



DEPARTMENT OF
CORRECTIONS
ARA POUTAMA AOTEAROA



Māori Strategic Plan

2008–2013

www.corrections.govt.nz

newzealand.govt.nz

Contents

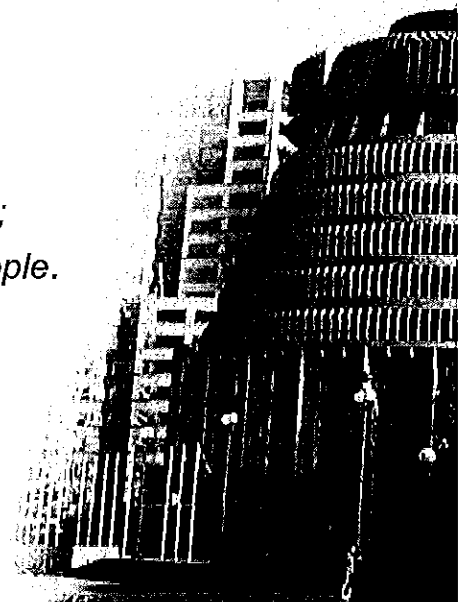
Chief Executive's Message	2
Introduction	3
Vision	4
The Wider Māori Strategic Environment	5
Māori Representation in the Criminal Justice Sector	6
Māori Representation in Corrections	7
Walking tall in Te Ao Māori and Te Ao Hurihuri	8
Ensuring Sentence Compliance	9
Reducing Re-offending	11
Reducing Re-offending through Te Ao Māori	12
Reducing Re-offending through Te Ao Hurihuri	13
Reducing Re-offending through Te Ao Māori and Te Ao Hurihuri	14
Enhancing Capability	15
Strengthening Partnerships	17

***Kotahi anō te kaupapa;
ko te oranga o te iwi.***

*There is only one purpose to our work;
It is the wellness and wellbeing of the people.*

ISBN no: 978-0-477-10081-6 (print)

ISBN no: 978-0-477-10082-3 (PDF)



Chief Executive's Message

Ko Tū koe, ko Rongo koe, ko Tāne koe.
Ko te iwi whānui koe kua tākina atu e tēnei
reo. E ngā mana tangata, e ngā karangaranga
maha, huri noa i te motu.
Tēnā koutou, tēnā tātou kotahi katoa.

We all have an important role in keeping
the public safe through our work in ensuring
sentence compliance and reducing re-
offending – particularly for Māori offenders.

There are positive signs of improvement
across a number of social and economic
outcomes for Māori individuals, Māori whānau
and Māori communities that will positively
effect our environment over the long term.

We have also done well over the past years
through previous strategies and consultation
documents such as 'Let Māori take the
Journey'. These have helped us to set
strong foundations from which further gains
can be made to improve outcomes for Māori
offenders, their whānau and communities.

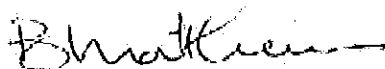
But there is still a long way to go and this

strategy will help us get there. Māori offending
is going to be a major area of emphasis over
the next five years. We cannot be complacent
about the effect Māori offending has on Māori
communities and on wider society.

Each group and service will contribute to the
Māori Strategic Plan through the development of
annual group and service business plans.

I look forward to seeing your commitment to this
plan reflected in those annual business plans as
we move forward through the next five years.

We will need all of you to focus on and contribute
to 'succeeding for Māori offenders' to make
a real difference.



Barry Matthews
Chief Executive



Introduction

*The Department's
Strategic Business Plan contributes
to overall justice sector outcomes
through the vision, outcomes and
strategic priorities.*



Vision

To improve public safety we will:

- Ensure Sentence Compliance
- Reduce Re-offending

... and to achieve this we will:

- Enhance Capability
- Strengthen Partnerships

The Māori Strategic Plan will contribute to the Strategic Business Plan by highlighting areas of focus that will contribute to the same outcomes and strategic priorities to positively impact on Māori offending.

The Māori Strategic Plan brings together a range of views from managers, staff and Māori partners. Information from Māori designed frameworks and research have also contributed to this plan – notably the work of Professor Mason Durie. More importantly, the plan will consolidate what we currently have in place with a key focus on 'succeeding for Māori'.

The Māori Strategic Plan is built on knowledge collected to date. As further knowledge becomes available and research and evaluations are completed, it is likely that more opportunities will arise to be successful for Māori offenders.

Alongside the Strategic Business Plan and the Māori Strategic Plan, we will focus on detailed annual business planning. This will ensure that the work we do, and the way we work, is successful for Māori and contributes to the Department's vision, outcomes and strategic priorities.

The Māori Strategic Plan is a plan for all staff in all groups and services. Together we all have a role in contributing towards improving outcomes for Māori offenders.



*"To succeed overall, we must
succeed for Māori offenders."*



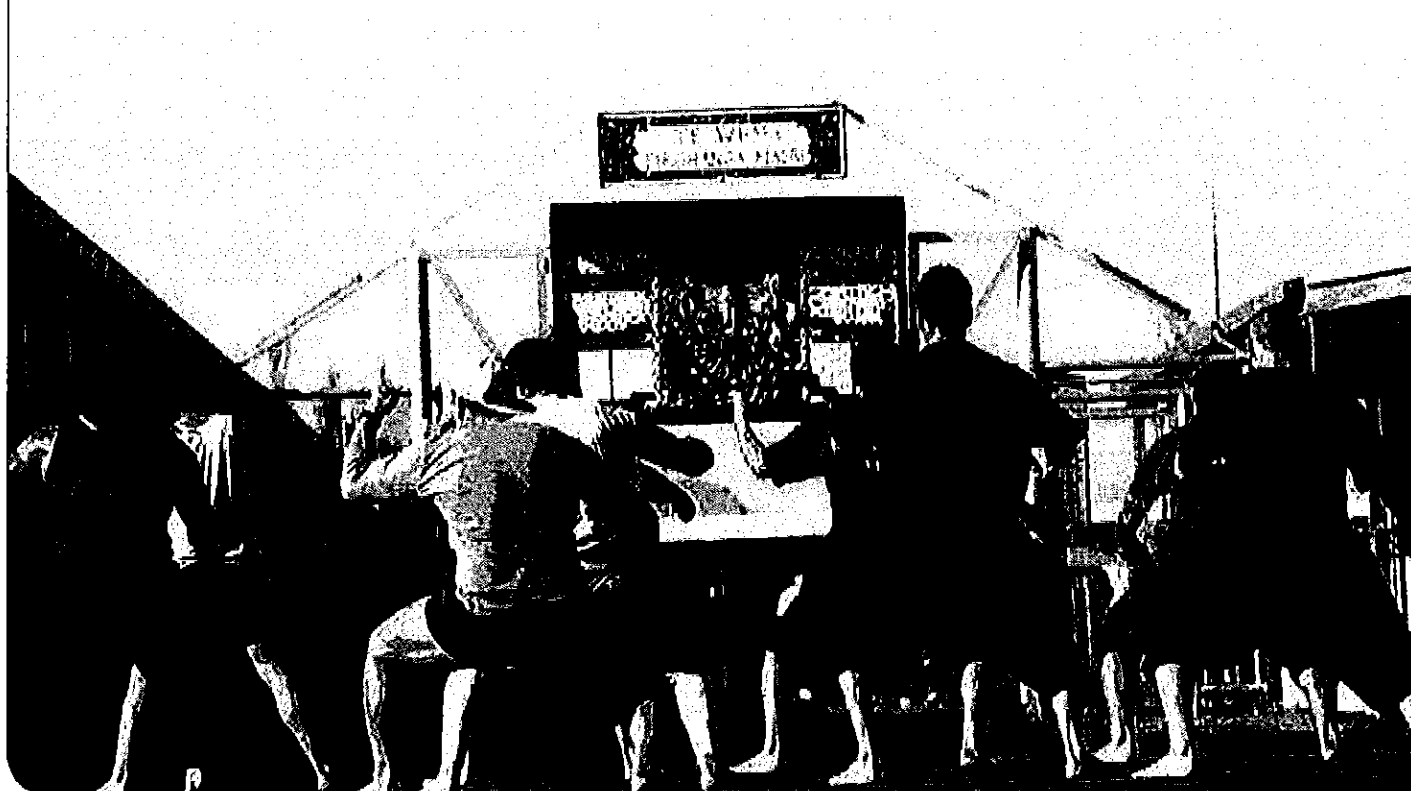
The Wider Māori Strategic Environment

Outcomes for Māori across a number of areas are showing positive signs of improvement. Continual improvements, particularly Māori contribution to the economy and within the education and employment sectors, are expected to make a positive impact on our environment over the longer term. For example:¹

- Māori contribution to the economy has steadily increased over the past two decades
- the proportion of Māori school leavers with NCEA Level 2 qualifications or above is improving
- tertiary education participation rates for Māori are improving
- labour market participation rates are improving
- Māori life expectancy is improving
- Māori culture and identity is strong
- Māori have high rates of participation in sport, culture and art.

Even as we now turn to the less positive side of the equation, it is important to bear in mind that:

“On 1 June 2008 95.4 per cent of Māori over the age of 17 years were not serving a sentence managed by Corrections.”

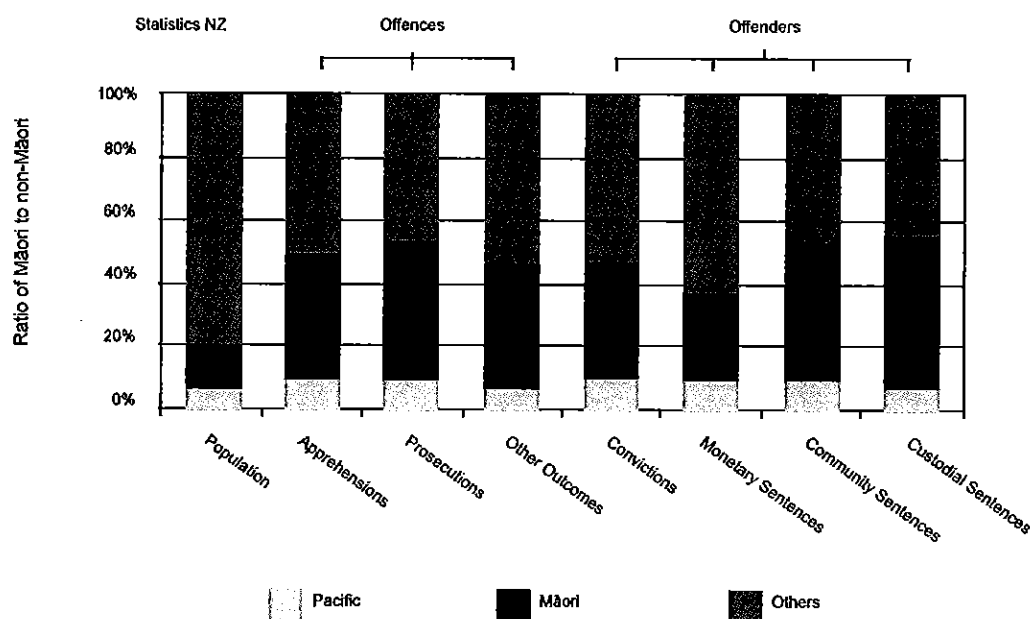


Māori Representation in the Criminal Justice Sector

When we look across the criminal justice sector, we see that the over-representation of Māori begins at the apprehension stage. The extent of over-representation gradually increases through consecutive phases, including at prosecution, conviction and sentencing to custody. We know from our most recent data that:²

- controlling for population, Māori are apprehended for committing at least three times the number of offences as Europeans
- Māori receive fewer warnings/cautions or diversions than Europeans
- 45 per cent of those receiving new community based sentences are Māori
- 12 per cent of all convictions against Māori result in a custodial sentence (compared to 8 per cent for Europeans and Pacific peoples)
- more monetary sentences are imposed against Europeans compared to other ethnicities, while more community based sentences are imposed against Māori
- Māori victims experience almost twice as many victimisations as non-Māori
- Māori women victims have the highest victimisation rate, with an average number of reported offences per victim of 4.8.

Representation in the Criminal Justice Sector by ethnicity



²Based on information provided to Chief District Court Judge Johnson and Māori Judges on 22 February 2008.

Māori representation in Corrections

The impact of the current status of Māori in the overall criminal justice sector shows from a Corrections perspective that:

- Māori tend to offend at younger ages, and therefore have their first conviction and custodial sentence at a young age
- Māori are over-represented in younger age groups, particularly among 17-19 year olds
- Māori women are particularly over-represented in comparison to other ethnicities
- 22 per cent of Māori prisoners are gang affiliated compared to 5 per cent of Europeans
- literacy and numeracy skills of Māori offenders are low in comparison to other ethnicities
- health problems are higher for Māori prisoners in comparison to other ethnicities
- the rate of imprisonment for Māori is 5 - 8 times higher than for other ethnicities

- Māori have a higher Risk of Reconviction and Re-imprisonment (ROC*ROI) score compared with other ethnicities
- Corrections' new entrants and recidivism data confirm that Māori over-representation is a reflection of large numbers of 'new' Māori offenders entering the system
- more Māori (68 per cent) are imprisoned on sentences less than 12 months in comparison to Europeans (63 per cent)
- once in the system, Māori offenders tend to 'cycle' around (relapse – reconvicted – re-sentenced) more quickly and frequently than Europeans.

The ability to 'slice the cake' into useful statistics and facts may underestimate the complexity of issues at the heart of over-representation of Māori within Corrections. For example doing better for Māori offenders will inevitably mean addressing complex gang issues given the high number

of Māori offenders with gang affiliations in comparison to other ethnicities.

We also know that Māori and Pacific peoples are a youthful population meaning that we should not expect the over-representation of Māori and Pacific youth within Corrections to diminish in the short term. We are also seeing more youth offenders identifying with multiple ethnicities. This will require careful consideration of whether current programmes and services will work just as effectively with this group as we move forward.

Although women represent a small proportion of the overall offender population, the representation of Māori women within Corrections is of particular concern (59.5 per cent of the female offender population). A recent review of New Zealand literature on women's offending highlights the complexity of issues for women offenders and a need to address their offending behaviours differently from the offending behaviours of male offenders.

"The scale of Māori offending and imprisonment not only distorts the very nature of New Zealand communities, particularly Māori communities, but also has the effect of undermining the integrity of Māori culture."

Waitangi Tribunal



Walking tall in Te Ao Māori and Te Ao Hurihuri

There are many levers of change that lead Māori offenders to live offence-free lives. This Māori Strategic Plan focuses our efforts in two key areas where levers of change are evident:

- Positive participation of Māori offenders in Te Ao Māori (the Māori world); and
- Positive participation of Māori offenders in Te Ao Hurihuri (the global world).

*"Not all things about Māori
are bad like newspapers
make us out to be.
We as Māori have bought
into that crap too and
downed ourselves.
There are lots of good
things about Māori."
Māori male prisoner*

Positive participation of Māori offenders in Te Ao Māori

Positive participation of Māori offenders in Te Ao Māori (the Māori world) within a Corrections environment will help to reconnect the world view of willing offenders, to the pro-social and traditional Māori cultural world view.

This means that those who identify as being Māori and are motivated, are exposed to the Māori world view supported by staff, whānau, hapū, iwi, Māori service providers and other community members. These Māori offenders will develop a secure and positive cultural identity that will help them to stand tall and be proud of who they are.

Māori offenders will stand tall knowing that they *can* participate as Māori in the Māori world.

Positive participation of Māori offenders in Te Ao Hurihuri

Positive participation of Māori offenders in Te Ao Hurihuri (the global world) within a Corrections environment will help Māori offenders to learn skills and gain knowledge that will contribute to their success in wider society.

Alongside opportunities for Māori offenders to develop a secure and positive cultural identity, they need to:

- address their offending behaviours
- meet their health needs
- address literacy, numeracy and other educational needs
- gain relevant skills to improve future employment prospects.

Māori offenders will stand tall knowing that they *can* participate as Māori in wider society.



Ensuring Sentence Compliance

Ensuring sentence and order compliance is the Department's core business – it is critical to the integrity of sentences and orders and is as important for Māori offenders as for any other offenders. When we ensure the sentence and order compliance of Māori offenders, we are then more likely to reduce re-offending by Māori.

Effective sentence compliance means Māori offenders:

- complete their sentences and orders
- comply with the restrictions of their sentences and orders
- are positively motivated to comply with their sentences and conditions
- experience appropriate consequences when they do not comply
- are treated fairly
- in the case of prisons, are incarcerated in a safe, secure and humane environment.

Ensuring sentence compliance contributes directly to improving public safety, and maintains public trust and confidence in the justice system.

We will need Māori offenders to complete all the requirements of their sentences, whether custodial or community based, and apply appropriate sanctions if they do not. We will motivate Māori offenders and encourage whānau and communities to work with us to ensure sentence compliance.

A safe, secure and humane environment supports a positive atmosphere that motivates Māori offenders to comply with their sentence.

"Identify positive role models in the offenders local community, from within whānau if possible, involve this person or these persons in the sentence plan that is based on addressing offending issues along with goals of the individual."

Community Probation & Psychological Services staff member



Progress to date

Significant development of systems and processes has been undertaken for community-based sentences to meet the demands of the new sentences, to better manage high-risk Māori offenders, and to provide a solid foundation for enforcing sentence compliance by community-based Māori offenders.

The Department has faced a number of years of change in the way it is required to manage community-based offenders. Many of the issues faced now are about consolidating systems, new procedures, and training new staff to ensure consistency when managing community-based offenders.

The recent strengthening of community-based sentences reduces otherwise likely imprisonment rates for all offenders. The effective use of community-based sentencing options will have a particular impact on reducing short term imprisonment where a large number of Māori offenders are represented. Currently, Māori offenders are more likely to breach the conditions of their sentence and as a result are more likely to be imprisoned.

In prisons there have been ongoing improvements in the physical security, increased detection of contraband (including drugs and cellphones), and improved methods of collecting information to prevent crimes being committed or coordinated from prison. However, Māori prisoners are also more likely to be involved in prison incidents such as assaults, illicit drug use, self harm and attempted escapes. This issue will continue to be investigated as part of the Department's research programme.

It is important to recognise that sentence compliance will always be a challenging area with both community-based Māori offenders and Māori prisoners.

Looking forward

Sentence compliance will be a key focus looking forward, and we will emphasise getting the basics of compliance right. We will:

- do the basics right, and retain high levels of professional standards
- review core systems and processes to ensure consistency, coherency and, where possible, simplicity
- improve the understanding of the core systems and processes through focused training and induction processes
- monitor levels of Māori offender compliance and provide feedback to staff
- Improve the timeliness and appropriateness of response to Māori offender non-compliance
- strengthen communication between staff managing different sentences, especially in light of the increase in multiple sentences for individual Māori offenders
- strengthen the focus on quality and business improvements.

Motivating Māori offenders to comply with sentences is an important aspect of compliance.

We will:

- provide the services Māori offenders require for rehabilitation
- treat Māori offenders fairly and humanely
- enable Māori offenders to have contact with whānau and other visitors when in prison
- involve whānau whenever possible in sentence management
- ensure Māori offenders' legitimate needs are met.

Ensuring sentence compliance requires strong collaboration through our partnerships with agencies, hapū, iwi and Māori community groups who work with sentenced offenders. Through our partnerships we will strengthen our work with these key agencies and groups.

What progress will look like

We will know we are successful when we see:

- Improvements in the sentence compliance and completion rates of Māori offenders and prisoners
- fewer escapes by Māori prisoners from custody
- appropriate and timely responses to non-compliance of community-based sentences
- decreasing drug use amongst Māori prisoners
- reduced seriousness of re-offending by Māori offenders while on sentence or order
- reduced re-offending by Māori offenders while on a sentence or order.



Reducing Re-offending

Reducing re-offending occurs when Māori offenders previously under the control or supervision of the Department go on to live an offence-free life. We will see a reduction in the number and impact of overall offences by Māori and fewer Māori returning to the corrections system. We will also see a reduction in the number of victims of crime in society.

We are effective in reducing Māori re-offending when we help Māori offenders to recognise and address rehabilitation opportunities. In doing so, we are also likely to achieve sentence and order compliance by Māori offenders. We will help Māori offenders by giving them skills to:

- develop and maintain a secure and positive cultural identity
- overcome drug and alcohol problems
- overcome propensities for violence
- overcome health issues
- improve literacy and numeracy
- find stable employment and accommodation
- build strong pro-social relationships with whānau and the community.

We will ensure day-to-day interactions with Māori offenders are used as opportunities to have a positive influence and build their abilities to stop offending. We will also provide these skills in structured ways through programmes and services.

The gains made by the Department in reducing re-offending by Māori will have a positive impact on reducing the intergenerational effects of Māori offending. Improving outcomes for Māori within health, education and economic sectors will have similar impacts. It is essential that we work collaboratively with agencies, hapū, iwi and Māori community groups who work with Māori offenders.

"Māori do better when they do things as a group. We do great in sport. We do very well in health if we do it as a group. Maybe we need to ask what is the collective answer to improving the performance in reducing crime?"

Participants of symposium on safer communities: Māori and Crime Reduction – August 2007



Reducing Re-offending through Te Ao Māori (the Māori world)

In the Māori world, individuals comprise of four interrelated domains: te taha tinana (body), te taha hinengaro (mind), te taha wairua (spirit) and te taha whānau (family)³. When these four domains are in balance, we have Māori wellness and wellbeing. For Māori offenders, understanding these domains will lead to a better understanding about how their attitudes and behaviours positively or negatively affect their own wellbeing and the wellbeing of others.

Progress to date

With support from Māori partners such as hapū, iwi, Māori service providers and community groups, the Department has designed, developed and implemented a wide range of programmes and services from a Māori world view. These programmes and services reconnect Māori offenders to Māori culture as a lever to promote and motivate positive changes.

There are varying degrees of Māori cultural content in most rehabilitation programmes and services offered by the Department. For example:

- Specialist Māori Cultural Assessment (SMCA)
- Tikanga Māori Programmes
- Kowhiritanga
- Māori Focus Units
- Māori Therapeutic Programmes
- Te Piriti and Kia Marama
- Bi-cultural Therapy Model.

Evidence emerging from effectiveness evaluations shows that the Te Ao Māori approach strengthens the cultural identity of Māori offenders, improves their attitudes and behaviours and motivates them to participate in rehabilitation. Evidence from these evaluations have also highlighted areas requiring further attention. For example low referral rates and unclear links into sentence plans.

New prisons have been designed and built, and are being managed according to a new operating philosophy. Incorporating a tikanga Māori based approach through the participation of 'kaitiaki' across these new prisons is a key component to this philosophy. Partnerships with kaitiaki also support the reintegration of Māori prisoners into the community.

Looking forward

Re-offending rates of Māori offenders remain a critical target that we are determined to reduce. We have the responsibility to enforce sentences and orders. The positive purpose of our work is to motivate Māori offenders to turn their lives around in order to contribute successfully to the Māori world— Te Ao Māori, and the global world – Te Ao Hurihuri.

Staff who work with Māori offenders will encourage and motivate them to reconnect with their cultural identity and to participate in rehabilitation through assessments, programmes and services developed from a Māori world view.

We will ensure that Māori designed, developed and implemented programmes and services are as effective as possible in motivating and rehabilitating Māori offenders.

"I do recall a Māori sex offender who wouldn't participate in any of my assessments, but he did agree to do an SMCA. As a result he came out and wanted to go to Te Piriti. It motivated him and definitely had an impact because he is there now dealing with his issues."

Sentence Planner

³Professor Mason Durie - Whare Tapa Wha model of wellbeing.

Reducing Re-offending through Te Ao Hurihuri (the global world)

Alongside opportunities for Māori offenders to develop a positive and secure cultural identity it is equally as important for Māori offenders to learn skills that are applicable to wider society that will help them to lead offence-free lives.

Progress to date

The Department has worked hard to address levels of re-offending and some of our most intensive programmes are showing positive results. We know that these programmes are as effective for Māori offenders, if not slightly more effective, as they are for non-Māori offenders.

For its part, the Department has evaluated and improved many of the programmes and services that provide rehabilitation opportunities. Employment and education services have been improved to assist Māori prisoners to learn the skills they need to find employment on release. We have worked to enhance their reintegration into the community, adding resources to pre-release planning and supported accommodation, and refocusing partnerships to assist us to improve reintegration outcomes for Māori offenders.

Although some improvements have been made overall in Māori health, Māori health needs in the community are still high in comparison to other ethnicities. This situation is similar for Māori offenders. For example, 56 per cent of a sample of offenders identified with multiple and complex health and social needs were Māori, in comparison to the representation of Māori prisoners at 48 per cent and community-based offenders at 45 per cent.

New community-based sentences also provide more effective options for targeting rehabilitative opportunities for Māori offenders such as the development of work and living skills and drug and alcohol treatment.

Looking forward

We need to pay attention to the processes supporting rehabilitation initiatives, and the context in which they are delivered, to ensure Māori offenders are managed in a way that takes all factors leading to their offending into account. We will work to improve the efficiency, integration and effectiveness of our rehabilitation systems, rules and processes – incorporating core programmes, education, employment, cultural, faith-based and reintegrative initiatives in an individually focused and whole-of-sentence manner.

Where Māori offenders have drug and alcohol additions or violent propensities that contribute to their offending, we will motivate them to participate in rehabilitation programmes and services to address these offending needs.

We will continue to provide quality health services to Māori offenders. We will work closely with our partners in the health sector to ensure that Māori offenders have access to good quality health services that address their needs.

Māori offenders must have basic literacy and numeracy skills to be able to meaningfully participate in rehabilitation and in wider society. We will assist Māori offenders to read and understand numbers better than before entering Corrections.

We will also provide Māori prisoners with increased employment opportunities and training that will help them gain skilled employment on release from prison. Training and employment opportunities provided to Māori offenders will match those demanded by the labour market, increasing successful and sustainable employment.

"They (Māori offenders) need a balance of tikanga Māori values, together with relevant skills, such as literacy, numeracy and employment skills and an understanding of basic laws to effectively live a crime-free life in New Zealand."

Corrections Inmate Employment staff member



Reducing Re-offending through Te Ao Māori and Te Ao Hurihuri

"I'm a bit illiterate so I can't read all of it. I get people to read them out to me. My reading and spelling has picked up a lot but it is hard for me to write letters and read books..."

Māori male prisoner

What progress will look like

We will know we are successful when we see:

- more Māori offenders participating in assessments, programmes and services incorporating a Māori world view
- health needs of Māori offenders addressed
- Māori offender participation in rehabilitation programmes
- improvements in literacy and numeracy skills
- more Māori offenders participating in employment and training opportunities
- rates and seriousness of Māori recidivism and reconvictions reducing.

"Back then if someone said something, I'd be 'at it' (fighting). But after this I thought, nah, I'm not giving people the satisfaction by nutting off. I'm gonna be the Māori they don't think I can be. I've definitely mellowed out and do not react as bad as I used to."

Māori male prisoner



Enhancing Capability

Enhancing capability will ensure that all staff have the ability to 'succeed for Māori offenders'. We will equip our people with policies, systems, tools and working environments that enable them to achieve this.

We are effective in enhancing capability when we:

- work together and share ideas and resources
- provide staff with the necessary tools and information on how best to succeed for Māori offenders
- support staff networks in contributing to the work of the Department
- support and increase Māori leadership
- develop and implement ideas from a Te Ao Māori perspective.

Progress to date

The Department recently enhanced its structure to strengthen our ability to work collaboratively in achieving our goals. This will assist us in working in a more integrated way with Māori offenders, their whānau, hapū, iwi and other Māori community groups.

The Department provides its people with a range of training and development opportunities on an ongoing basis. In particular, it provides opportunities to build the core skills of staff, develop leadership capability and improve responsiveness to Māori.

A range of initiatives have been designed, developed and implemented to prepare staff in their work with Māori offenders, whānau, hapū, iwi and other Māori community groups. For example:

- Kia Mau
- Marae-based Cultural Responsiveness Training
- Cultural Supervision.

There are also a number of

volunteers and staff who help staff in their work with Māori offenders, their whānau, hapū, iwi and other Māori community groups. For example:

- Kaiwhakamana
- Kaiwhakahaere
- Cultural Advisors in Specialist Treatment Units
- Whānau Liaison Workers
- Māori Services Team within the Rehabilitation Group.

Recruitment campaigns and wānanga targeted specifically at Māori communities have been successful in attracting Māori staff. For example, at Tongariro/Rangipo Prison, Māori staff networks have initiated a recruitment strategy resulting in an increase in Māori applicants and the subsequent recruitment of Corrections Officers.

Staff networks have also been active across groups, services, areas and regions. Within Community Probation & Psychological Service, area and regional networks contribute to maintain valued community networks and to the development of local level plans and strategies.

A Māori mentoring programme – Amohia Ai – has also been developed. This programme aims to focus on non-managerial Māori staff being mentored by internal Māori managers. This will help raise Māori leadership capability across the Department.

The Māori cultural practices policy provides good quality advice on incorporating Māori processes into the Department's business. For example, the policy supports tikanga Māori based prison environments, acknowledges the role of tangata whenua and provides learning opportunities for Māori offenders. The policy also clarifies the roles of staff and, in particular, supports managers in promoting te reo Māori when leading events.

Tangata whenua have also played a key role in the design and development of our new prisons such as Papamauri (cultural building) at the Auckland Women's Regional Corrections Facility.



Looking forward

This Māori Strategic Plan is a tool for all departmental staff. In addition to providing staff with an understanding of the Māori world view and an understanding about the factors contributing to Māori offending, it outlines how we as a Department aim to succeed for Māori offenders.

The shared services model operating at regional and area levels through management teams across groups and services provides us with an opportunity to consider the following aspects of our business:

- developing, improving and increasing communication about what works with Māori offenders
- sharing information about Māori specific assessments, programmes and relationships available internally or within the community
- the possible sharing of resources where there are common areas of interest – such as Kaiwhakamana in prisons and in the community.

Providing our people with the capability to work effectively with Māori offenders, whānau, hapū, iwi and other Māori communities will be a key focus area if we are to succeed for Māori offenders.

Recruitment strategies that target Māori communities will help us maintain our high ratio of Māori staff. Using te reo Māori in advertisements and advertising in Māori publications as well as recruiting specifically from universities, wānanga and Māori community events will positively promote the work of

the Department and provide more role models for Māori offenders.

Encouraging and supporting staff who are motivated to work together as a network can help to maintain staff motivation. These networks can also help to identify local opportunities, where we can make greater and more positive contributions towards succeeding for Māori offenders in the Māori world - Te Ao Māori - and in the global world - Te Ao Hurihuri.

Continuing to support Māori staff with leadership potential will help us to further strengthen our core business to improve outcomes for Māori offenders. For example, through internal Māori mentoring programmes or specifically tailored external leadership development programmes.

Considering a Te Ao Māori perspective, or impacts on Māori offenders in the development of strategies, policies, programmes and services will mean a more effective approach for Māori offenders, their whānau, communities and wider society. This can be achieved through the FReMO tool – a Framework for Reducing Māori Offending – in the development of all our work, be it operational or strategic.

*“He aha te mea nui?
He tangata, he tangata,
he tangata.”*

What is the greatest thing?

*It is people, it is people,
it is people.*

What progress will look like

We will know we are successful when we see:

- staff working together across group and service boundaries to succeed for Māori offenders
- staff having confidence in working with whānau, hapū, iwi and other Māori community groups
- high levels of Māori staff
- recruitment strategies targeted at Māori communities
- motivated staff networks contributing to local level plans that will lead to 'succeeding for Māori offenders'
- Māori staff with leadership potential participating in leadership development programmes
- greater use of the FReMO tool in decision making processes.

“We need to take Māori issues seriously. All staff need an understanding of why the rates of imprisonment for Māori offenders are so high! If we all work together, we can start to make a difference.”

Prison Services staff member



Strengthening Partnerships

We cannot achieve the outcomes on our own. We will develop strong relationships with a diverse range of partners by strengthening existing relationships and building new ones.

Good partnerships will be seen in our work both directly with Māori offenders, and also with the offenders' whānau, and the communities where Māori offenders live or will return to. We will work collaboratively with other Government agencies, specialist and community-based Māori service providers, and local Māori communities and groups.

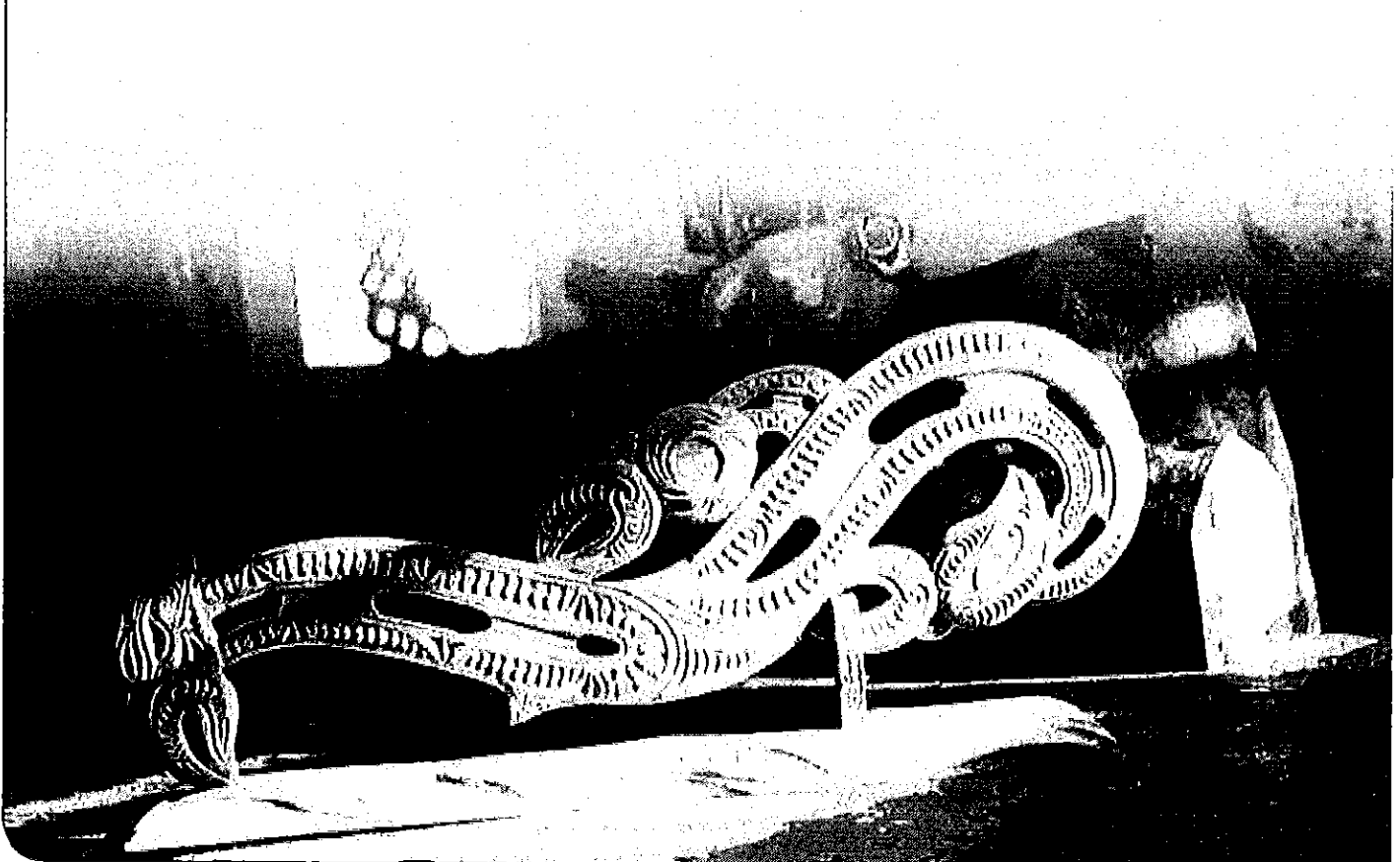
We will also work creatively with employers and training providers to give Māori offenders the best opportunities for rehabilitation.

Strong partnerships and a collaborative working style will:

- achieve better outcomes for the community – both enhanced sentence compliance and reduced re-offending
- promote innovation based on a range of perspectives
- provide access to Māori expertise from outside the Department
- allow services to be provided that reduce re-offending across the community, not only within the Corrections environment
- improve implementation of services in specific cultural, geographical and social situations
- earn the respect of other agencies and groups who share similar outcomes.

"...a better understanding of the services available for Māori and to liaise with these agencies to ensure a better partnership..."

Corrections Inmate Employment staff member



Progress to date

Partnership and collaboration has strengthened across the justice sector. Joint solutions are being implemented to tackle persistent justice sector issues. Effective Interventions is a justice sector approach to reduce Māori offending and re-offending, and therefore increase public safety and reduce the growth in the prison population. A promising opportunity is the Priority Offenders initiative led by the Ministry of Justice and NZ Police where all agencies work together with high-risk Māori offenders and their whānau in their own communities to reduce re-offending.

The Department is focused on improving its relationships with the health sector. These partnerships are particularly important given the special health needs of Māori offenders and the links that issues such as mental health and drug and alcohol abuse have to Māori offending behaviours.

Every day we work with partners in the community. Significant relationships with hapū, iwi and specialist Māori service providers have been established in many regions, along with increasing recognition of the value of our long standing relationships with volunteer groups. Many Māori community groups also benefit from the community work that offenders do.

Looking forward

Good partnerships will be seen in our work both directly with offenders, and also with offenders' whānau and communities. We will work collaboratively with whānau, hapū, iwi, Māori community providers, Māori volunteers and other government and community based agencies to help us succeed for Māori offenders.

To be effective in our Māori partnerships, it is important that we continue to strengthen their capabilities to enable them to better support us in the work we do. Providing our partners with opportunities to learn more about the way we do things as well as learning from others is key to continually improve our work with Māori offenders. An example of this is the Community Probation & Psychological Service annual and regionally based Tikanga Māori Programme Provider hui.

It is also important that our staff are aware of 'who does what' within the communities of Māori offenders and who is the Departmental contact. This is particularly important where staff from different groups and services are working with the same hapū, iwi and other Māori community groups.

The recently structured Māori Services Team within the Rehabilitation Group will appropriately target our efforts towards engaging with whānau, hapū, iwi and other Māori community groups to enhance the rehabilitation and reintegration of Māori offenders.

What progress will look like

We will know we are successful when we see:

- mutually beneficial relationships with whānau, hapū, iwi, Māori service providers and other Māori community groups, including agreement on how to measure improved sentence compliance and reduced re-offending by Māori offenders
- timely and appropriate support and services delivered by other agencies and those involved with Māori offenders in the community.

"Because Māori communities want to help and are ready to help – we as an agency need to be able to partner them into the process by guiding as well as working alongside them."

Community Probation & Psychological Services staff member

