

Hon Kelvin Davis

MP for Te Tai Tokerau

Minister for Māori Crown Relations: Te Arawhiti

Minister for Children

Minister of Corrections

Associate Minister of Education (Māori Education)



10 FEB 2021

BAW Russell

fyi-request-14255-51f95498@requests.fyi.org.nz

Tēnā koe Mr Russell

I refer to your email of 7 December 2020, to the Department of Corrections, requesting various information regarding Corrections' compliance with *Hōkai Rangi*.

Your request has been considered in accordance with the provisions of the Official Information Act 1982 (OIA).

I am advised that in a letter dated 16 December 2020, Corrections advised you that the part of your request relating to briefings to the Minister of Corrections was transferred to my Office. You have asked for:

any Ministerial briefings or Cabinet papers on areas where the corrections system is (or may not be) meeting Hōkai Rangi's objectives

As Minister of Corrections, I receive regular updates and advice from my officials, including advice on Corrections' various initiatives and achievements, in alignment with *Hōkai Rangi*.

Hōkai Rangi represents a new strategic direction for Corrections and is focused on finding new and alternative ways of doing things to achieve better outcomes for people in the Corrections system and their whānau. It will help address the significant over-representation of Māori in the criminal justice system, with the ultimate goal of lowering the proportion of Māori in prison to match the general population.

I have identified one aide memoire that falls within scope of your request, which is:

- B4034 *Update on Hōkai Rangi 'Next Steps' and 'Short-Term Actions'*

Please find this aide memoire attached. Note that some information has been withheld under section 9(2)(a) of the OIA, to protect the privacy of natural persons, including that of deceased natural persons.

I trust this information is of assistance to you. If you have any concerns with this response you may raise them with the Office of the Ombudsman. Contact details are: Office of the Ombudsman, PO Box 10152, Wellington 6143.

Nāku noa, nā

A handwritten signature in blue ink that reads 'Kelvin Davis'.

Hon Kelvin Davis

Minister of Corrections

To: Hon Kelvin Davis, Minister of Corrections

Aide Memoire: Update on Hōkai Rangi 'Next Steps' and 'Short-Term Actions'

Date	17 July 2020	Decision and Timing	No decision required
B number	B4034	Priority	Low

Contacts			
Name	Position	Contact number	First contact
Topia Rameka	Deputy Chief Executive - Māori	s9(2)(a)	<input checked="" type="checkbox"/>
Emma MacDonald	General Manager – Policy	s9(2)(a)	<input type="checkbox"/>

Purpose

- 1 This Aide Memoire updates you on the progress that the Department of Corrections (Corrections) has made in relation to the 'Next Steps' and 'Short-Term Actions' outlined in Hōkai Rangi.

Hōkai Rangi Next Steps and Short-Term Actions

- 2 Hōkai Rangi outlines two broad areas for Corrections to focus on over the short to medium term:
 - a. Firstly, three critical Next Steps (refer to page 36 of the strategy):
 - i. Partnership at key levels of the corrections system;
 - ii. Action-planning and measurement; and
 - iii. Accountability and monitoring.
 - b. Secondly, 37 Hōkai Rangi Short-Term Actions that will be achieved over the first 24 months (there are also 26 Medium-Term Actions to complete within the next two to five years).
- 3 To date, Corrections has developed an Outcomes-Led Performance Framework in partnership with Māori, which directly relates to 'Action-planning and measurement'.

Hōkai Rangi Short-Term Actions achievements to date

- 4 Corrections has already achieved the first three of the Short-Term Actions:
 - a. A Deputy Chief Executive Māori has been appointed and the Executive Leadership Team has shared responsibility for delivering the actions and outcomes identified in Hōkai Rangi (action 1.1);

- b. Corrections Leadership has made a commitment to protecting kaupapa Māori initiatives and programmes (action 1.2); and
 - c. Corrections has reprioritised its operational budget to focus on the delivery of Hōkai Rangi actions within the next 24 months, including provisions for the collection of new and different data to better understand the lives of people we are managing (action 1.3).
- 5 *Appendix One* outlines Corrections' high-level progress on the Short-Term Actions for the first 24 months.

Organisational planning

- 6 Corrections has developed an integrated plan, to be refined over the coming months, that incorporates the Hōkai Rangi Next Steps and Short-Term Actions, the Hōkai Nuku Business Case, and the COVID-19 recovery plan.
- 7 Changes have also been made to the way we govern work internally by the standing up of five new portfolios, which are directly reflective of Hōkai Rangi and embed the strategy within the organisation. These are:
- a. People;
 - b. Partnering;
 - c. Pathways and Services;
 - d. Digital Enablement; and
 - e. Infrastructure and Environments.
- 8 Each of these respective portfolios are responsible for the commissioning of work related to the achievement of Hōkai Rangi Next Steps and Short-Term Actions, as reflected in *Appendix One*.

Progress towards other actions

- 9 Progress towards other actions include the development of a high-level plan for 'partnership at key levels', which was endorsed by Te Poari Hautū Rautaki Māori, at a meeting on 5 June 2020 (action 1.5).
- 10 Corrections has made good progress developing guidance for whānau regarding Parole Board hearings (action 3.5) and support for Parole Board hearings for people in prison (action 6.4). Work is also underway to introduce day and weekend home visits leading up to release, and supervised whānau visits at kaupapa Māori-based units (action 6.1).
- 11 The Kaiwhakamana policy is currently under review to better ensure Kaiwhakamana who volunteer their time in prison are supported, resourced appropriately and treated respectfully (action 1.10).
- 12 COVID-19 also allowed for innovation to help accelerate work undertaken towards greater whānau connectedness with the successful trialling of virtual visits (action 3.4).

Next steps

- 13 We will provide you with updates on our progress through your Minister's Weekly Report as well as a comprehensive quarterly aide memoire.

Hōkai Rangi Short Term Actions - first 24 months delivery milestones

Completed
Underway
Being scoped & planned
Area of concern

People

Partnership + leadership

1.9 Recruitment based on competency in working with and for Māori
1.10 Kaiwhakamana policy

1.4 Shared leadership and governance structure
1.5 Implement Māori Partnership Framework
1.6 Mana Whenua partnerships at each prison site
1.8 Models for working with Māori service providers

1.7 Identify opportunities to engage + partner

Humanising + healing

2.1 Change to language of wellbeing
2.5 Approach to safety research

2.2 Develop Manaaki standards
2.6 Research on keeping rangatahi + wāhine in the community

2.3 Kaipapa services wāhine + rangatahi
2.4 Kaipapa health services
2.7 Community work research

Whānau

4.1 Cultural safety programmes for managers
4.3 Build staff understanding of Māori programmes
4.4 Te Ao Māori Framework
4.5 Implement Te Reo Māori strategy
4.8 Support for staff working in kaupapa Māori spaces

3.1 Family affairs in order
3.5 Parole Board guidance for whānau
3.6 Work with gang whānau

Infrastructure and facilities
3.3 Create facilities that strengthen whānau
Digitally enabled business
3.4 Greater levels of whānau connectedness

Department wide
3.2 Place and keep Māori close to their whānau

Te Ao Māori worldview

Whakapapa

5.1 Accurately record iwi affiliations and make information available

Foundations for participation

6.1 Home visits prior to release
6.2 Develop basic living skills + tools
6.3 Business networks + training
6.4 Support Parole Board hearings
6.5 Research into parole disparities

Partnering

Pathways + services

Other

Department wide
1.1 DCE Māori/ELT Accountability
1.2 Leadership commitment towards kaupapa Māori initiatives
1.3 Resourcing Hōkai Rangi

Department wide
3.2 Place and keep Māori close to their whānau

Hōkai Rangi Short Term Actions - People

Completed

Underway

Being scoped & planned

Area of concern

People

Partnering and Leadership

1.9 Recruitment based on competency in working with and for Māori

Is dependent on the work undertaken in the Cultural Capability Framework, but some changes have already been made to recruitment processes.

1.10 Kaiwhakamana policy

We are updating the Kaiwhakamana policy to better ensure Kaiwhakamana are supported, resourced appropriately, and treated respectfully. We have consolidated and updated the existing Kaiwhakamana policy in the first instance, to ensure that it is easy to access, understand and implement. The hope is that increased visibility and understanding of the policy will lead to greater support and respect for Kaiwhakamana, and maybe even increase numbers of Kaiwhakamana across the country.

Humanising and healing

2.1 Change to language of wellbeing

All Departmental communications emphasises wellbeing and strength based language. Further work in this space is currently being scoped and a detailed plan developed which will link to the Communications Plan due mid-September.

2.5 Approach to safety research

Work has been scoped, a plan developed and the early research work of a literature review is underway.

Te Ao Māori worldview

4.1 Cultural safety programmes for managers

Some initial training has been delivered to managers through the I-Lead forums and Cultural Capability Advisors are increasing capability in this area. Action is defined as understanding of "Cultural Safety" for Managers (4.1) – There will be inputs from Health and Safety, Cultural Capability, OD, HR, Rautaki Māori and L&D.

4.3 Understanding of Māori programmes

Work in this space is currently being scoped and a plan developed.

4.4 Te Ao Māori Framework

Implement and report on Te Ao Māori framework for public sector capability – GM Cultural Capability sits on the all of SSC Māori Leadership Framework Advisory Board, he provides input into this Board and feedback to Ara Poutama Aotearoa. The plan for this HR action will ensure consistency.

4.5 Implement Te Reo Māori strategy

Infight already with the implementation of the Tihi O Manōno app and ELT Bespoke Training. Further work will be linked to the work on cultural capability.

4.8 Support for staff working in kaupapa Māori spaces

Work in this space is currently being scoped and a plan developed. Plan will be developed with input from the Partnering Portfolio.

Hōkai Rangi Short Term Actions - Partnering

Partnering

Partnering and Leadership

1.4 Shared leadership + governance structure

Our first milestone is the roll out of high level Partnership Framework by September. Work to define parameters and undertake stocktake will commence this month.

1.5 Implement Māori partnership framework

A Partnership Framework is drafted for signing and is being socialised with stakeholders.

1.6 Mana Whenua partnerships at each prison site

Our first milestone is the roll out of high level Partnership Framework by September. Work to define parameters and undertake stocktake will commence this month.

1.8 New models for working with Māori service providers

Work has commenced with executives of our 12 major contracts to develop a model of incorporating Hōkai Rangi principles into their operations.

Humanising and healing

2.2 Develop Manaaki standards

Work in this space is currently being scoped and a plan developed.

2.6 Research on keeping rangatahi + wāhine in the community

An review of international and New Zealand research evidence on desistance is underway. This review will discuss what factors help and hinder desistance, and identify the potential policy and operational changes. The review has a particular focus on Māori desistance, including wāhine Māori. It will include original analysis examining ethnic disparities in desistance in Aotearoa/NZ.

Te Ao Māori worldview

4.2 Working definition of 'kaupapa Māori'

A definition of 'kaupapa Māori' is set to be approved by Te Poari Hautu Māori by September.

Completed

Underway

Being scoped & planned

Area of concern

Hōkai Rangi Short Term Actions – Pathways and services

Completed

Underway

Being scoped & planned

Area of concern

Pathways and services

Partnering and Leadership

1.7 Identify opportunities to engage + partner

Work in this space is currently being scoped and a plan developed.

Humanising and healing

2.3 Kaupapa Māori services for wāhine and rangatahi Māori

Work in this space is currently being scoped and a plan developed.

2.4 Kaupapa Māori health services

We are about to begin work on developing an overarching Health Services Plan. This will set out the medium to long term strategic direction for health and includes the design of a Kaupapa Maori health service and model of care. A Chief Māori Health Advisor is being recruited to oversee this work.

2.7 Community work research

Work in this space is currently being scoped and a plan developed.

Whānau

3.1 Family affairs in order

Work in this space is currently being scoped and a plan developed.

3.5 Parole Board guidance for whānau

Work is underway and consultation with frontline staff has taken place. Consultation will begin mid July with people in our care and their whanau (this action is being undertaken in parallel with action 6.4).

3.6 Work with gang whānau

Planning for a practice approach that incorporates Te Ao Māori concepts and acknowledgement of our biases to support more effective engagement with gang affiliated tāne, wāhine and whānau has commenced. It will have a focus on safe and supported reintegration pathways and will be presented to frontline staff who are actively working with these hard to reach groups currently (nominated custodial staff, CMs and POs). The team are investigating the ability to use new and existing Pou Arataki roles in the Te Tirohanga units to support GEA and connect Ara Poutama staff with appropriate community/iwi groups, gang whanau.

Te Ao Māori worldview

4.6 Mātauranga Māori subjects

Work in this space is currently being scoped and a plan developed.

4.7 Alternatives to sentence administration

We are developing a plan to resource and support the development of alternative, kaupapa Māori responses to administering sentences and delivering treatment and support that are tailored to different cohort needs. This work will begin in the next month.

Whakapapa

5.1 Accurately record iwi affiliations and make information available

Work in this space is currently being scoped and a plan developed.

Hōkai Rangi Short Term Actions – Pathways and services, infrastructure and digitally enabled

Completed

Underway

Being scoped & planned

Area of concern

Pathways and services

Foundations for Participation

6.1 Home visits prior to release

The first planned home visit planned for early June has not gone ahead.

6.2 Develop basic living skills and tools to participate

Work in this space is currently being scoped and a plan developed. Progress will be dependent upon funding availability. Seeking funding from PoC to fund a proposed Take2 Coding Programme which will teach people in our care software coding ie HTML, CSS, Java, Python etc.

6.3 Business networks + training

Brainwave and Storytime programmes will be rolled out to sites by end of July. Neuro-diverse (dyslexia) implementation is under way with training to be rolled out to all sites by end of December 2020.

6.4 Support Parole Board hearings

Work underway and consultation with frontline staff having taken place. Consultation will begin mid July with people in our care and their whānau. (this action is being undertaken in parallel with action 3.5)

6.5 Research into parole disparities

Work in this space is currently being scoped and a plan developed.

Infrastructure and facilities

Whānau

3.3 Create facilities that strengthen whānau relationships

Hiring is underway for a National Design Standards Manager who will drive the formation of a Design Standards Review Panel. This is the first step required in developing the design principles to ensure future facilities align to Hōkai Rangi strategic outcomes.

Digitally enabled business

Whānau

3.4 Enables greater levels of whānau connectedness

Video calling for people in prison has been rolled out nationwide and to date 300 calls have connected them with whānau and other loved ones. It has helped people stay connected during COVID-19 restrictions, saved on travel costs and reduced the risk of contraband and the virus getting into prisons. Staff have shared some moving accounts of video calls between people in prison and loved ones they had not seen for a long time, in some cases years.

The next steps are to further strengthen the networking equipment to support video calling, explore the expansion of the solution for other parties e.g. Parole Board, psychologists, lawyers and consider purpose-built software that will enable central monitoring reducing staff impacts.