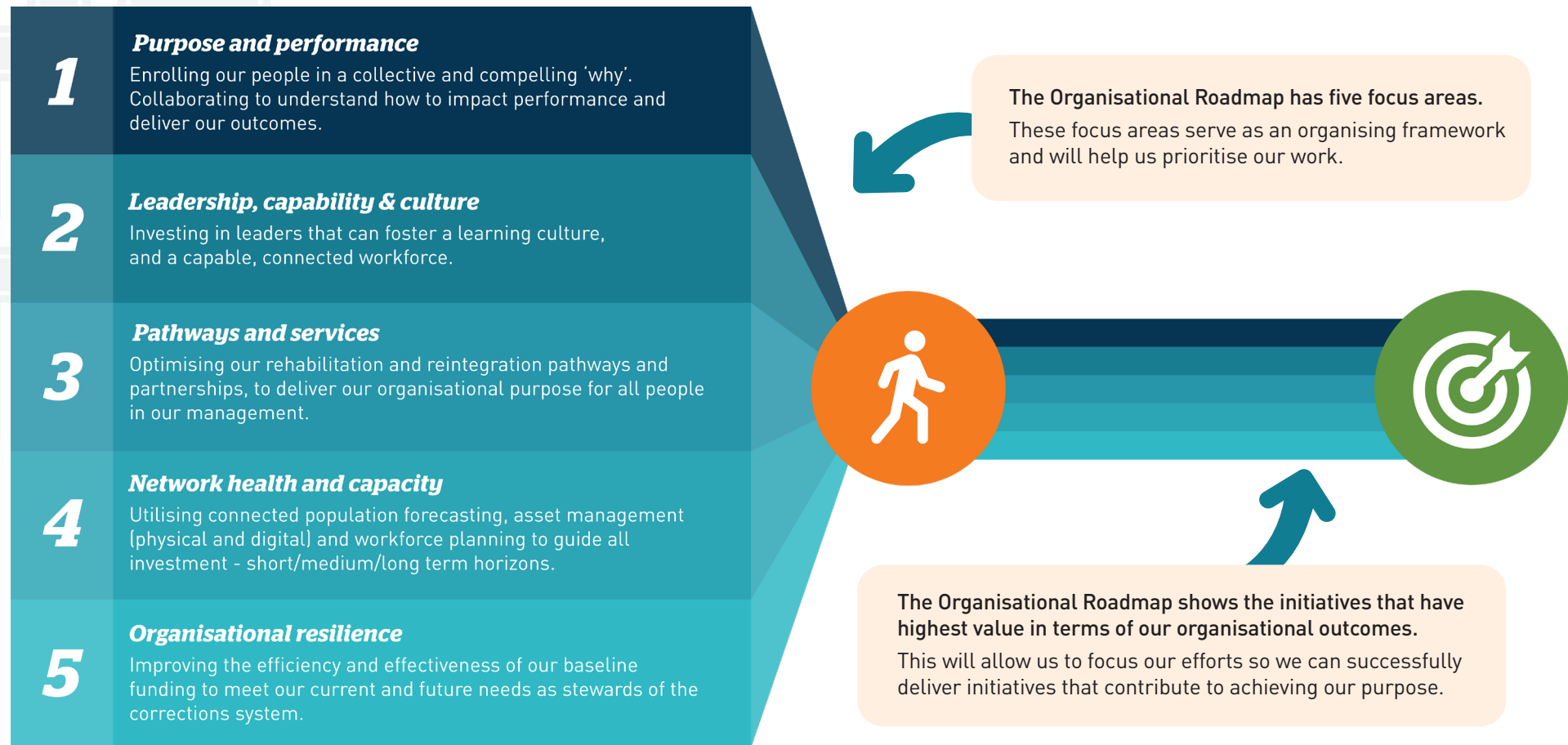
2 ***Performance Framework***



Our Organisational Roadmap

Our Organisational Roadmap will help us to identify, prioritise, and monitor key initiatives that contribute to our organisational outcomes. The Organisational Roadmap visually outlines focus areas and initiatives and will be used to inform annual planning.

Figure 4: Organisational Roadmap



Our Performance Framework

Our Performance Framework tracks our progress. It describes the connection between our purpose and what we do day to day, defines the outcomes we are working towards, and the supporting measures to assess achievement against those outcomes.

Our Performance Framework will enable us to measure, monitor and report on our overall performance. The Performance Framework will help inform our Organisational Roadmap by uncovering insights about what's working well and where we need to direct more effort. The Performance Framework measures will be refined over time as part of assessing our performance.

Figure 5: Performance Framework





ARA POUTAMA AOTEAROA
DEPARTMENT OF CORRECTIONS