



31 May 2024

Kendra Cox  
[fyi-request-26689-87893903@requests.fyi.org.nz](mailto:fyi-request-26689-87893903@requests.fyi.org.nz)

Dear Kendra

Thank you for your information request dated 9 May 2024. You asked for the following:

- *Please release any information held by your Office regarding the possible implementation of Young Offender Military Academies. If different terms have been used to name or describe the programme included in Nationals coalition agreement under "Young Offender Military Academy", e.g., "youth boot camps", "boot camps", "military camps", and so on, please include those in this release.*
- *Please include any draft or final policy documents, evidence briefs, research, costings, advice, or pilot implementation plans held by your Office in regards to this possible implementation.*
- *Please include any communications between your Office and Oranga Tamariki, including but not limited to the CE and deputy CE team, and the leadership of the five youth justice residences Korowai Manaaki, Whakatakapokai, Te Maioha o Parekarangi, Te Au rere a te Tonga, and Te Puna Wai o Tuhinapo.*

Your request has been treated in accordance with the Official Information Act 1982 (the Act).

In responding to your request, I note that the Military-style Academies are still under design. Details about the Academies are under active consideration and final decisions will be announced in due course.

I have addressed the parts of your request in turn.

*Draft or final policy documents, evidence briefs, research, costings, advice, or pilot implementation plans*

The following documents have been identified as being within scope of your request, and are enclosed as Appendix A:

- B-0004 A3: Oranga Tamariki Deep Dive Two – Youth Crime
- B-0029 Briefing: Advice on the Introduction of Military Academies

- B-0059 Aide Memoire: Meeting with Ministers of Defence and Police 31 January – Military Academies
- A document provided by Oranga Tamariki on 23 February 2024 entitled *Military Academies*.
- Excerpts, in accordance with section 16(1)(e) of the Act, of Weekly Reports provided to me, dated 15 December 2023, 26 January 2024, 9 February 2024, 23 February 2024, 1 March 2024, 8 March 2024, 15 March 2024, 22 March 2024, 12 April 2024 and 3 May 2024.

Parts of the above documents have been withheld under the following sections of the Act:

- 9(2)(f)(iv), to maintain the constitutional conventions for the time being which protect the confidentiality of advice tendered by Ministers of the Crown and officials;
- 9(2)(g)(i), to maintain the effective conduct of public affairs through the free and frank expression of opinions by or between or to Ministers of the Crown or members of an organisation or officers and employees of any public service agency or organisation in the course of their duty;
- 9(2)(g)(ii), to maintain the effective contact of public affairs through the protection of such Ministers, members of organisations, officers, and employees from improper pressure or harassment.

The following documents were also identified as being within scope of your request and have been withheld in full under section 9(2)(f)(iv), as they are under active consideration. Some titles of the documents have also been partially withheld under section (2)(f)(iv), as indicated by “[...]”:

- B-0107 (Young Serious Offender and Military-Style Academy Legislative Options)
- B-0115 Military-Style Academy Pilot – High-level Design – dated 22 March 202
- B-0119 [...] Youth Serious Offender declaration and Military-Style Academies – dated 8 April 2024
- B-0125 YSO and MSAs: Follow up from Ministers’ meeting 20 March 2024 – dated 21 March 2024
- B-0143 [...] Military-Style Academies Pilot High-Level Design
- B-0152 [...] Youth Serious Offender declaration and Military-Style Academies
- Weekly report entries for 5 April 2024 and 26 April 2024
- Briefings and advice prepared in preparation for Budget 2024.

#### *Communications between my Office and Oranga Tamariki*

Appendix B contains communications between my Office and Oranga Tamariki that have been identified as being in scope of your request.

Items of correspondence that relate to matters under active consideration, including correspondence that directly relates to the above-mentioned briefings that have been withheld in full, have been withheld under section 9(2)(f)(iv).

As required under section 9(1) of the Act, I have considered the public interest in releasing the information withheld. I do not consider the public interest considerations favouring the release of this information are sufficient to outweigh the need to withhold at this time.

You have the right under section 28(3) to seek an investigation and review by the Ombudsman of this decision. Information about how to make a complaint is available at [www.ombudsman.parliament.nz](http://www.ombudsman.parliament.nz) or freephone 0800 802 602.

Yours sincerely

A handwritten signature in blue ink, appearing to read 'K. Chhour', is positioned below the text 'Yours sincerely'.

Hon Karen Chhour  
**Minister for Children**

## Appendix A

# Young Serious Offender (YSO)

There are two high-level options for creating a YSO category.

**Option 1:** 9(2)(f)(iv)

[Redacted]

[Recommended]

**Option 2:** 9(2)(f)(iv)

[Redacted]

### Key points and risks

✓ Government, iwi, and community organisations need to provide more intensive, evidence-based, and longer-term services to address the underlying drivers of offending behaviour for this cohort, which often includes unmet health, housing and educational needs.

- 9(2)(f)(iv) [Redacted]
- [Redacted]
- [Redacted]

# Military Academy for YSO

There are three high-level options for a military academy programme for young people.

**Option 1:** 9(2)(f)(iv)

[Redacted]

**Option 1a:** 9(2)(f)(iv)

[Redacted]

**Option 2:** 9(2)(f)(iv)

[Redacted]

**Option 2A:** 9(2)(f)(iv)

[Redacted]

**Option 3:** 9(2)(f)(iv)

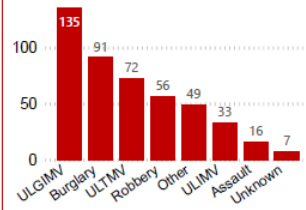
[Redacted]

### Key points and risks

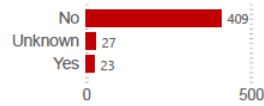
- ✓ Evidence tells us that military academies alone are not effective at reducing recidivism for youth offenders.
- ✓ A military academy could take various forms and involve community and/or iwi Māori organisations. Providing rehabilitative and transition support, trauma-informed approaches, and building in components of best practice is considered essential if military academies progress (alternatively other programmes incorporating these elements could be progressed).
- ✓ There will be an impact on a range of departments and trade-offs will need to be made, we recommend consulting relevant Ministers regarding this advice.

- 9(2)(f)(iv) [Redacted]

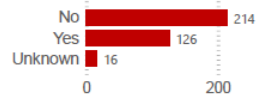
### Offence Information



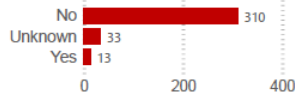
Most Serious Offence Type



Charges laid



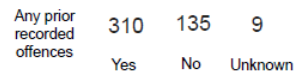
Fleeing driver incident\*



Ram raid incident\*

\* Data only recorded from 24 February 2023 onwards

### Police History



Previously reported missing\*\*

\*\* Data only recorded from 18 January 2023 onwards



Prior care report (s48)

### National Financial Summary

# 9(2)(f)(iv)

Fast Track commenced formally in December 2022 and has been expanded over several SCF and YJ sites. Funding has now been allocated to nine SCF sites.

Establishment of sites has taken longer than expected due to competing pressures across the social sector, however once commitments are made, activity and expenditure will proceed rapidly

The forecasted average cost of taskforce contract per participant is **\$20,500**

The projected cost per child in the youth justice cohort is **\$285,000**

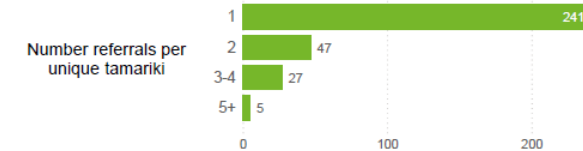
### National Referrals Summary

**459** Total referrals

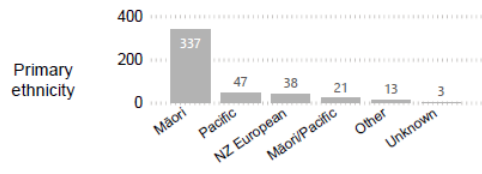
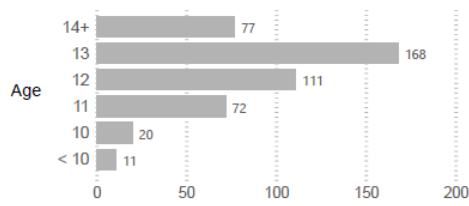
**18** Referrals this week

**320** Unique tamariki

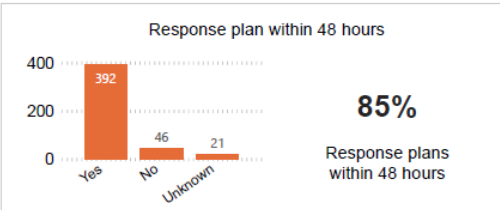
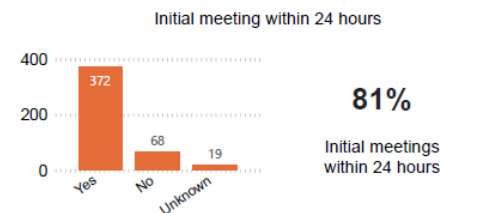
**25%** Of the 320 unique tamariki have been referred more than once



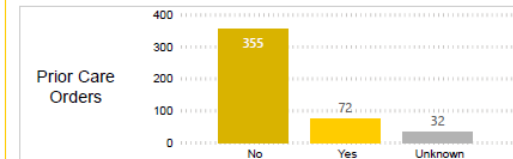
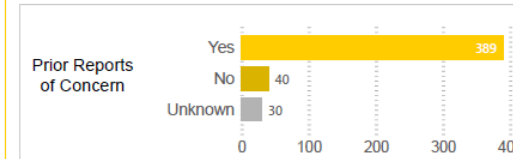
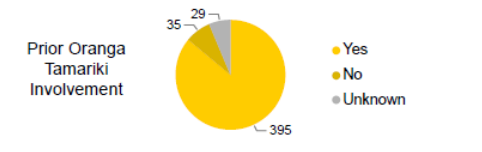
### Demographics



### Initial Meeting & Planned Response Timing



### Oranga Tamariki History



### Data Caveats & Information

All data is manually collated and as such is open to human error and interpretation. Note this dashboard includes counts of both referrals and unique tamariki. A referral is an instance where police refer a tamariki for an integrated response and one unique tamariki may be referred on several occasions (in a fictitious example, Bob may be referred once in January for ULGIMV and once in February for burglary - this would be counted as two referrals for one unique tamariki)

## Briefing: Advice on the Introduction of Military Academies

<b>To</b> Hon Karen Chhour, Minister for Children			
<b>Date</b>	<b>19 December 2023</b>	<b>Deadline</b>	<b>23 January 2024</b>
<b>Briefing number</b>	<b>B-0029</b>	<b>Priority</b>	<b>Medium</b>
<b>Key contact</b>	Phil Grady, Deputy Chief Executive, System Leadership	<b>Contact number</b>	9(2)(g)(ii)
<b>Second contact</b>	Charlotte Beaglehole, General Manager, Policy	<b>Contact number</b>	9(2)(g)(ii)
<b>Security</b>	In-Confidence		

### Purpose

This report:

- seeks your direction on whether you wish to progress work on military academies for young offenders.
- provides options for the introduction of military academies.

### Executive Summary

This report is the third in a series of papers relating to youth justice to inform your approach to a work programme.

As part of its 100-Day Plan, the Government has committed to begin work exploring options to crack down on serious youth offending, including the possible establishment of Young Offender Military Academies.

The youth justice system is working for most children and young people with offending behaviour. However, existing responses have not been sufficient for the small cohort of children and young people with serious and persistent offending behaviour who commit a large portion of the total offences and continue to re-offend despite interventions.

These young people have very high and complex needs and are likely to have experienced trauma, abuse, and family violence, have a disability, have issues with addiction and mental health, and/or poor outcomes in education. Providing rehabilitative support to these young people while they are taking part in, and following the completion of, any programme is considered essential. This is likely to help the young person improve their outcomes and help address re-offending risk.


Other factors that need to be in place in a response to young serious offenders include effective partnerships with hapū, iwi, Māori and Pacific communities, transition planning and transition support for the young person, support for the guardian/parent of the young person, and staff with the right skills, training, and support.

International research has shown that 'boot camps' are one of the least effective interventions when it comes to reducing offending and antisocial behaviour among young people. Research has concluded that "it seems likely that a military regime itself is not effective in reducing recidivism". An evaluation of a previous military academy programme delivered in New Zealand found that it was an expensive programme that showed some positive impact but overall produced no better results in terms of re-offending than placement in a youth justice residence.

The research does show that "boot camps for juvenile offenders that included counselling, and boot camps with a primary focus on rehabilitation, were significantly more effective than other types of boot camp".

This research suggests that introducing the components that make up current best practice for responding to serious offenders into a military academy programme would give the programme the greatest chance of success – implementing a programme without these components runs the risk of limited benefit realisation. Alternatively, the components that make up current best practice for responding to young serious offenders could be delivered through an activity-based programme that does not involve a military component or the New Zealand Defence Force (NZDF), but still involves community and iwi organisations.

9(2)(f)(iv)





Recommendations	
It is recommended that you:	
9(2)(f)(iv)	
[Redacted]	
<b>Note</b> that regardless of the option chosen, we will report back to you in late February/early March regarding the process for working through the more detailed design of the programme.	
9(2)(f)(iv)	
[Redacted]	
<b>Note</b> that we recommend that you consult with relevant Ministers regarding this advice, in particular the Minister of Defence, as there will be a particular impact on the NZDF if its personnel are to be involved in a military academy programme responding to young serious offenders.	
<b>Agree</b> to refer this briefing to the Ministers of Defence, Justice, Police and Corrections.	<input checked="" type="checkbox"/> YES / NO

Sign-off	Sign-off
Oranga Tamariki	Minister
	
Phil Grady Deputy Chief Executive, System Leadership Date signed: 19 December 2023	Hon Karen Chhour Minister for Children Date signed: 24/1/2024

**Minister comments**

**Satisfaction**

Please select your level of satisfaction with this briefing

Outstanding     Good     Acceptable     Poor     Unacceptable

## Briefing: Advice on the Introduction of Military Academies

### PART ONE: BACKGROUND AND EVIDENCE

#### We understand the Government wants to introduce Young Offender Military Academies

- 1 According to the National Party manifesto, the military academies will be for 'young serious offenders' (YSOs) who are aged 15 to 17. Under the approach proposed in the manifesto:
  - The YSO will be ordered to attend by a Youth Court Judge.
  - The academies will provide discipline, mentoring and intensive rehabilitation to make a decisive intervention in these young offenders' lives.
  - The academies will be run by the MoJ, in partnership with the NZDF and other government agencies, with support from community organisations or iwi with a track record of delivering programmes that reduce youth re-offending.
  - The academies will see young repeat offenders removed from the negative environment that is driving their offending.
  - The academies will act as a circuit breaker so these young people can receive intensive rehabilitation in a monitored facility.
  - While in the academy, YSOs will receive schooling, vocational training, counselling, drug and alcohol treatment, mentoring, and cultural support.
  - Parents or guardians will be assigned a case worker through either Whānau Ora, the Ministry of Social Development, or a community provider to implement a plan to reintegrate the YSO once they complete their time at an academy.
- 2 The manifesto explains that the intended purpose of the academies is to introduce more significant consequences for serious repeat offenders, and support to help them turn their lives around.

#### What we know about young offenders and military-based approaches

*The system is not always delivering the outcomes needed for a small cohort of young people with serious and persistent offending, who have the highest needs*

- 3 A relatively small group of children and young people consistently carry out a large proportion of youth offending. A quarter (1,374) of young people apprehended for offending in 2021/22 were required to appear before the Youth Court. A third of those who appeared in Youth Court re-offended within 12 months. For this group, the youth justice system is not effectively reducing re-offending.
- 4 While the cohort of young people with serious or persistent offending is relatively small, they have the highest needs and the poorest outcomes. Rangatahi Māori are also significantly overrepresented in the population (six in ten). Young people in this cohort are likely to have:
  - Either a confirmed or suspected mental health or disability related diagnosis (eight in ten)<sup>1</sup>.
  - Attempted to end their life (two in ten).
  - Significant learning difficulties (nine in ten).
  - Been physically harmed more than three times in the past year (over half of the boys and a quarter of the girls).
- 5 Further detail on this cohort was provided in the report: recent improvements to youth justice responses and previous work on legislative amendments (B-0027).

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<sup>1</sup> Sources from an internal case review using available CYRAS information of young people in Youth Justice Residences over four weeks (October 2021)

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*Wider support for these young people and their guardians/parents are key components of a response to serious offenders*

- 6 There is good evidence of what works to address serious offending by children and young people. Key themes in the evidence base focus on:
- Early intervention.
  - Family-focused interventions.
  - Education and skill-building programmes.
  - Restorative justice.
  - Mentoring and positive role models.
  - Community-based support that is culturally appropriate.
  - Collaboration and coordination.
- 7 A review carried out by the Justice Sector Chief Science Advisor Ian Lambie<sup>2</sup> also found that there are other factors that need to be in place to drive success in any response to young serious offenders. This includes effective partnerships with hapū, iwi, Māori and Pasific communities, transition planning and transition support for the young person, support for the guardians/parents of the young person, and staff with the right skills, training, and support.

*A military academy programme could take various forms*

- 8 'Boot camp' approaches have been defined by researchers as "programmes [that] emphasise military-style discipline, military drills and ceremonies, and rigorous physical exercise. They are based on the idea that the routine, discipline, and interaction with programme staff may teach offenders self-control and respect, and also shock them into behaving in a respectful and obedient manner."<sup>3</sup>
- 9 Military-based responses to young offenders can have a greater or lesser focus on rehabilitation, transition, and other support. Some approaches are heavily focused on discipline, others are more tailored to the needs of the young offenders. They can also have a greater or lesser involvement from the military itself.
- 10 The NZDF has been supporting the development of young people for more than 30 years through multiple programmes delivered in partnership with other agencies and community providers. To deliver these programmes, the NZDF has a specialised unit (the Youth Development Unit/YDU) comprised of staff appropriately vetted and trained to interact with this age group (currently around 100 personnel).
- 11 Programmes the NZDF contributes to include the Blue Light Ventures (BLV) initiative to empower youth considered at-risk or disadvantaged, the Limited Service Volunteer course (LSV), where young people aged 18-25 take part in a range of activities to help them move on to a job, training or study, and the Services Academies (SA) programme run within secondary schools, which aims to support future pathways for priority students through improvement of NCEA qualifications and development of leadership and life skills. The young people who participate in these programmes are volunteers and are not compelled to participate.
- 12 Using a military-style methodology, NZDF personnel provide training aimed at building young peoples' skills, such as self-discipline, teamwork, resilience, fitness, time management, problem-solving, communication and leadership abilities. Within the programmes they deliver, the NZDF focus is on outdoor education, marching drills, physical training, good conduct, mess etiquette, and relationship skills development. The end goal is to help youth at risk to make positive lifestyle choices.

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<sup>2</sup> Youth Justice Secure Residences: A report on the international evidence to guide best practice and service delivery, Lambie, I (2016)

<sup>3</sup> Farrington, D., Gaffney, H., and White, H. Effectiveness of 12 Types of Interventions in Reducing Juvenile Offending and Antisocial Behaviour. Canadian Criminal Justice Association, 2022.

## **International and local evidence shows that military academies alone are not effective at reducing re-offending**

*International evidence aligns with the New Zealand experience with the Military-style Activity Camp*

- 13 International evidence has shown that ‘boot camps’, in and of themselves, are one of the least effective interventions when it comes to reducing offending and antisocial behaviour among young people. The research shows that “boot camps for juvenile offenders that included counselling, and boot camps with a primary focus on rehabilitation, were significantly more effective than other types of boot camp... therefore, it seems likely that a military regime itself is not effective in reducing recidivism”.<sup>4</sup>
- 14 This conclusion is supported by a report produced by the Prime Minister’s Chief Science Advisor (Sir Peter Gluckman) which concluded that “Boot camps do not work... young offenders can find the “thrill”, or emotional “high” of violent offending, and the social rewards (such as admiration from their peers), more important to them than concerns about being caught or facing social disapproval”.<sup>5</sup>
- 15 The Military-style Activity Camp (MAC) programme was delivered in New Zealand from 2010 to 2016. The programme aimed to target the most serious and persistent young offenders and was delivered as a partnership between Child, Youth and Family (CYF) and the NZDF, based at Te Puna Wai o Tūhinapō Youth Justice Residence in Christchurch.
- 16 The programme included:
  - A nine-week CYF residential component as part of Supervision with Residence Order<sup>6</sup> and utilisation of NZDF adventure-based learning facilities which combined military-type activities and a residential programme to deliver therapeutic and educational interventions. This included a one-week wilderness camp.
  - Transition back to their community on a six-to-twelve-month Supervision Order supported by a youth justice social worker (following graduation and Youth Court-approved early release).
- 17 The broad design of the MAC programme in New Zealand sought to limit the extent of the military component, as compared with similar programmes overseas, and increase the use of educational programmes and programmes with a youth focus.
- 18 An evaluation of the MAC<sup>7</sup> concluded that it was an expensive programme that showed some positive impact but overall produced no better results in terms of re-offending than the Supervision with Residence Order cohort that didn’t participate in MAC. At the time the MAC was by far the most expensive youth justice programme in New Zealand.
- 19 It was found that the residential component of the MAC improved the attitude and motivation of young people to address their offending. Most young people respected the NZDF - using teamwork and a mix of structured and routine activities, the NZDF staff helped break down barriers and promote the principles of equity, respect for authority, and self-discipline in the young people. Eighty percent of MAC participants successfully graduated the residential programme.
- 20 However, the lack of robust support (that addresses the causes of the young person’s offending), meant improved outcomes were not realised to the extent they might have been. A community-based programme may also be required once the young people leave the residence, to provide enough time for effective support to be delivered.

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<sup>4</sup> Farrington, D., Gaffney, H., and White, H. Effectiveness of 12 Types of Interventions in Reducing Juvenile Offending and Antisocial Behaviour. Canadian Criminal Justice Association, 2022.

<sup>5</sup> It’s never too early, never too late: A discussion paper on preventing youth offending in New Zealand, Office of the Prime Minister’s Chief Science Advisor (2018)

<sup>6</sup> Supervision with residence is the most intensive order in the Youth Court that involves placement in a youth justice residence, while in the custody of the Chief Executive of Oranga Tamariki.

<sup>7</sup> Ministry of Social Development (2013). Evaluation Report for the Military-style Activity Camp (MAC) Programme. Ministry of Social Development: Wellington, New Zealand.

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- 21 A lack of transitional support and intervention with family and whānau were also identified as shortcomings - transitioning young people back to their families and communities from Christchurch was cited as a particular difficulty, as 73 percent of those on the programme were from the North Island.
- 22 MAC numbers fell away during 2015/16 in line with a reduction in the number of cases reaching Youth Court and a corresponding decrease in custodial orders.
- 23 The MAC programme ended in December 2016. It had become difficult to fill places on the programme, the NZDF costs were unsustainable, and the NZDF had concerns about the safety of their personnel. The MSD evaluation outcomes prompted discussion of an alternative model of delivering the MAC, such as being a programme component of a Supervision with Activity order. However, this did not come to fruition, and the MAC programme ended.

*Traditional military-based approaches for those who have experienced trauma or have a disability will not lead to better long-term outcomes.*

- 24 Approximately eight in ten young people who reside in a youth justice residence have a disability and/or mental health diagnosis, either formally diagnosed or in the process of being diagnosed.
- 25 Almost all young people, 97 percent, in Youth Justice Residences in October 2021 had a Care or Protection history. The majority of young people's history included significant and chronic physical abuse, exposure to family violence, neglect, sexual abuse, and exposure to adults with mental health issues and substance misuse.
- 26 The way young people respond to military-style training depends on their specific needs and on the approaches used in the programme. Traditional 'boot camp' models of strict discipline are likely to be detrimental to young people with a history of abuse and family violence.<sup>8</sup> Some boot camp approaches have an initial 'breaking down' phase that tends to be confrontational, which poses greater risk to those with such histories. As more serious offenders in the New Zealand youth justice system are likely to have experienced at least two 'traumatic events'<sup>9,10</sup>, therapeutic components, trauma-informed approaches<sup>11</sup>, and increased support during the initial phase of any proposed programme, are recommended.
- 27 Both international and New Zealand based-research shows that military-style training will not be an effective intervention for disabled young people. Many disabled young people including those who are neurodiverse<sup>12</sup>, will struggle to succeed in an environment where the ethos is based on achieving expectations through learning from consequences and compliance – their brain does not work that way.<sup>13</sup> Some common challenges for neurodiverse young people include difficulty communicating, memory and recall difficulty, impulsivity, confabulation, and cognitive limitations.<sup>14</sup> In addition, some disabled young people will experience sensory overload in this environment causing significant distress.<sup>15</sup> There will be some disabled young people who do well with the known structure element of military-style training, however the research says that they cannot transfer these learnings afterwards unless they have access to lifelong supports.<sup>16</sup>

<sup>8</sup> MacKenzie, D.L., Wilson, D.B., Armstrong, G.S., & Gover, A.R. (2001). Impact of boot camps and traditional institutions on juvenile residents: Perceptions, adjustment, and change. *Journal of Research in Crime and Delinquency*, 38(3), 279-313.

<sup>9</sup> Ministry of Social Development (2016). *Youth Justice Secure Residences: A report on the international evidence to guide best practice and service delivery*.

<sup>10</sup> Office of the Prime Minister's Chief Science Advisor (2018). *It's never too early, never too late: A discussion paper on preventing youth offending in New Zealand*.

<sup>11</sup> Liddle, M., Boswell, G., Wright, S., Francis, V. & Perry, R. (2016). *Trauma and youth offenders: a review of research and practice literature*. Beyond Youth Justice.

<sup>12</sup> Neurodiversity includes many different disabilities including FASD, ASD, ADHD, and learning disabilities like dyslexia.

<sup>13</sup> Riley, E., Clarren, S., Weinberg, J., and Jonsson, E., (2011), *Fetal Alcohol Spectrum Disorder Management and Policy Perspectives of FASD*

<sup>14</sup> Lynch, N. (2016). *Neurodisability in the youth justice system in New Zealand: how vulnerability intersects with justice*. Victoria University of Wellington & Dyslexia Foundation of New Zealand (DFNZ). *Neurodisabilities Forum: Wellington, New Zealand*.

Wozniak, J. R., Mueller, B. A., Mattson, S. N., Coles, C. D., Kable, J. A., Jones, K. L., Boys, C. J., Lim, K. O., Riley, E. P., Sowell, E. R., & CIFASD (2017). *Functional connectivity abnormalities and associated cognitive deficits in fetal alcohol Spectrum disorders (FASD)*.

<sup>15</sup> Miller, A. A., Therrien, W. J., & Romig, J. E. (2019). *Reducing Recidivism: Transition and Re-entry Practices for Detained and Adjudicated Youth with Disabilities*.

<sup>16</sup> Ministry of Social Development (2013). *Evaluation Report for the Military-style Activity Camp (MAC) Programme*. Ministry of Social Development: Wellington, New Zealand.

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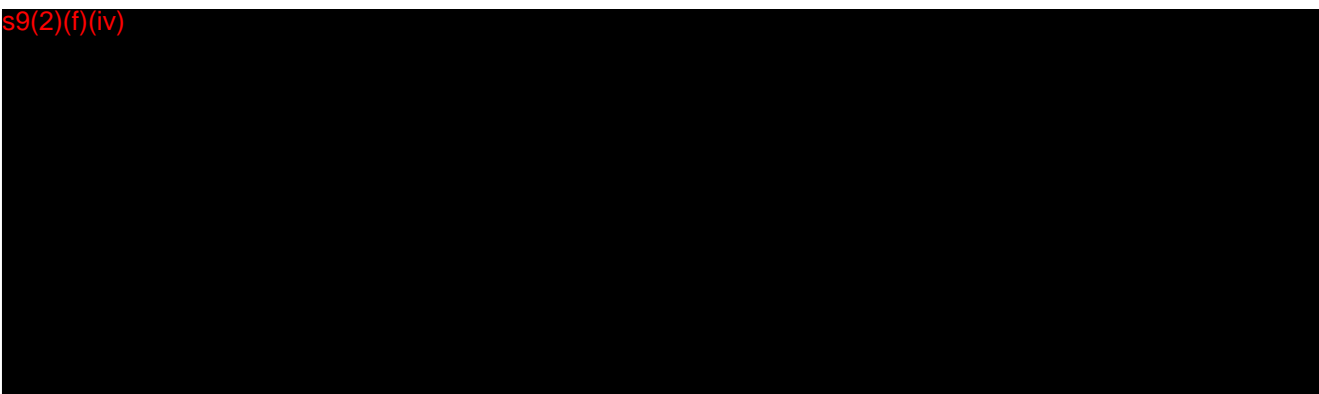
- 28 If a military academy programme is introduced, an alternative or significant adaptations will need to be made to the design including supportive structure, to mitigate the known issues for disabled young people and minimise additional harm caused. Appropriate assessment is necessary to understand and meet their needs.<sup>17</sup>

*Introducing components of best practice into a military academy programme would give that programme the greatest chance of success – alternatively best practice could be delivered without the military component*

- 29 The research suggests that introducing the components that make up current best practice for responding to serious offenders into a military academy programme, would give the programme the greatest chance of success. Doing so is likely to capitalise on the potential benefits shown in the MAC programme.
- 30 As an alternative, the components that make up current best practice for responding to young serious offenders could be delivered through an activity-based programme that does not involve the military component or the NZDF, but still involves community and iwi Māori organisations. These programmes could either be delivered in the community or in a secure residence.
- 31 There are a variety of possible approaches to 'activity-based' programmes for youth. These tend to mostly be outdoor or wilderness-based interventions, interventions that encourage creativity through music or drama<sup>18</sup> or sports-based programmes interventions.<sup>19</sup>
- 32 The most successful programmes in reducing re-offending in young people have been found to include behavioural or cognitive-behavioural techniques, followed by social skill development, while the least successful programmes focused on job-related skills. Interventions that focus on character-based skills and non-violent norms were also found to be effective in reducing recidivism.<sup>20</sup>
- 33 The most researched of these approaches are wilderness-based programmes. Like military academies, outdoor programmes were found to have no significant effect on reducing recidivism for serious institutionalised and non-institutionalised young offenders.<sup>21</sup> However, they are likely to be a more affordable vehicle for delivering best practice components than a military academy.
- 34 In considering the use of wilderness-based activity programmes, thought would need to be given to the voice of the survivors of historic abuse who have given testimony during the Abuse in Care Royal Commission of Inquiry, regarding abuse they suffered in wilderness-based programmes such as Whakapakari camp.

## PART TWO – OPTIONS FOR INTRODUCING A MILITARY ACADEMY

s9(2)(f)(iv)



<sup>17</sup> Ministry of Social Development (2013). Evaluation Report for the Military-style Activity Camp (MAC) Programme. Ministry of Social Development: Wellington, New Zealand.

Oray, N.E., How to divert someone you cannot confront without an explosion? – Case Studies in FASD, (2009), Canada

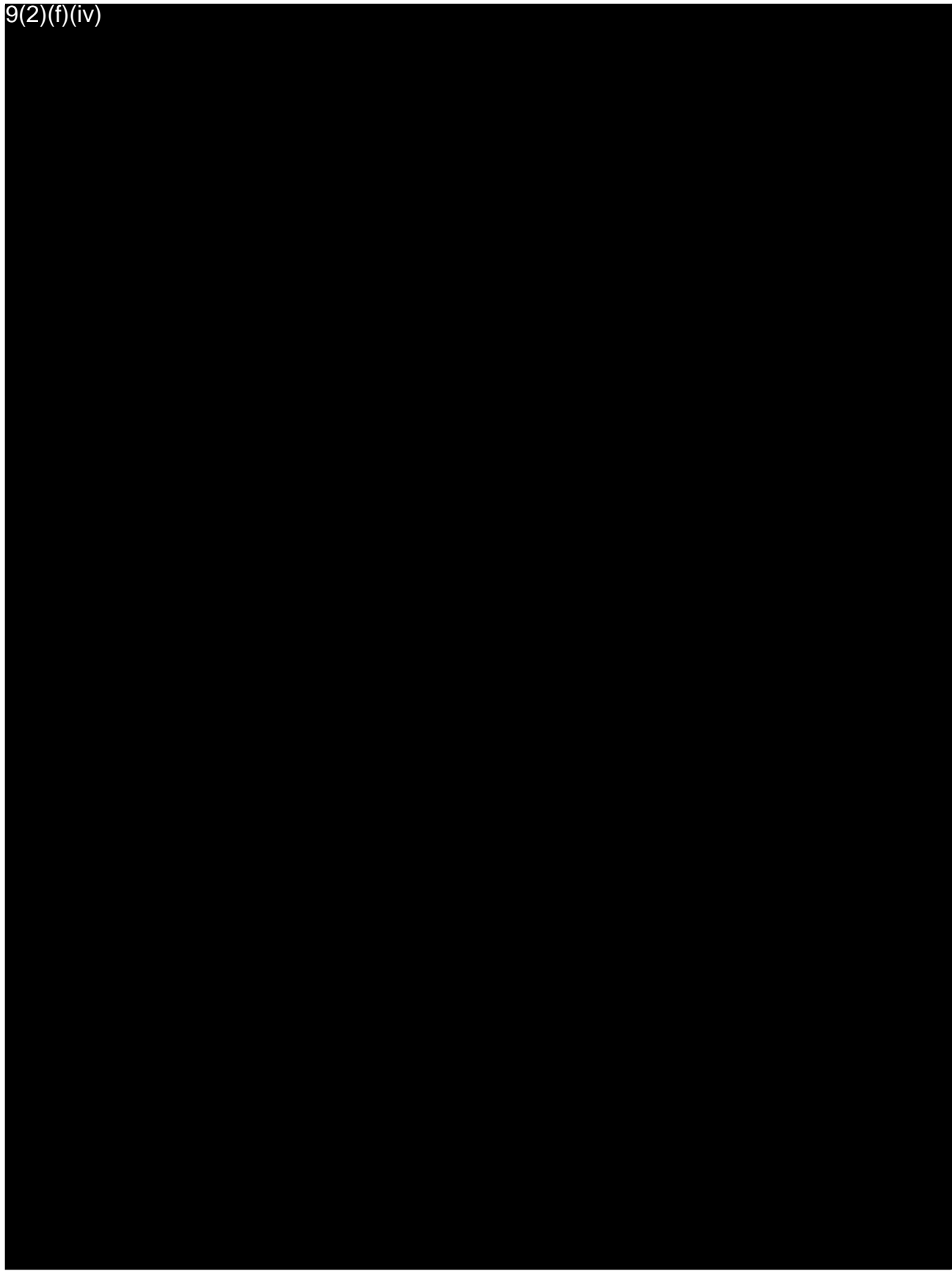
<sup>18</sup> Adler et al. (2016). What works in managing young people who offend? A summary of international evidence. Ministry of Justice Analytical Services, UK.

<sup>19</sup> Manica, M. (2022). Effectiveness of Approaches to Prevent Re-offending in Young People: A rapid review of the Evidence. Scottish Violence Reduction Unit.

<sup>20</sup> Ibid.

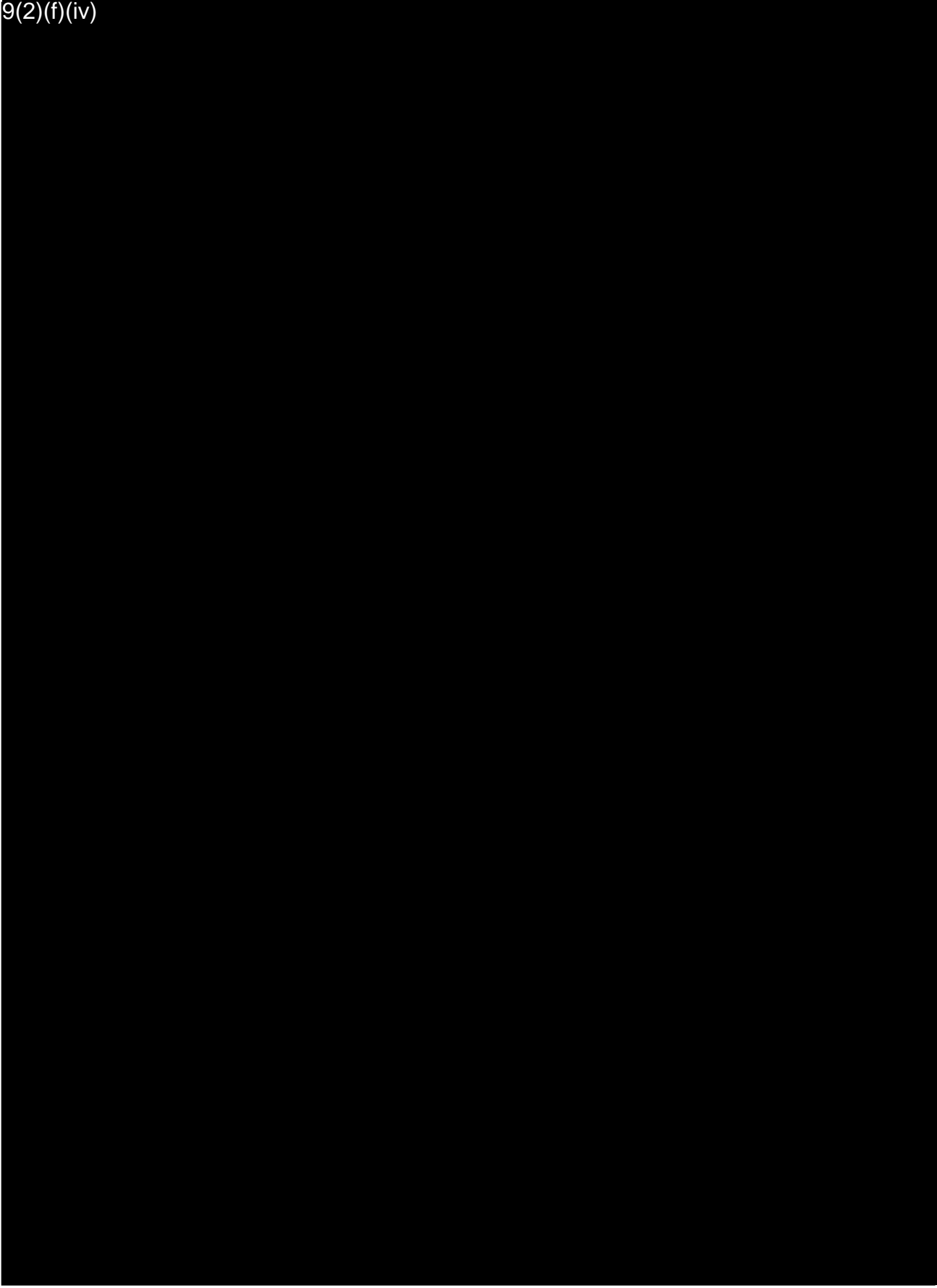
<sup>21</sup> Ministry of Justice. (2017). Outdoor Programmes: Evidence Brief. Ministry of Justice.

9(2)(f)(iv)

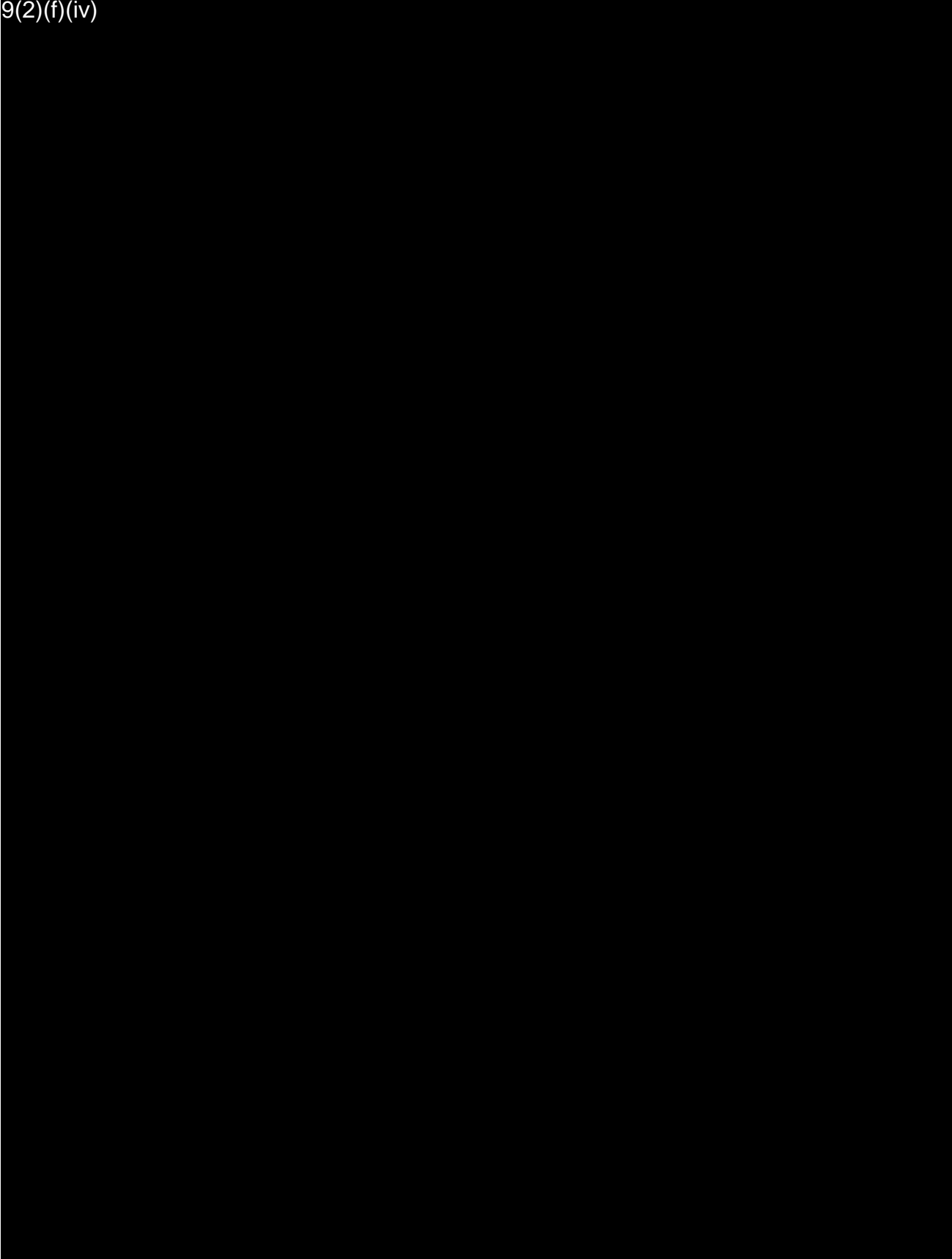




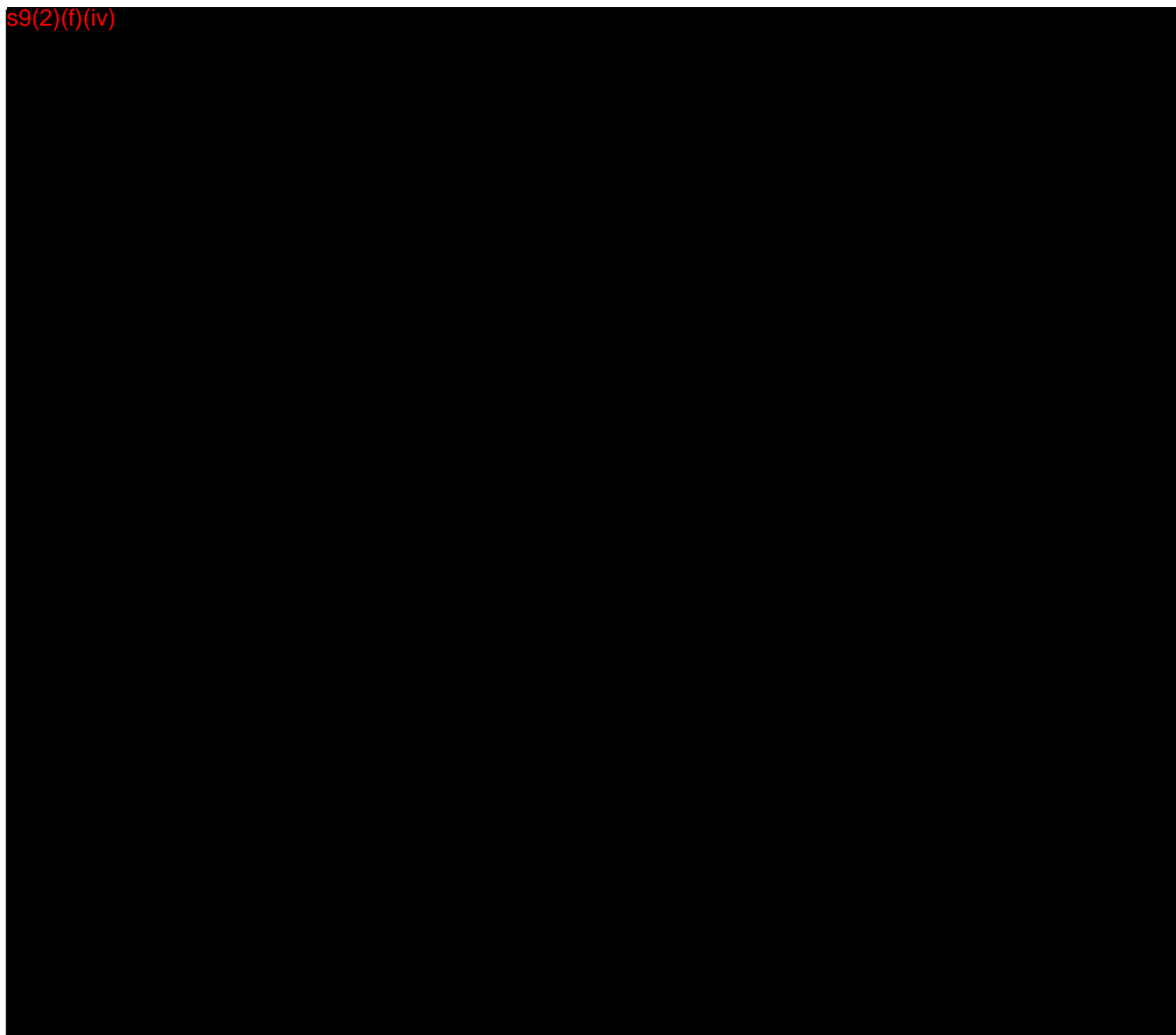
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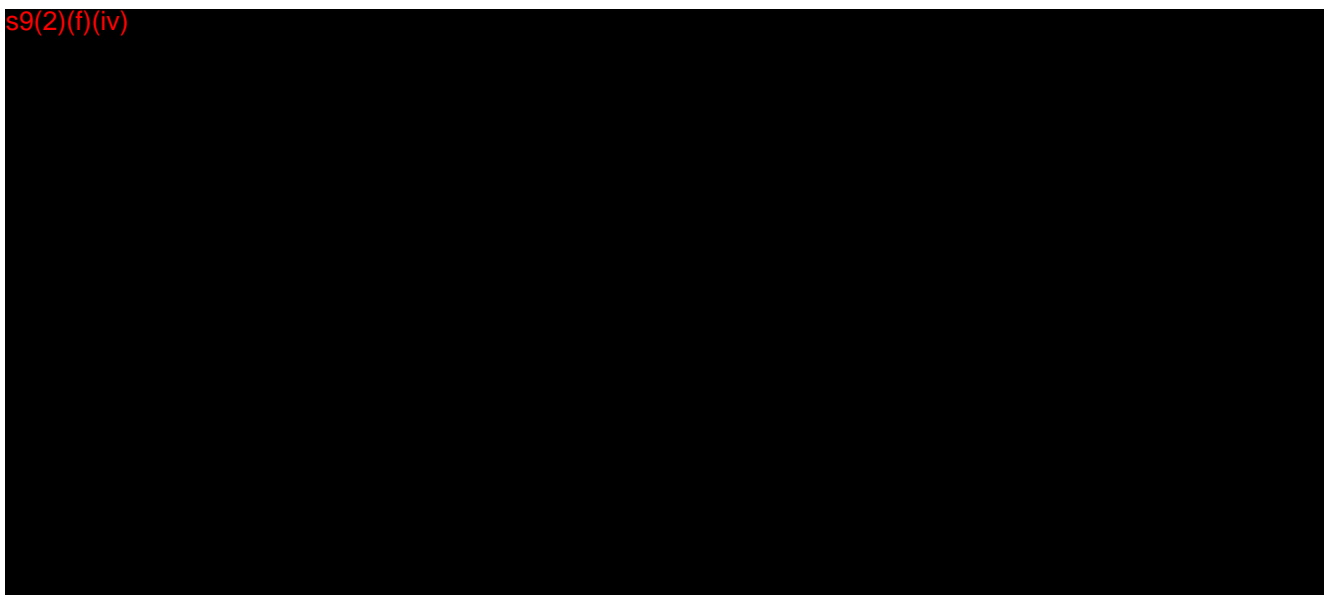


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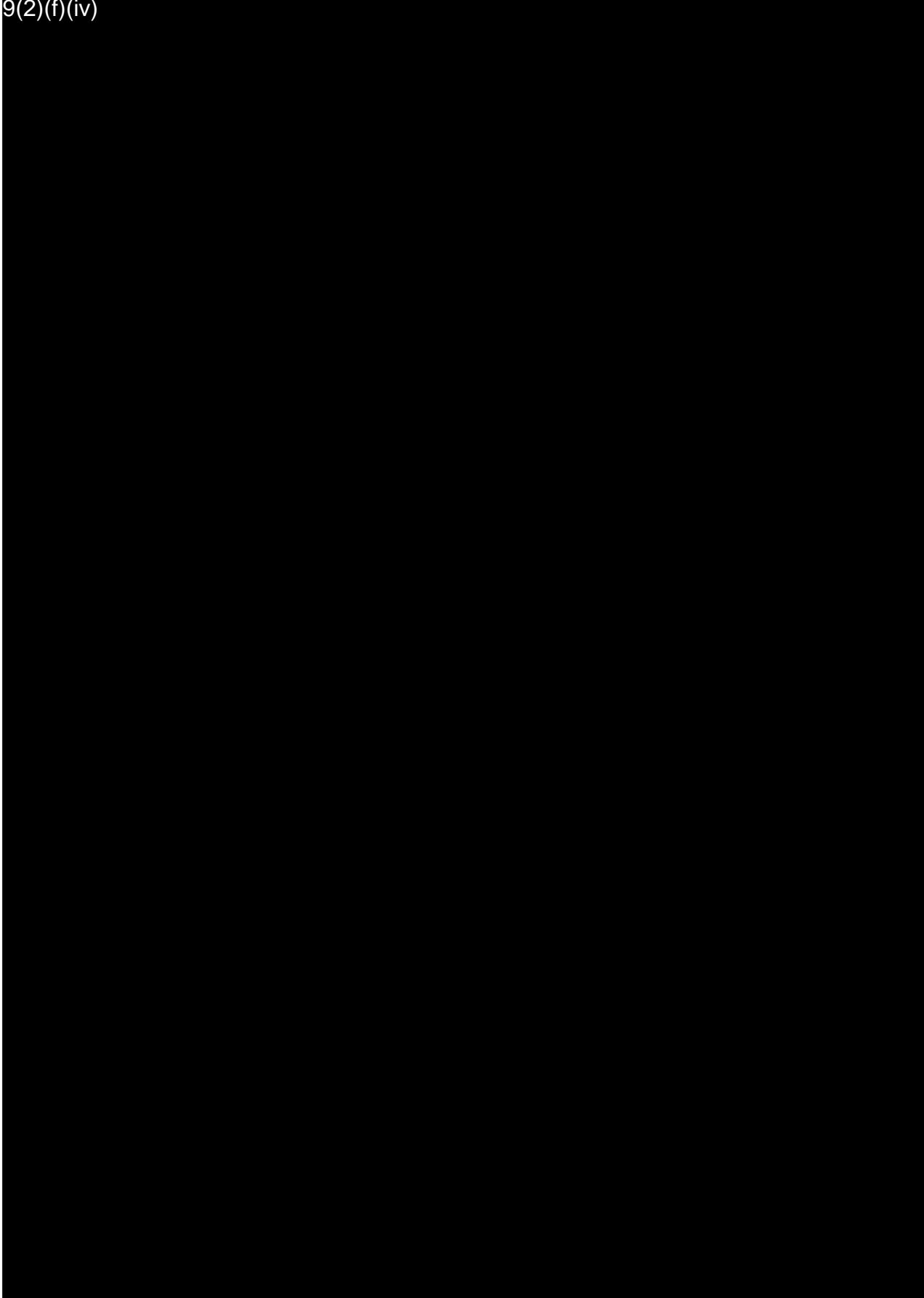


**PART THREE – CONSIDERATIONS, ADVICE AND NEXT STEPS**

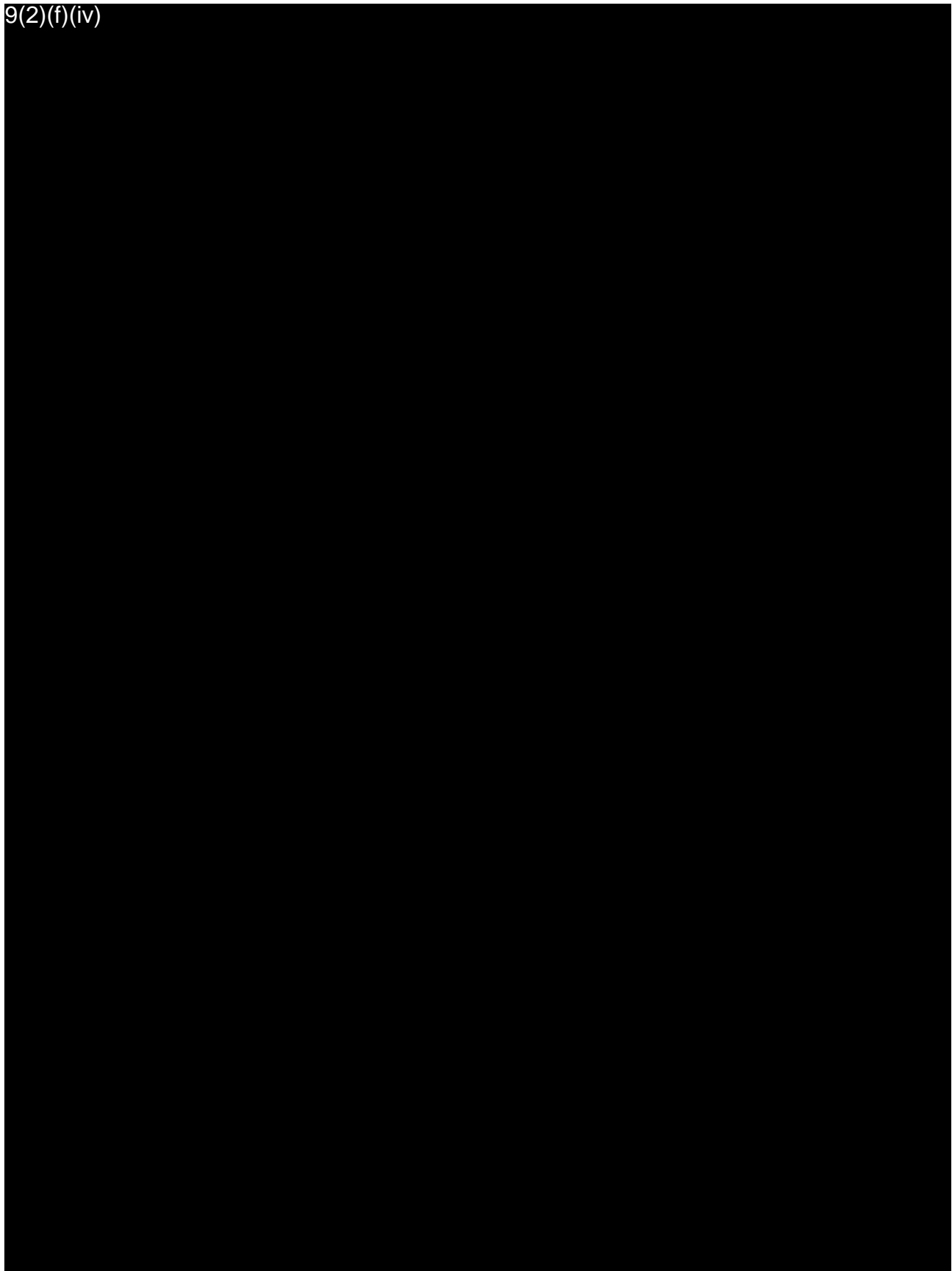
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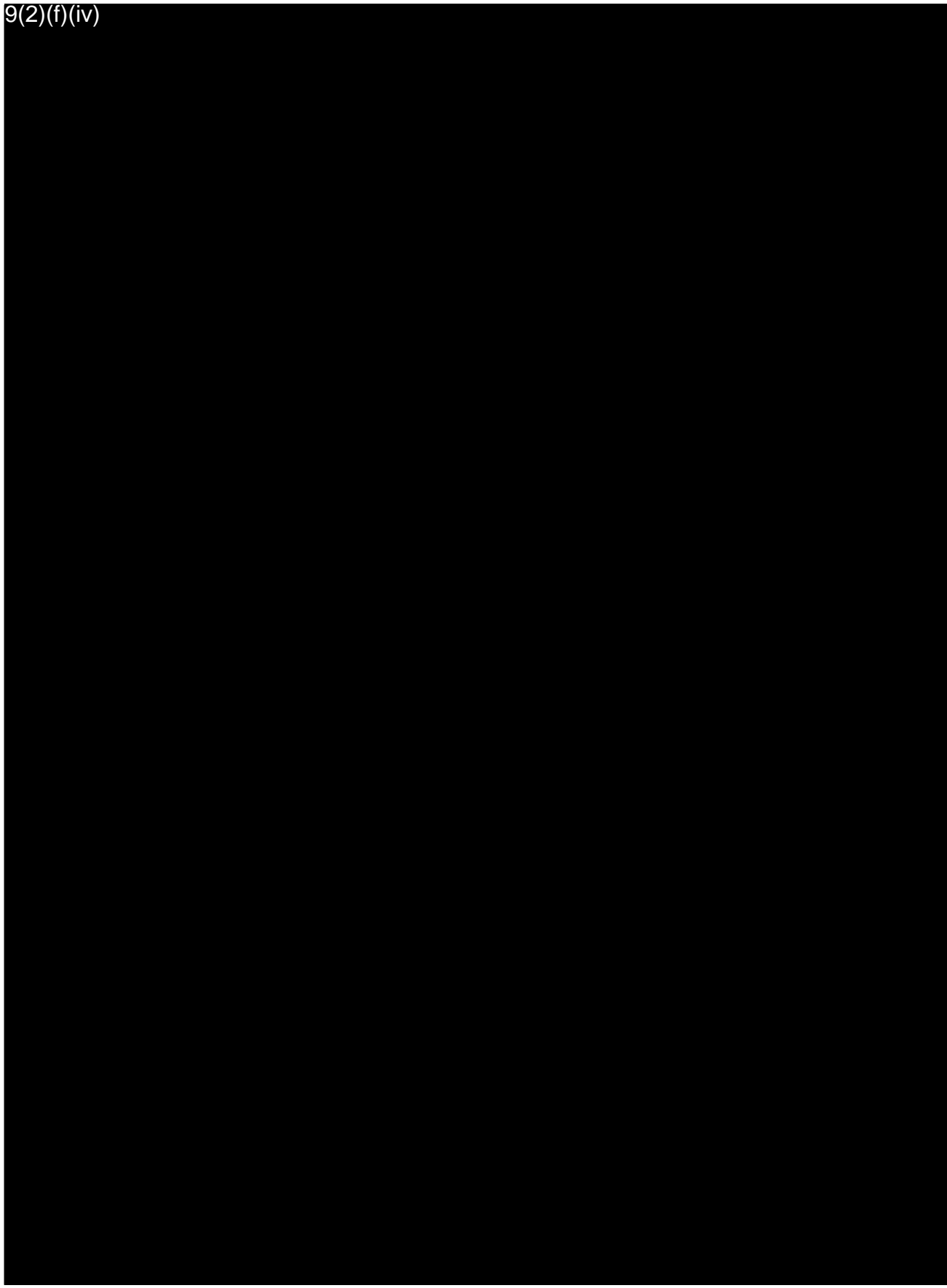
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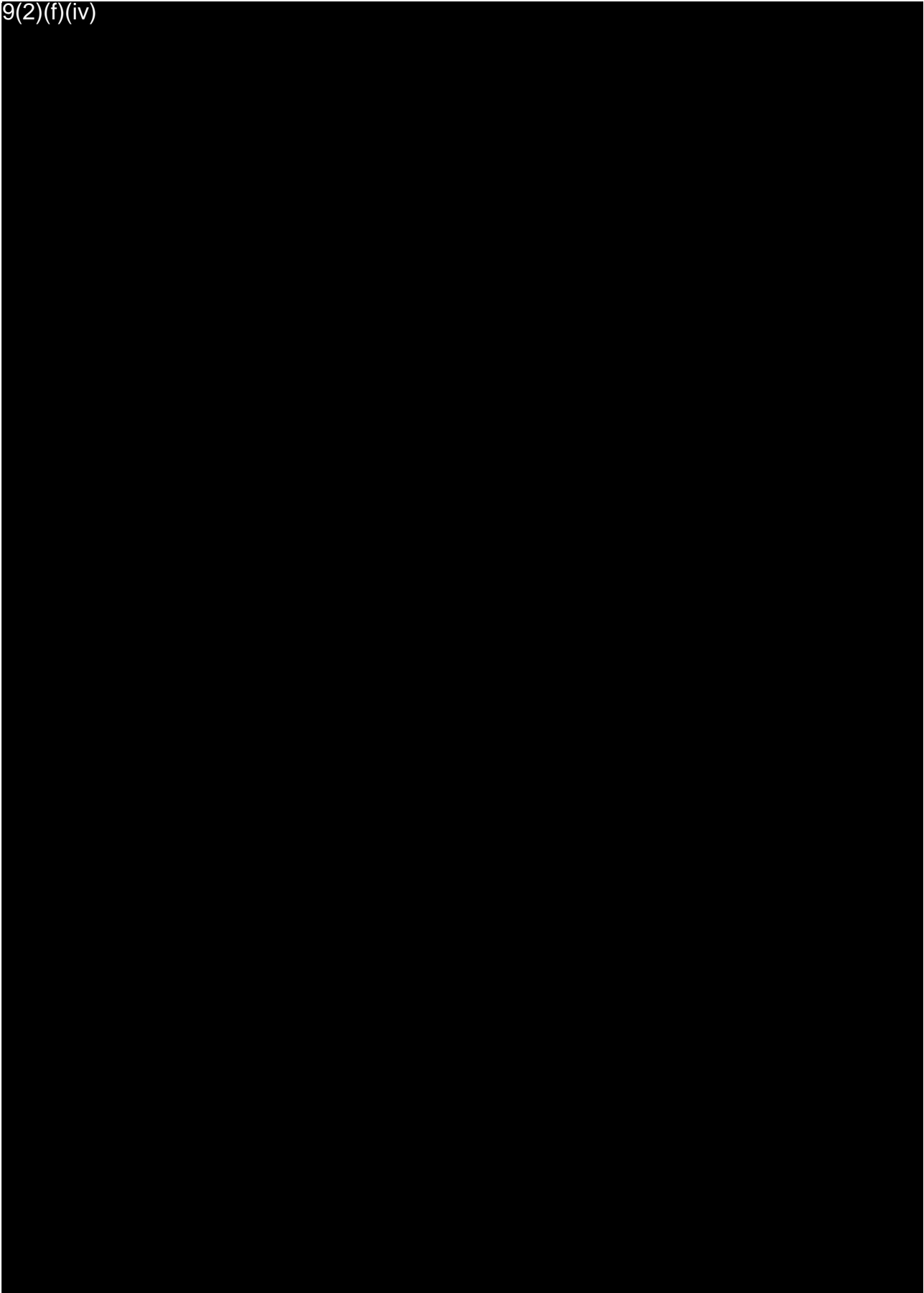
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9(2)(f)(iv)



9(2)(f)(iv)

### **Treaty of Waitangi / Te Tiriti o Waitangi analysis**

- 86 Oranga Tamariki is required to recognise and provide a practical commitment to the principles of Te Tiriti o Waitangi.
- 87 As the proposed changes will have a disproportionate impact on the rights and interests of Māori due to the high proportion of tamariki and rangatahi Māori in the youth justice system, under the active protection and partnership principles, there is a strong Te Tiriti o Waitangi-based argument that Māori should be consulted and actively participate in the design, development, and implementation of solutions.
- 88 Due to timing constraints, officials have not had the opportunity to engage with Māori/iwi and other affected partners on these options. Oranga Tamariki would need to consult Māori/iwi on any proposed changes to practice or to legislation, following your direction on the options outlined in this paper.

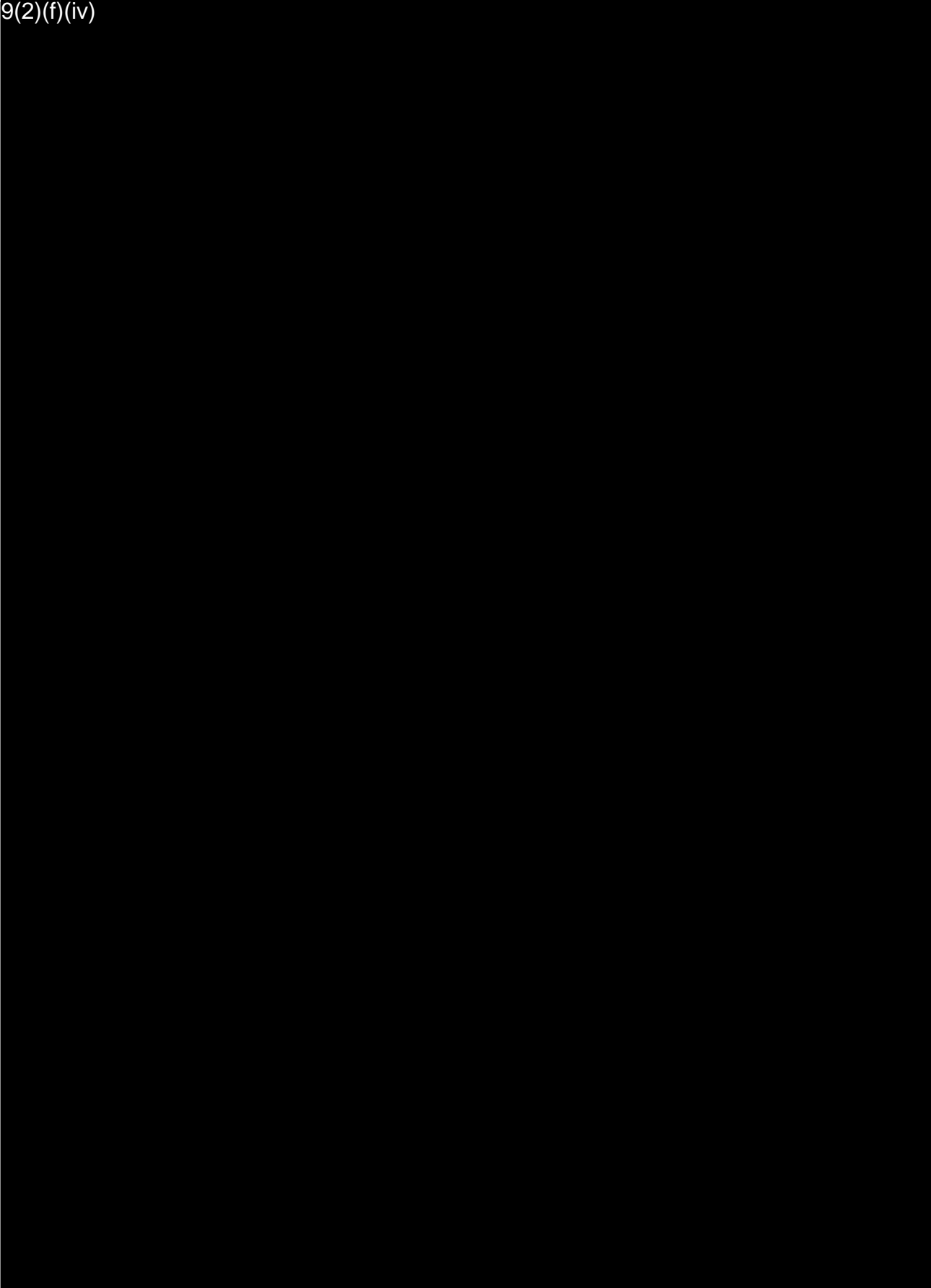
### **Human Rights implications**

- 89 Depending on the design of the military academies, or alternative programmes, various rights under the New Zealand Bill of Rights Act 1990 (BORA) may be impacted (by limiting them). These may include such rights as freedom of movement and freedom of association (particularly where there is a residential component), and freedom of expression. Criminal procedure rights, such as the right of a child or young person to be dealt with in a manner befitting their age may also be impacted, depending on the purpose of the programme and how it applies.
- 90 We understand that the purpose of the academies is to introduce more significant consequences for serious repeat offenders, and support to help them turn their lives around. While this purpose is partially punitive, the proposed focus on rehabilitation of young people and prevention of re-offending is likely to be sufficiently important objectives to justify some limits on rights.
- 91 The limited evidence around the effectiveness of military academies means that there is a risk that limits on rights may be difficult to justify. Designing a programme that represents best practice and provides support to help reduce re-offending and transition young people back into the community may assist with the justification for the limitation of BORA rights. How the scheme is operationalised will also affect how it impacts rights. For example, flexibility to tailor approaches to young people with disabilities would mitigate against the potential for discriminatory outcomes.

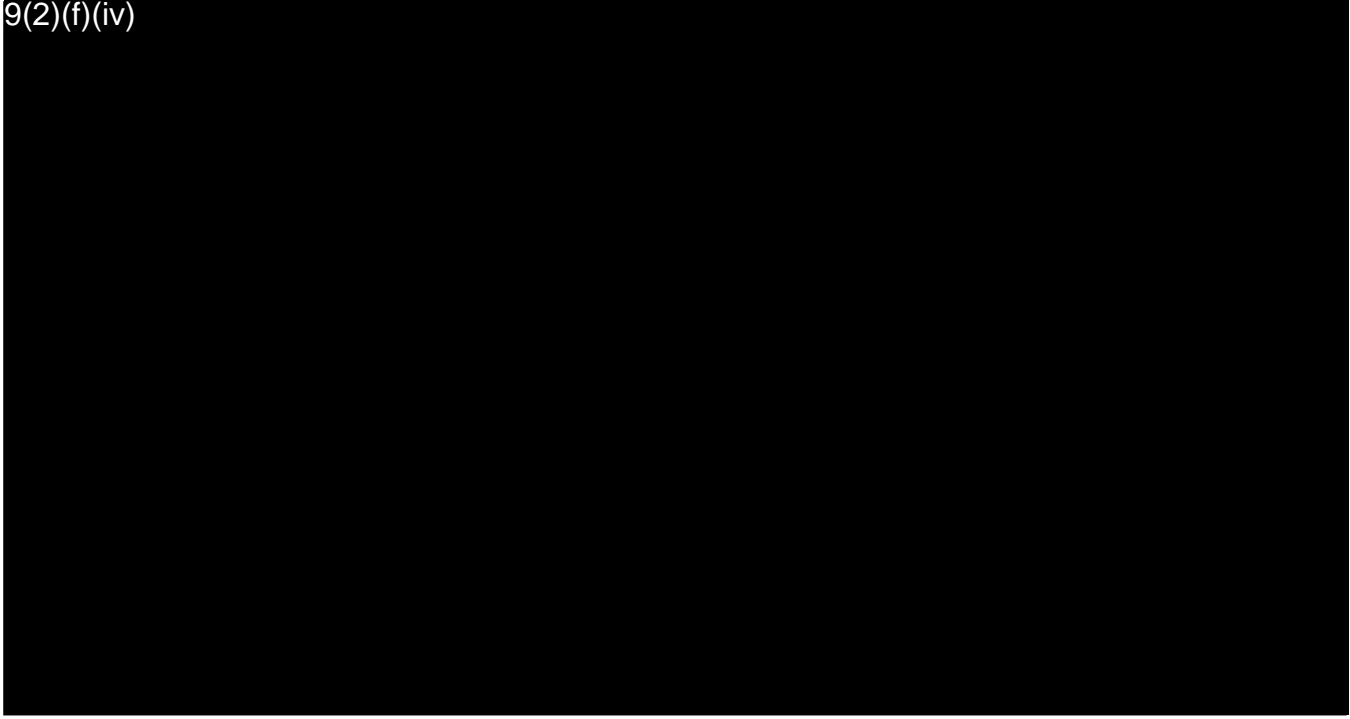
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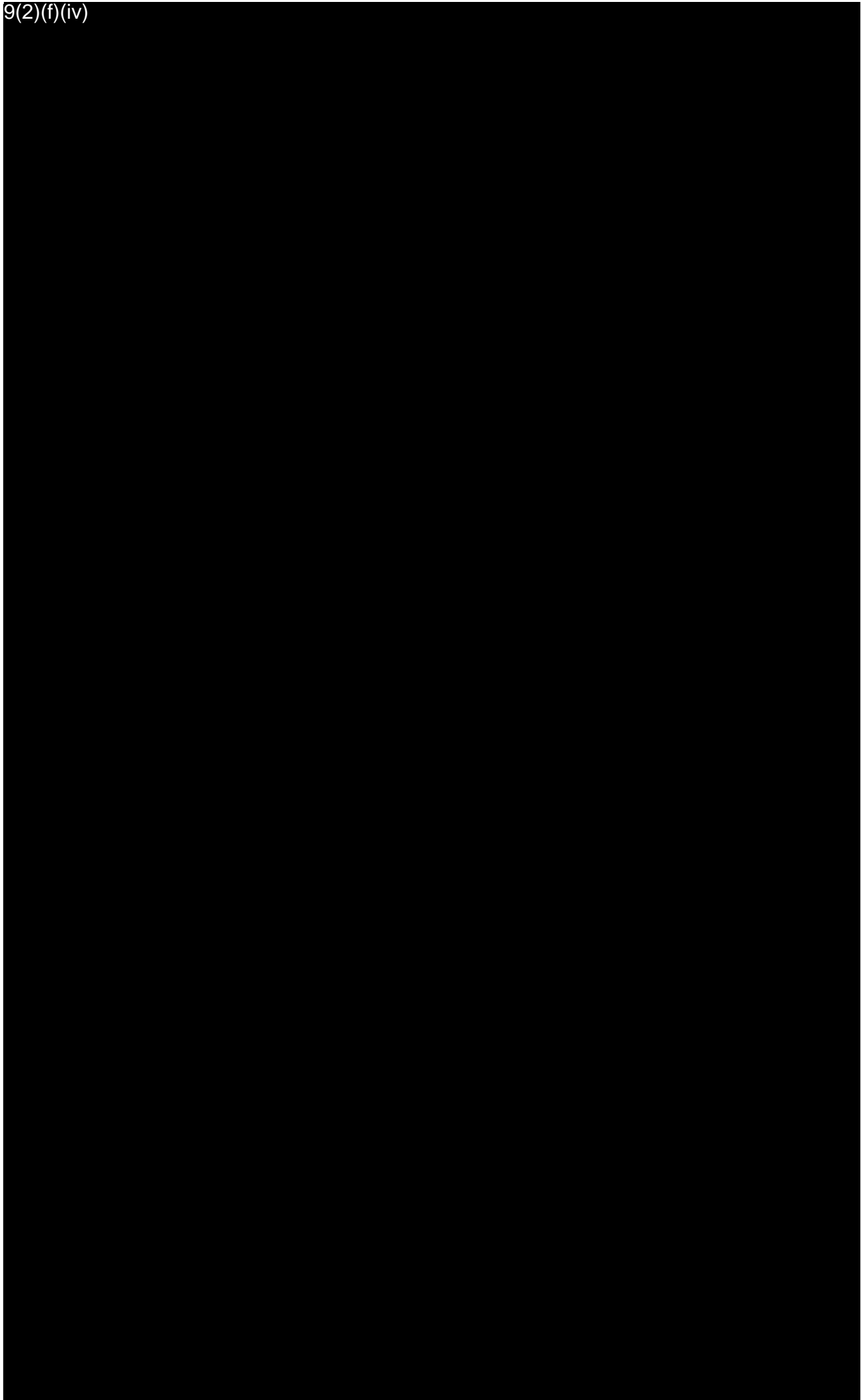


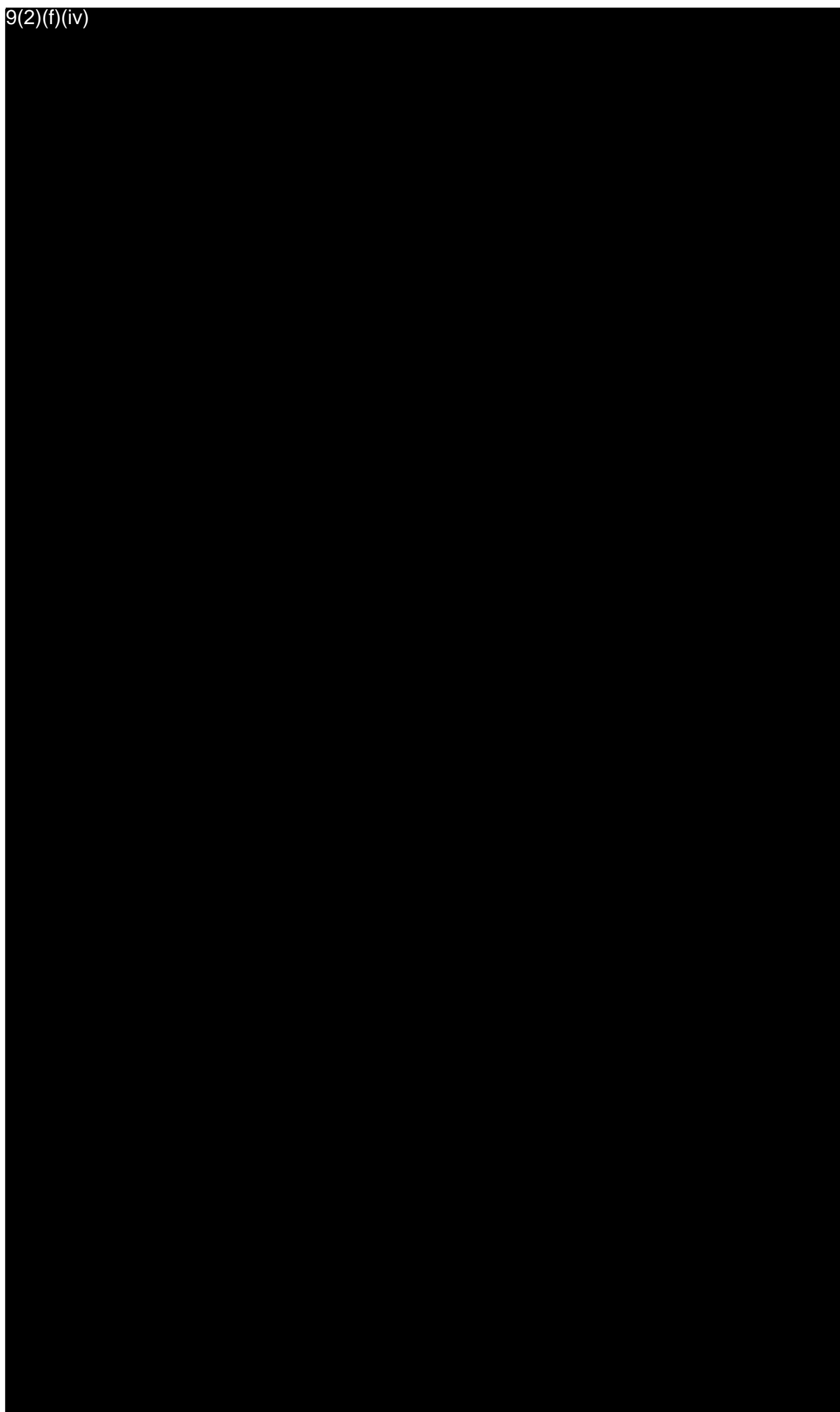
**Appendices**

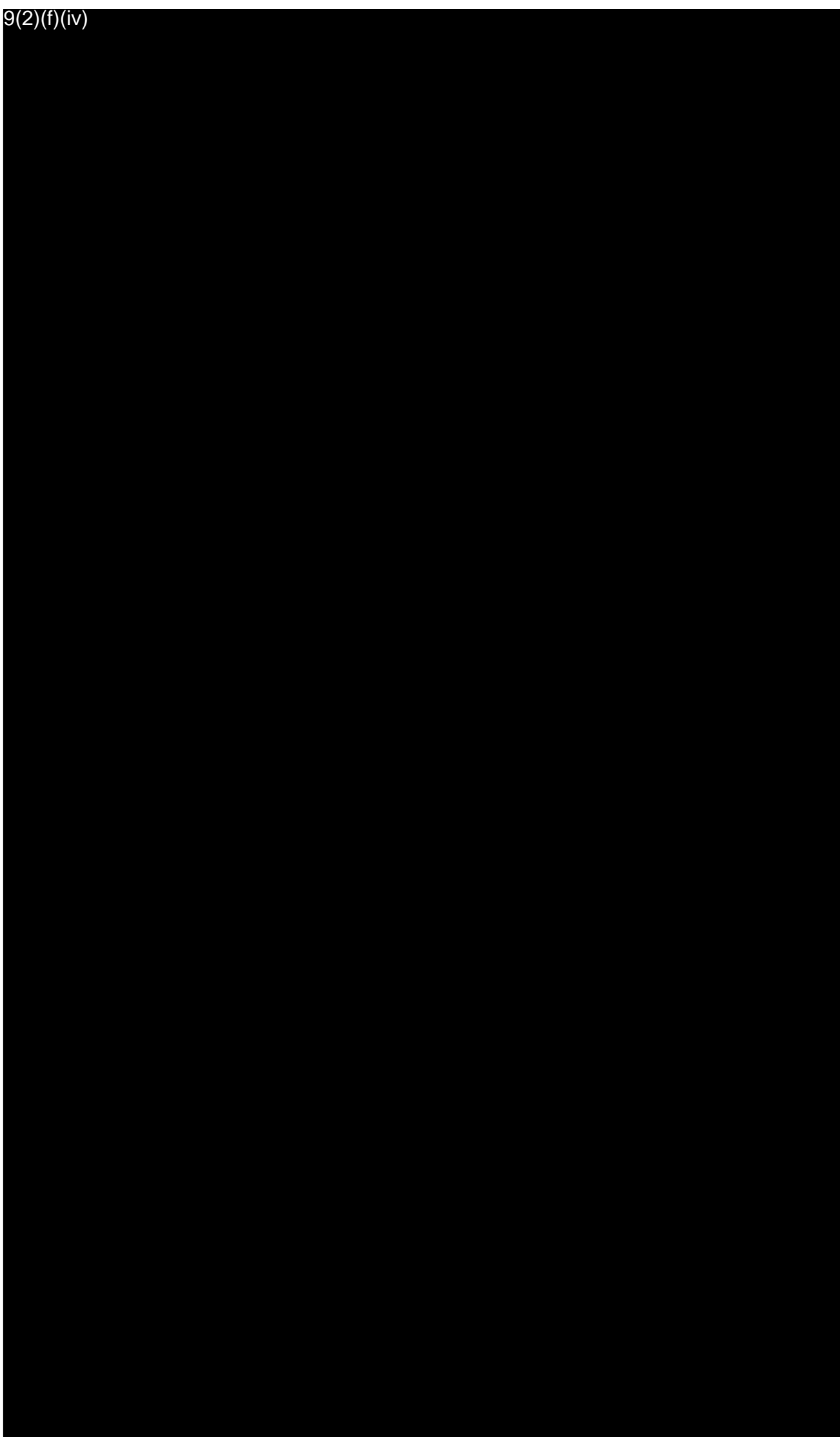
105 All appendices referenced in this paper are outlined below:

9(2)(f)(iv)

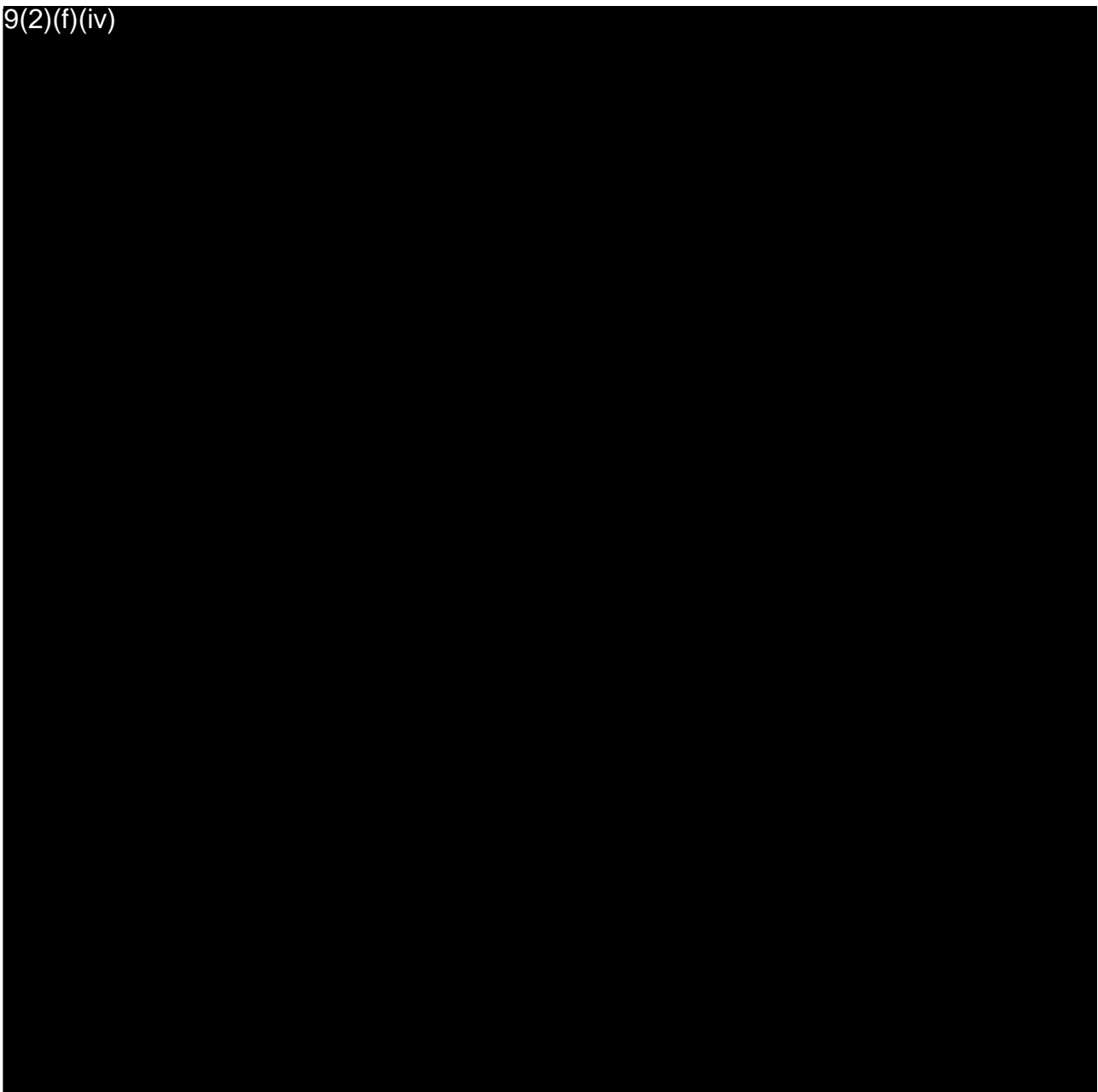








9(2)(f)(iv)



**Aide Memoire: Meeting with Ministers of Defence and Police 31 January – Military Academies**

<b>To</b> Hon Karen Chhour, Minister for Children			
<b>Date</b>	<b>30 January 2024</b>	<b>Deadline</b>	n/a
<b>Report number</b>	B-0059	<b>Priority</b>	High
<b>Key contact</b>	Tusha Penny, Deputy Chief Executive Transformation and Residences	<b>Contact number</b>	9(2)(g)(ii)
<b>Second contact</b>	Charlotte Beaglehole, General Manager Policy	<b>Contact number</b>	9(2)(g)(ii)
<b>Security</b>	Budget-Sensitive		

**Wednesday, 31 January 2023, 1:00-1:30pm**

<b>Purpose</b>	<p>This Aide Memoire provides background information ahead of your meeting with the Ministers of Police and Defence on 31 January 2024 to discuss key decisions relating to the introduction of a new military academy programme, including a pilot programme starting in 2024.</p> <p>This follows the meeting held on 23 January 2024 with Ministers Goldsmith and Mitchell where initial decisions were made to progress changes to the youth justice system in line with the Government’s 100-day priorities.</p> <p>9(2)(f)(iv)</p> <p>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p>
<b>Expected Attendees</b>	<p>Hon Judith Collins, Minister of Defence                  Hon Mark Mitchell, Minister of Police                  Hon Karen Chhour, Minister for Children</p> <p>From Oranga Tamariki:                  Chappie Te Kani, Chief Executive                  Tusha Penny, Deputy Chief Executive – Transformation and Residences</p>
<b>Background</b>	<p>Justice Sector Ministers met on 23 January 2024 and discussed initial decisions to progress with the introduction of a military academy programme as a response to serious and persistent youth offending as part of the Government’s 100-day plan.</p>

9(2)(f)(iv)

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Key Issues

9(2)(f)(iv)

[Redacted]

9(2)(f)(iv)

[Redacted]



9(2)(f)(iv) [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Officials are working on these issues.

**Funding Information or Data**

9(2)(f)(iv) [REDACTED]

**Next Steps**

9(2)(f)(iv) [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

9(2)(f)(iv)

[REDACTED]

[REDACTED]

**Attachments**

Appendix One: Talking Points

**Sign-off**

Oranga Tamariki

**Sign-off**

Minister



Tusha Penny  
**Deputy Chief Executive**  
**Transformation and Residences**  
Date signed: 29/ 01/ 2024

Hon Karen Chhour  
**Minister for Children**  
Date signed:

**Minister comments**

**Satisfaction**

Please select your level of satisfaction with this Aide Memoire

- Outstanding     Good     Acceptable     Poor     Unacceptable

**Appendix One: Talking Points**

**Talking Points: Military Academy Programme: 9(2)(f)(iv)**

*Scene-Setting*

- Following the direction in the 100-day Plan, Justice Sector Ministers, including myself, have agreed in principle that we wish to explore the introduction of a military academy programme as part of a broader package of measures to crack down on serious youth offending.
- We will be looking to introduce legislation for the establishment of a Young Serious Offender Category 9(2)(g)(i)

█ [Redacted]

█ [Redacted]

█ [Redacted]

*Role of agencies, including NZDF*

- I understand that Oranga Tamariki has been engaging with the NZDF, alongside the Ministry of Justice, Police, and Corrections, to understand past experiences of military-style activity programmes, and what capacity the NZDF might have to support the delivery of any new military academy programme.

█ 9(2)(g)(i) [Redacted]

█ [Redacted]

9(2)(g)(i)

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9(2)(f)(iv)

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9(2)(f)(iv)





Advice provided by Oranga Tamariki - 23 February 2024

### **Military Academies**

- Initial advice has been provided and the Minister has directed officials to progress enhanced measures to respond to our most serious and persistent young offenders. These include the establishment of military academies and the creation of a new Young Serious Offender designation.
- Legislation changes are required to enable stronger consequences for young people who are committing crimes.
- Research shows that therapeutic and rehabilitative support are also required to reduce risk of reoffending.
- A cross-agency response to youth crime is vital.
- It is important that youth are engaged in school, training or meaningful employment and that they are receiving the appropriate supports, including mental health services.
- Families of young offenders may also require support to address underlying issues which may be driving their children's offending.
- Legislative changes are being worked through. Progressing these at pace is a coalition priority.
- In the meantime, a pilot for a military-style academy is being developed and is intended to be operating from the middle of this year.
- Officials from Oranga Tamariki, Justice, Police, Defence, Social Development and Health are working together to develop the approach for the military-style academy pilot. Other experts, such as the Chief Science Advisor for the Justice Sector and advocates for care-experienced youth have also been invited to participate.
- The development of the pilot will draw on lessons from previous forms of military academies, requirements, actions and options to operationalise military-style academies within existing legislative settings, and operational readiness. Research shows the importance of programmes that include counselling, and have a primary focus on rehabilitation will be more effective in reducing re-offending. The pilot will also focus on transitioning young people from a military-style academy to ensure that they are well-supported and have options to enable them to reach their full potential.
- The pilot will have a military-style component as well as a rehabilitative and trauma-informed care approach to help these young people turn their lives around and reduce their risk of reoffending.

Dates for co-design workshops:

The co-design workshops are scheduled for the following dates, the Minister would be welcome to attend any of the following workshops in part or full:

- 23 February – 9:00am – 3:00pm
  - 1 March – 9:00am – 3:00pm
  - 6 March 9:00 – 3:00pm
  - 15 March 9:00am – 3:00pm
- The below diagram shows the approach to each session.

## Cross-agency co-design approach

*Over the next four weeks we will be working together to design and identify operational readiness requirements for a Military-style Academy pilot. A pilot is expected to commence by July 2024.*





Weekly Report – 15 December 2023

## **100-Day Plan**

### **Responding to the Government's youth crime/youth justice priorities**


Under the Government's 100-Day plan, Officials must report to you and the Minister of Justice before mid-January on options to reduce serious young offending, including the establishment of Youth Offender Military Academies.

We are preparing advice for you on the youth justice system, recent operational improvements to youth justice responses including the Fast Track programme (the circuit breaker), including both metropolitan and rural options, and options for the establishment of a Young Serious Offender category, military academies, and other potential improvements to the youth justice system.

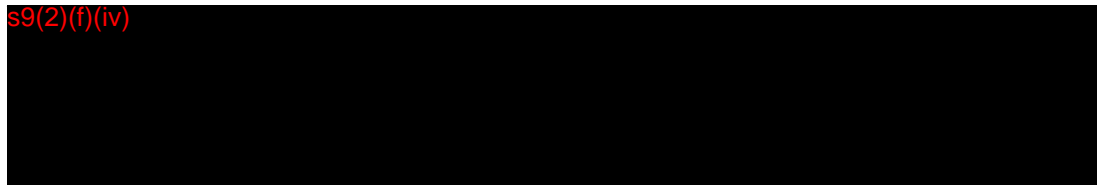
This will support you to provide direction around your priorities, options for how you would like to progress this aspect of your portfolio and material to support any conversations with your Ministerial colleagues you may wish to have.

### Begin work to crack down on youth offending

Following your meeting with the Ministers of Police and Justice on 23 January regarding Young Serious Offenders and Military Academies, we are working with relevant agencies to action the decisions made on the creation of a Young Serious Offender Category and the establishment of military academies. s9(2)(f)(iv)




s9(2)(f)(iv)



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IN-CONFIDENCE

s9(2)(f)(iv)



We understand you will also be meeting with the Ministers of Police and Defence to discuss the establishment of military academies. We can provide a briefing to support your attendance at this meeting if needed.

## Begin work to crack down on serious youth offending

### Military Academies

At the meeting you attended with joint Ministers (Minister of Police and Minister of Defence) on 31 January 2023 it was agreed that Oranga Tamariki will take the lead on developing the approach to military academies, alongside Police and the New Zealand Defence Force (NZDF). s9(2)(f)(iv)

s9(2)(f)(iv)

Following this meeting, the Chief Executive of Oranga Tamariki has contacted the Chief Executives of Police and Defence to seek a lead from each agency to bring expertise and insights to the design and oversight of the programme and curriculum. The intention is to run a multi-agency approach to ensure it is a well-rounded programme.

s9(2)(f)(iv)

### **Military-style Academies**

The development of the approach to a Military-style Academy pilot is progressing well. Since the previous weekly report update on 9 February, 9(2)(f)(iv)



Nominations were received from Police, New Zealand Defence Force, Health New Zealand, Ministry of Justice, and the Ministry of Social Development for subject matter experts to provide expertise into the design and oversight of the programme and curriculum through a series of workshops. Other experts have also been invited to the workshops, including Dr Ian Lambie, Chief Science Advisor for the Justice Sector, Dr Nicola Atwool, Associate Professor of Social and Community Work at Otago University, as well as the Chief Executive of VOYCE – Whakarongo Mai, Tracie Shipton.

The first workshop is Friday, 23 February, with the series of workshops running across five weeks. The workshops will focus on lessons from previous forms of military academies, requirements, actions and options to operationalise military academies within existing legislative settings, and operational readiness.

We are also establishing cross-agency steering and governance groups. Following the workshops, the governance group will endorse a high-level design, implementation plan, and readiness criteria for consideration by joint Ministers.

Work has also progressed on the development of pilot site selection criteria. We have provided your office with an overview of progress on recently made decisions, next steps, and timeframes for implementation of military-style academies **this week**.

Weekly Report – 1 March 2024

### **Military-Style Academies**

The first co-design, multi-agency workshop on military-style academies was held on 23 February 2024.

The workshop provided a good starting point and opportunity to learn lessons from research and similar military academy initiatives. Workshop participants discussed the key principles and objectives of the military-style academies and commenced working through the scope and operational readiness considerations.

**s9(2)(f)(iv)** Subsequent workshops will include working through requirements to be operationally ready to deliver a safe and effective pilot by this time.

You attended one of these workshops on 1 March which focussed on a more detailed analysis of operational readiness considerations. The remaining workshops are scheduled for the 6 and 15 March.

There is an opportunity, subject to your availability, for you to attend the 15 March workshop. Should you be available, we recommend you consider inviting Hon Mark Mitchell and Hon Paul Goldsmith to attend also. It would be useful for the cross-agency participants to receive feedback from you on the design elements that have been developed at that point.

**Military-Style Academies**

The second multi-agency co-design workshop on military-style academies took place on 1 March 2024 which you attended. We shared a draft mission statement, objectives, design principles and scope and started to explore design requirements related to the academy lifecycle from sentencing to transition and support, programme activities, and requirements of kaimahi and partners. There were presentations from Professor Ian Lambie on “markers of success”, and NZ Defence Force provided insight into the set-up of the Limited Service Volunteer course. It was beneficial for all agency representatives to hear directly from you on your aspirations for military-style academies, and they appreciated your guidance and support for some of the concepts that were discussed.

The third workshop was held on 6 March and focused on high-level design and requirements for physical location and environment, safety and security, data and information. The fourth workshop is scheduled for 15 March and will bring together all aspects of the high-level design (including where possible, providing options) and explore what will be required to be ready for the pilot to commence. We welcome any suggestions you have for additional people to attend the workshops. The outputs from all workshops will be collated into a decision document for consideration by a cross-agency governance group, yourself, and other interested Ministers.

Alongside the multi-agency workshops we have commenced work on detailed design, s9(2)(f)(iv)

- [Redacted]
- [Redacted]
- [Redacted]

Weekly Report – 15 March 2024


### Military-style academies Pilot

The final cross-agency workshop is scheduled to take place on 15 March with the focus being on operational readiness requirements and moving into detailed design for the pilot. It is intended that the cross-agency Governance Group meets next week to consider the outputs from the workshops and the high-level design for endorsement. A briefing is being prepared and will be provided to you by 22 March 2024.

Resource mapping is underway to outlining the resourcing required to operationalise the military-style academy. We will continue to refine this as the detailed design is completed.

We continue to engage with providers of similar style academies/programmes to understand their structure, approaches, and key challenges to consider as part of the design of the military-style academies pilot.

9(2)(f)(iv)



Weekly Report – 22 March 2024

### **Military-style Academy**

The final cross-agency high-level design workshop took place on 15 March 2024. The outputs from all four workshops have informed a briefing to you on the high-level design, provided to your office on 22 March 2024.

The Executive Sponsor, Deputy Chief Executive, Tusha Penny, has met with all the workstream leads this week to clarify the scope and milestones for the detailed design. It is intended that the core members of the cross-agency high-level design workshops continue to be actively engaged in the detailed design. s9(2)(f)(iv)

s9(2)(f)(iv)



Weekly Report – 12 April 2024

**Military-style Academies (MSA) Pilot**

Work on the detailed design continues to progress at pace based on the high-level design, which was provided to your office on 22 March 2024 (B-0115 refers).

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Weekly Report – 3 May 2024

**Military-Style Academies Pilot**

The curriculum for the s9(2)(f)(iv) academy is being developed with support from the New Zealand Defence Force (NZDF). s9(2)(f)(iv)

[Redacted content]

## Appendix B

**From:** [Rebekah Cameron](#)  
**To:** [Jane Fletcher](#)  
**Cc:** [Jerome de Vries](#); [Julie Miller](#); [Debbie Bell](#); [Ministerial Support](#)  
**Subject:** Re: Young Serious Offenders meeting - 23 January '24 - action points  
**Date:** Wednesday, 24 January 2024 11:16:13 AM  
**Attachments:** [image002.jpg](#)

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IN-CONFIDENCE

Thanks Jane

I'll do a check in with Tusha and Emily and confirm.

Nga mihi Beks

Get [Outlook for iOS](#)

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**From:** Jane Fletcher s9(2)(g)(ii) [redacted]  
**Sent:** Wednesday, January 24, 2024 10:57 AM  
**To:** Rebekah Cameron s9(2)(g)(ii) [redacted]  
**Cc:** Jerome de Vries s9(2)(g)(ii) [redacted]; Julie Miller  
s9(2)(g)(ii) [redacted]; Debbie Bell s9(2)(g)(ii) [redacted]; Ministerial Support  
<xxxxxxxxxxxxxxxxxxxxxx@xx.xxxx.xx>  
**Subject:** Young Serious Offenders meeting - 23 January '24 - action points

Kia ora Beks

Below are the decisions taken at the Ministers' meeting yesterday on Young Serious Offenders and Military Academies. Can we please have a weekly report entry for this week setting out next steps ie how we will deliver what was decided at the meeting.

Decisions:

- o s9(2)(f)(iv) [redacted]
- o [redacted]
- o [redacted]
  - [redacted]
  - [redacted]
- o Next step is Minister Chhour to meet with Minister Collins to discuss approach, Minister Mitchell will be invited too (Minister's office will arrange)
- o s9(2)(f)(iv) [redacted]
- o [redacted]
- o [redacted]

[redacted]  
[redacted]  
[redacted]

Happy for you to check the above with Tusha and Emily.

Thanks  
Jane.



**Jane Fletcher**  
**Chief Advisor (Private Secretary) Children** | Office of Hon Karen  
Chhour  
Minister for Children | Prevention of Family & Sexual Violence

s9(2)(g)(ii)

Website: [www.Beehive.govt.nz](http://www.Beehive.govt.nz)  
Private Bag 18041, Parliament Buildings, Wellington 6160, New Zealand

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**From:** [Jane Fletcher](#)  
**To:** [Rebekah Cameron](#)  
**Cc:** [Jerome de Vries](#); [Julie Miller](#); [Ministerial @..](#); [Debbie Bell](#)  
**Subject:** Military academies - note of meeting on 31 January 2024  
**Date:** Friday, 2 February 2024 7:38:35 AM  
**Attachments:** [image001.jpg](#)  
[image002.jpg](#)

---

Kia ora Beks

On Wednesday 31 January Ministers of Defence, Police and Children met to discuss military academies. s9(2)(f)(iv)

The discussion included:

- s9(2)(f)(iv)
- 
- 
- 

It was agreed

- Oranga Tamariki will take the lead on developing the approach to military academies working alongside Police and NZDF.
- s9(2)(f)(iv)
- 
- 
- 

Next steps

- Could we please have a weekly report entry reflecting what was agreed and setting out next steps? It should include an estimate of when Ministers can expect a briefing s9(2)

Happy to discuss, thanks  
Jane.

**Jane Fletcher**  
**Chief Advisor (Private Secretary) Children** | Office of Hon Karen Chhour  
Minister for Children | Prevention of Family & Sexual Violence

s9(2)(g)(ii)

Website: [www.Beehive.govt.nz](http://www.Beehive.govt.nz)

Private Bag 18041, Parliament Buildings, Wellington 6160, New Zealand





**From:** [Jane Fletcher](#)  
**To:** [Ministerial Support](#)  
**Cc:** [Rebekah Cameron](#); [Julie Miller](#); [Jerome de Vries](#); [Debbie Bell](#)  
**Subject:** RE: Draft paragraph for checking re. YSOs and military academies - response by close of play today please.  
**Date:** Monday, 12 February 2024 5:15:34 PM  
**Attachments:** [image001.png](#)  
[image002.jpg](#)

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Thank you!

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**From:** Ministerial Support <xxxxxxxxxxxxxxxxxxxx@xx.xxxx.xx>  
**Sent:** Monday, February 12, 2024 3:48 PM  
**To:** Jane Fletcher s9(2)(g)(ii)  
**Cc:** Rebekah Cameron s9(2)(g)(ii); Julie Miller s9(2)(g)(ii)  
Ministerial Support <xxxxxxxxxxxxxxxxxxxx@xx.xxxx.xx>; Jerome de Vries  
s9(2)(g)(ii); Debbie Bell s9(2)(g)(ii)  
**Subject:** Draft paragraph for checking re. YSOs and military academies - response by close of play today please.

IN-CONFIDENCE

Kia ora Jane

Please see below the edited paragraph.

The 100-day Plan directed officials to report to Ministers in mid-January on options to crack down on serious youth offending, including the establishment of Young Offender Military Academies. This advice was provided to the Ministers for/of Children, Justice, Police, Corrections and Defence.

s9(2)(f)(iv)  
[Redacted]

[Redacted]

[Redacted]

[Redacted]

s9(2)(f)(iv) [Redacted]

Thanks  
Jess

## Jessica Hosie

Senior Advisor | Ministerial Support | Quality Practice and Experiences | National Office

Level 16 The Aurora Centre, 56 – 66 The Terrace, Wellington |  
PO Box 546, Wellington 6140

s9(2)(g)(ii) [Redacted]



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**From:** Jane Fletcher s9(2)(g)(ii) [Redacted]  
**Sent:** Monday, February 12, 2024 9:05:50 AM  
**To:** Rebekah Cameron s9(2)(g)(ii) [Redacted]  
**Cc:** Julie Miller s9(2)(g)(ii) [Redacted]; Ministerial Support <xxxxxxxxxxxxxxxxxxxx@xx.xxxx.xx>;  
Debbie Bell s9(2)(g)(ii) [Redacted]; Jerome de Vries s9(2)(g)(ii) [Redacted]  
**Subject:** Draft paragraph for checking re. YSOs and military academies - response by close of play today please.

Kia ora Beks

DPMC have asked me for a paragraph regarding next steps on Young Serious Offending and military academies for their 100 day plan tracker. Can you please check the following and include the key dates before I check this with the Minister?:

s9(2)(f)(iv) [Redacted]

[Redacted]

[Redacted]

[Redacted]

s9(2)(f)(iv)

Thanks  
Jane.



**Jane Fletcher**  
**Chief Advisor (Private Secretary) Children** | Office of Hon Karen Chhour  
Minister for Children | Prevention of Family & Sexual Violence

s9(2)(g)(ii)

Website: [www.Beehive.govt.nz](http://www.Beehive.govt.nz)  
Private Bag 18041, Parliament Buildings, Wellington 6160, New Zealand

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**From:** [Rebekah Cameron](#)  
**To:** [Jane Fletcher](#); [Jerome de Vries](#)  
**Cc:** [Ministerial Support](#)  
**Subject:** Workshop information  
**Date:** Wednesday, 28 February 2024 1:36:11 PM  
**Attachments:** [Military-style Academies Workshop #2 - Pre-read.pdf](#)

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Hi Jane

Please see attached further info on the workshop.

Please let me know if there is anything else you require.

Nga mihi

Beks

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## Agenda | Workshop 3

Start	End	Time	Item
09.00am	09.10am	00:10	<b>Welcome</b>
09.10am	9:30am	00:20	<b>Workshop #1 Playback</b> <ul style="list-style-type: none"> <li>- Vision, Mission &amp; Objectives</li> <li>- Design Principles</li> <li>- Design Components</li> </ul>
9:30am	10:00am	00:30	<b>Menti and group discussion</b>
10.00am	10.40am	00:40	<b>Design Considerations</b>
10.40am	11:00am	00:20	Break
11:00am	11.30am	00:30	<b>Round 1: Design Breakouts:</b> <ul style="list-style-type: none"> <li>- Group 1: Rangatahi &amp; Whānau</li> <li>- Group 2: Support &amp; Services</li> </ul>
11.30am	12:30pm	01:00	<b>Round 1: Playback and Group Discussion</b>
12.30pm	1.00pm	00:30	Lunch
1.00pm	1:30pm	00:30	<b>Round 2: Design Breakouts:</b> <ul style="list-style-type: none"> <li>- Group 1: Life-cycle</li> <li>- Group 2: Kaimahi &amp; Partners</li> </ul>
1:30pm	2:30pm	1:00	<b>Round 2: Playback and Group Discussion</b>
2:30pm	2.40pm	00:10	<b>Next steps</b>
2.40pm	3.00pm	00:20	<b>Reflections</b>







**From:** [Rebekah Cameron](#)  
**To:** [Jane Fletcher](#)  
**Cc:** [Jerome de Vries](#); [Annabelle Tukia](#); [Julie Miller](#); [Ministerial Support](#)  
**Subject:** RE: Draft press release for fact checking - serious youth offending - cop today Thurs 29 Feb  
**Date:** Monday, 4 March 2024 12:05:22 PM  
**Attachments:** [image001.png](#)  
[image002.png](#)

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Kia ora Jane – This is factually correct.

Nga mihi

**Beks Cameron**

**Director, Office of the Chief Executive**

Level 14 The Aurora Centre, 56 – 66 The Terrace, Wellington |  
PO Box 546, Wellington 6140

■ s9(2)(g)(ii) ■ [REDACTED]



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**From:** Jane Fletcher s9(2)(g)(ii) [REDACTED]  
**Sent:** Friday, March 1, 2024 3:56 PM  
**To:** Rebekah Cameron s9(2)(g)(ii) [REDACTED]  
**Cc:** Jerome de Vries s9(2)(g)(ii) [REDACTED]; Annabelle Tukia  
s9(2)(g)(ii) [REDACTED]; Julie Miller s9(2)(g)(ii) [REDACTED]; Ministerial Support  
<xxxxxxxxxxxxxxxxxxxxxx@xx.xxxx.xx>  
**Subject:** RE: Draft press release for fact checking - serious youth offending - cop today Thurs 29 Feb

Just a reminder on this. We need it back first thing Monday the 4<sup>th</sup>. Thanks.

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**From:** Rebekah Cameron s9(2)(g)(ii) [REDACTED]  
**Sent:** Thursday, February 29, 2024 1:46 PM  
**To:** Jane Fletcher s9(2)(g)(ii) [REDACTED]  
**Cc:** Jerome de Vries s9(2)(g)(ii) [REDACTED]; Annabelle Tukia  
s9(2)(g)(ii) [REDACTED]; Julie Miller s9(2)(g)(ii) [REDACTED]; Ministerial Support  
<xxxxxxxxxxxxxxxxxxxxxx@xx.xxxx.xx>  
**Subject:** RE: Draft press release for fact checking - serious youth offending - cop today Thurs 29 Feb

IN-CONFIDENCE

Thanks Jane we are on to this and will come back asap

Nga mihi

**Beks Cameron**

Director, Office of the Chief Executive

Level 14 The Aurora Centre, 56 – 66 The Terrace, Wellington |  
PO Box 546, Wellington 6140

■ s9(2)(g)(ii) ■ [REDACTED]



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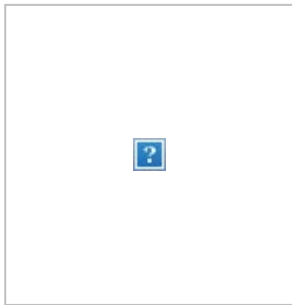
**From:** Jane Fletcher s9(2)(g)(ii) [REDACTED]  
**Sent:** Thursday, February 29, 2024 1:24 PM  
**To:** Rebekah Cameron s9(2)(g)(ii) [REDACTED]  
**Cc:** Jerome de Vries s9(2)(g)(ii) [REDACTED] Annabelle Tukia  
s9(2)(g)(ii) [REDACTED]; Julie Miller s9(2)(g)(ii) [REDACTED]; Ministerial Support  
<[xxxxxxxxxxxxxxxxxxxx@xx.xxxx.xx](mailto:xxxxxxxxxxxxxxxxxxxx@xx.xxxx.xx)>  
**Subject:** Draft press release for fact checking - serious youth offending - cop today Thurs 29 Feb

Kia ora Beks

Please see below press release that is proposed to be released next week. Can Oranga Tamariki please fact check it please? Please get back to us by close of play today.

Thanks  
Jane.

**Hon Karen Chhour  
Minster for Children**



**X March 2024**

**Govt cracking down on serious youth offending**

The coalition Government has made steps towards delivering on its promise to create Young Offender Military Academies, Minister for Children Karen Chhour says.

“As part of the 100-day plan, the government made it clear it was going to crack down on serious youth offending,” says Minister Chhour.

The Government is developing enhanced measures to respond to the most serious and persistent young offenders.

This includes the establishment of military-style academies and the creation of a new Young Serious Offender designation.

“A pilot for a military-style academy intends to be operating from the middle of this year. It will have a military-style component as well as a rehabilitative and trauma-informed care approach to help these young people turn their lives around and reduce their risk of reoffending.

“Oranga Tamariki will lead and deliver the programme, working with providers where they have appropriate capability and expertise, and alongside other government departments in a multi-agency approach to ensure it is a well-rounded programme.

“I’m confident this programme will deliver the real change needed for many youth offenders. It will show them actually, there are consequences for their actions, but also that with a disciplined and structured environment they can turn their life around.

“I am excited to be working alongside my Ministerial colleagues Hon Paul Goldsmith, Hon Judith Collins and Hon Mark Mitchell to tackle this problem.”

Legislative changes are required to enable stronger consequences for young people who are committing crimes and they are currently being worked through.

**Media contact: Kirsty Lawrence - s9(2)(g)(ii) (Hon Chhour)**

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