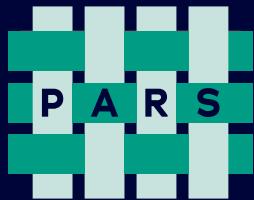


# Annual Report 2020



People  
At  
Risk  
Solutions



**Ka koekoe te tūi, ka ketekete  
te kākā, ka kūkū te kereru. Nō reira  
tēnā koutou e ngā tini ahurea e  
noho nei i tēnei takiwā o Tāmaki  
Makaurau. E ngā iwi, e ngā maunga  
whakahī, ngā uringi, ngā tipua,  
tēnā koutou, tēnā koutou, tēnā  
koutou katoa.**

Ka mihi ki ngā aituā, ngā  
maimaitanga. Haere koutou  
ki tērā wāhi e kapunipuni  
mai rā e te tini me te mano.  
Whakapiki ki te ara piki ki  
ngā rangi tuhāhā, ki Tikitiki  
o ngā Rangi, ki Toi o ngā  
Rangi. Haere ki te huihungā  
o ngā Atua. Haere koutou,  
haere koutou, ā, kua ea.

Ka hoki anō ki ā tātou ngā  
mahuetanga, tēnā anō tātou.  
No reira ki ngā kai Hāpai

me ngā kai tautoko i  
whakapau kaha ki te awhi  
i a mātou o te poari me  
te Tumuaki Rangatira me  
āna kai mahi, me pehea  
nei te mihi, otira, tēnā  
koutou katoa.

Ka mutu, ka huri te pītau  
whakarae o Māihu ki  
te Rangi ki ngā tāngata  
whai i te oranga me ā  
rātou whānau e noho pani  
ana i te ao hurihuri nei.

Kei ā koutou te take!  
Otitia, kia manawanui,  
kia māia, kia kaha rā.

Ka tautokotia tonutia  
a Ngati Whātua ki Orākei  
i te Kāhui Ariki, te pou  
here tangata, te pou here  
o ngā waka o te motu.  
Paimārire. Nō reira, noho  
ora mai rā i raro i ngā  
parirau ā te Runga Rawa.

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# PARS at a glance

Rarangatia te kowhaiwhaitanga  
O te tika, te pono, me te aroha  
Hei oranga mō tō iwi.

Weave the tapestry of right  
Of truth and love  
As sustenance for your people.

PARS is a community organisation that offers a constantly evolving, contemporary model of support to people at-risk in the communities we serve in the Northern Region. We are the go-to provider and reintegration expert in our communities, and our services are delivered by dedicated teams who provide solutions that go beyond a tick-box response.

## Highlights of this year's report include:

- Our Te Pā Tūwatawata ecology of care strategy; a purposeful and intentional response to supporting the self-determined moemoeā and wawata of tangata
- The progressive review of PARS' constitution; positively positioning the organisation to be even more responsive and innovative into the future
- Our recently-launched Te Hokinga Mai – Raki service; delivered in collaboration with three other high performing organisations in a PARS-led consortium.
- Whānau Resilience; our opportunity to co-design a new service alongside other providers, aimed at building strong, resilient communities where whānau are supported to live violence free
- The amazing support of our donors and our partnership with Spend My Super; helping PARS to continue providing high-quality support and outcomes for our tangata and whānau
- Our people; a PARS staff member and a deportee from Australia kindly share their stories with us.

Enjoy.

## Vision statement

**A living, thriving ecology of care, that heals, restores and transforms.**

## Mission statement

**Eliminate inequity, provide equal opportunities and empower individuals and whānau.**

## Values

**Our values are based on supporting the self determined moemoeā and wawata of our tangata.**

Manaakitanga  
Wairuatanga  
Rangatiratanga  
Arohatanga  
Whakapapa  
Whanaungatanga

## Our structure

PARS' staff numbers grew from 32 last year to over 40 this year. They and a number of volunteers are overseen by a board made up of mana whenua, church and community representatives.

Our funders include Department of Corrections, Ministry of Health, Ministry of Social Development, Foundation North and other agencies, and we receive donations, grants and subscriptions.

To support our clients, PARS provides a range of housing solutions, including privately owned homes. We also lease/rent houses, studios and one-bedroom apartments across Auckland, Whangarei and Kaikohe.

We have MSD Level 2 accreditation.

# Chairperson's report

**Titiro Haere Whakamua**  
Paimaaririe

As King Tūheitia's representative and interim chair, my role includes facilitating outcomes that ensure the sustainability of PARS. It is imperative that we be constantly evolving to respond to the ever-fluid environment in which we work, and positioning the organisation as a trusted provider and advisor to the decision-makers of the day.

In the past year, we have undertaken an in-depth review of where the needs for our services most lie and the most effective way in which to meet those needs. A wide consultation process was carried out, capturing the voices of our people from the board table through every level of the operation, and externally to ensure we understand the position and requirements of our government funders.

The review was informed by Ara Poutama Aotearoa's 2019-2024 strategy, Hōkai Rangi, which includes a commitment to work with Māori on decision-making to improve outcomes across the justice system, and the Ministry's ongoing initiatives to modernise the justice system.

## Refreshing PARS' Constitution

We are proud of our 100+ year legacy and PARS' flexibility in adapting whenever needed throughout the

decades. In the 21st century, a commitment to Te Tiriti o Waitangi is fundamental for any service provider with large Māori client numbers such as PARS. Recognising that Māori feature disproportionately in all social areas, including justice, health, education and prisons, then providing accessible and appropriate solutions supports every layer of society.

During the consultation it became abundantly clear that a Te Ao Māori-centric approach aligns with our services and the expectations of our largest funders, reflects the needs of our tangata and their whānau, and honours our commitment to Te Tiriti o Waitangi. PARS is well-placed operationally as a kaupapa Māori provider to respond to the Corrections Minister's stance that "what is good for Māori is good for everyone". To ensure this direction is supported with strong foundations, we undertook a review of our governing document, PARS' constitution. The result

was a robust and thorough process that culminated in the presentation of a draft constitution for our members' consideration at the 2020 annual general meeting.

The approval and signing of the new constitution at the meeting heralded a new era in PARS' evolution. Addressing sustainability and growth requires bold and well-considered decisions, and I thank all who contributed to the review process.

We have developed PARS' constitution in a way that is both respectful of our legacy and acknowledges the importance of growth and evolution for an organisation to remain relevant. This is a future-proofed set of governing guidelines that has an overarching focus on achieving mana ōrite (shared respect and responsibility) at governance level that reflects the unique on the ground service delivery to all our tangata and their whānau.

## Working in partnership

It has also been a successful year operationally, most notably securing the Out of Gate contract through Ara Poutama to deliver reintegration services to assist participants and their whānau through the transition from prison back into the community. The service, Te Hokinga Mai – Raki, is delivered through a collaboration with three other high-performing organisations with histories of delivering outcomes-focused services to individuals and families who need support the most. It is a pleasure to be working alongside partners who are equally dedicated to achieving positive outcomes for our collective clients.

# Board Members

## Our board

In the past year, we farewelled Catholic Representative David Randall, Quakers representative John Gordon, and Community Representative Reverend Amiria Te Whiu.



### Hurimoana Dennis

**Interim Chairperson, Tainui Representative, Ngāti Porou, Ngāti Kahungunu and Rongowhakaata**  
Experience – justice sector, leadership for Māori, Māori-lead community development, innovation.



### Nick Dangerfield

**Treasurer  
Baptist Representative**  
Experience – Chartered Accountant, audit and risk, business consultancy.



### Tui Ah Loo

**Secretary  
Chief Executive Officer  
Ngāti Porou, Tūhoe**  
Experience – strategic relationships, justice sector leadership, Māori development.



### Ken Kerehoma

**Mana Whenua Representative  
Ngāti Whātua-o-Ōrākei**  
Experience – mana whenua governance and executive level, cultural advisory.



### Liz Caughey

**Anglican Representative**  
Experience – youth development, community networks, justice reform, advocacy.



### Peter-Paul Barker

**Auckland Hebrew Representative**  
Avid art collector, student of the art and culture of Africa, Oceania and Asia, and consultant for more than thirty years. Experienced in the complexities of rehabilitation and reintegration of prisoners.



### Deacon Hans Flapper

**Catholic Representative**  
Experience – accounting and management. Last twelve years Church Ministry in parish and as Chaplain at Auckland Prison – Paremoremo.



### Judith Wishart

**Quaker representative**



### Janet Hepi

**Life member**  
Former Hebrew representative on Board.

# CEO's report



**Tui Ah Loo**  
CEO

## Annual highlights Te Pā Tūwatawata – Our ecology of care

In the last financial year, PARS experienced exponential growth following the development of Te Pā Tūwatawata (Te Pā); PARS' demonstrated commitment, determination and passion to create a safe and secure environment that nurtures a sense of community, belonging and sustainability for its people.

In a modern context, Te Pā represents a vision for Māori to reassert rangatiratanga by creating a holistic approach and a space to heal, restore and

transform its people. Te Pā draws on the time-honoured traditional practices of social justice, known as tikanga and mātauranga Māori.

**Ko te whare tū ki te koraha  
he kai mā te ahi; ko te whare  
tū ki te pā tūwatawata he tohu rangatira.**

A solitary house will succumb to fire;  
a house in the stockaded pā is a sign of a chief.

This whakataukī underpins and informs the vision of PARS to create and provide an environment that shifts emphasis from service and programme delivery for tangata, to providing a space and place for restoration and healing of intergenerational trauma and mamae (pain). Te Pā will help people to learn and understand the Māori world and provide opportunities to gain the transferable skills and values that are needed to thrive and serve in a world characterised by constant change. Our people will be empowered to realise their potential through a strong sense of values, ethics and community.

At the heart of Te Pā is empowerment through identity by providing a spiritual, cultural and physical base for our whānau to "Kia Tū Tangata Ahi", to stand tall in their full potential.

## The aim of Te Pā is to provide:

- An appropriate teaching and learning space for integration into tertiary education and campus life
- A space to collaborate and partner for Māori achieving as Māori
- A place to create and grow a community of interest, purpose and future
- A space to explore creative and commercial promotion of Māori artistic potential.
- A space of support, whanaungatanga, access to resources and a therapeutic environment that enables change
- A spiritual base for Māori and others
- A place where tikanga Māori will endure
- A place for restoration and healing of intergenerational trauma
- A place where Māori models of practice are exercised and modelled by Māori staff and through Māori spaces
- A place where Māori and others can gather and explore ways to whakawhanaungatanga as a means to develop stronger connectivity
- A place that serves Māori interests – clients and staff

# CEO's report

The tikanga (guiding principles) of Te Pā are underpinned by enhancing the mana of all we work with and the people within our organisation. When we practice our values, we give effect to the mana of whānau by:

## MANAAKITANGA

We nurture and look after people and relationships to enhance the mana (prestige and integrity) of each individual.

## WAIRUATANGA

Our actions restore and enhance physical, mental, spiritual and whānau wellbeing.

## RANGATIRATANGA

We support whānau to determine their own future.

## AROHATANGA

Our unconditional regard for one another on a journey of healing, restoration and transformation.

## WHAKAPAPA

We act as an enabler for reclamation of Māori cultural identity.

## WHANAUNGATANGA

We act as a navigator to make links and connections with whānau, hapū and iwi relationships to embrace whakapapa and focus upon healthy productive relationships.

### Te Whare Tika – Our governance and leadership

The development of Te Pā saw the need to ensure that the governance and leadership of PARS is fit for purpose to govern and lead PARS into the future. The past year has required a significant investment by the board, led and facilitated by interim Chair, Hurimoana Dennis, and the members of PARS, in developing a modernised constitution that demonstrates our Society's commitment to working in accordance with the principles of Te Tiriti o Waitangi. This includes partnership, protection and participation, and to equity in partnership with Māori in ways that recognise the distinctive indigenous rights of Māori as tangata whenua, including cultural and legal rights.

I want to acknowledge the work of Sue Barker of Sue Barker Charities Law who has assisted PARS to navigate a myriad of complexities to arrive at the point of being able to present a draft new constitution at the AGM at the end of September.

The changes reflect PARS' commitment to mana ōrite (shared respect and responsibility) at the governance level, cascading down through the organisation.

At an operational level, the increased volume and diversity of work that has emerged as PARS has grown has meant that we also needed to undertake a review of various aspects of our operation to shape our organisational capacity and capability to manage future growth and streamline our operations.

This resulted in the change of the Senior Management Team to a streamlined Executive Leadership Team consisting of the CEO, General Manager Business Development, Finance Manager and the addition of a new executive position, General Manager Operations. Furthermore, a Senior Advisory Team was established to provide operational oversight and management of Te Pā to ensure that everything we do meets the self-determined moemoea (dreams) and wawata (aspirations) of our tangata.

### Te Whare Hangarau – Technology and data sovereignty

To support streamlined delivery and data collection, PARS invested in a new Client Management System, NOTED. Over time, NOTED will be rolled out across the organisation as current services are migrated to the platform and new services are on-boarded. Extensive development has occurred between NOTED and PARS to ensure that the CMS is tailored to meet the needs of our diverse range of services.

PARS also invested in outsourcing our payroll due to the increase in staff numbers; changing our financial accounting system, and investing in a new HR database to support the overall efficiencies of the organisation.

## CEO's report

PARS is a highly experienced provider, with a wide suite of services across the justice, health and cultural wellbeing sectors. We know what will work to change the negative outcomes for rangatahi impacted by the justice system – and we need to be able to do more of what works.

### Our Services

#### PARS/Te Ira prototype model

Over the past two years, we developed PARS/Te Ira, a new way of working and responding to our rangatahi who are the most at-risk of hopelessness. PARS/Te Ira committed to supporting rangatahi to achieve long-term success via a return to their positive identity, through a strengths-based, tangata-centred and whānau-inclusive kaupapa Māori approach. PARS/Te Ira delivered on a wide range of wellbeing outcomes, including building confidence and capability, cultural connectedness, and positive whānau relationships. Referrals came from across the sector and community, including prisons, correctional facilities, government agencies, self-referrals and whānau referrals.

In 2019, we commissioned Shea Pita & Associates to carry out an evaluation of PARS/Te Ira to capture our experiences, findings and learnings. The resultant report, Tangata Ako, revealed a significant number of

strengths and successes, and recommended a range of strategies and actions to maximise opportunities for future development.

Tangata Ako noted that, "What was most impressive about the process data, was repeated external participant compliments about the approach used by the team, the high calibre and quality of the team, and the team's unwavering commitment to delivering an agile and flexible service that was culturally sensitive, which valued client voice, that was motivational and practical." This success was echoed in the words of one District Court Judge who cited, "[PARS/Te Ira] is the blueprint for the future."

We know that it is far more effective from a wellbeing and financial perspective, for the government to invest in pipeline disruption than to maintain the status quo. The Department of Corrections states that the cost of housing a prisoner is \$250 per day (\$91,000 per annum). PARS/Te Ira disrupted the justice pipeline for 64 of our 106 rangatahi in the financial year ending 30 June 2020,

by keeping these rangatahi out of the system. Assuming that if we did not intervene, and they went on to be

incarcerated for only one year each, we potentially realised \$5.824 million savings for the New Zealand tax payer in just 12 months.

Over the last financial year, PARS supported a total of 106 rangatahi aged 11-30, who have been a part of the justice system, to reintegrate into their whānau and/or communities of choice. Each of these rangatahi was guided through sustainable change by providing a positive environment which supported them to implement self-directed goals and objectives.

Based on the success of PARS/Te Ira, we have developed the model into a new programme offering, Te Ohomai Rangatahi. An investment plan has been produced with the support of the Centre for Social Impact to seek investment in Te Ohomai Rangatahi to enable us to continue this crucial mahi.

#### Te Hokinga Mai – Raki

PARS is an expert provider of reintegration and resettlement services for released prisoners, deportees, at-risk youth and their whānau in the Northern Region. This expertise was recognised when a PARS-led consortium was contracted to deliver Out of Gate, a new service funded by Ara Poutama Aotearoa Department of Corrections that supports tangata and their whānau to return home and thrive in the Northern Region.

PARS recognised that the most effective way to achieve the level of change required and to provide better outcomes for whānau, would be through collaborative relationships with other organisations across multiple sectors.

Working with Ngāti Hine Health Trust, Kāhui Tū Kaha, and ProCare, PARS formed the consortium and developed our innovative service solution, Te Hokinga Mai – Raki. Te Hokinga Mai literally means "to return home" and encompasses

the collective ethos of our consortium partners of supporting tangata to return to their whānau and thrive, while Raki refers to the Northern Region (Auckland and Te Tai Tokerau/Northland).

The consortium members are all high-performing providers and we are each dedicated to improving the wellbeing of our tangata and whānau. We have a history of working together and agreed to pool our considerable combined resources to deliver Te Hokinga Mai – Raki in the Northern Region. While PARS is the lead provider, we work collaboratively in all aspects. Refer to page 16 for more detail around this service.

#### Consortium partners



#### Whānau Resilience

PARS was also successful in being contracted by Ministry of Social Development (MSD) to co-design alongside other successful providers a new service, with the aim of building strong, resilient communities where whānau are supported to live violence free, and to eliminate violence for the next generation.

The five pou (pillars) of the Whānau Resilience Service will focus on:

- Strengthening cultural identity and whakapapa
- Strengthening social capability and community connection
- Supporting long term behaviour change for men and people using violence
- Supporting healing from trauma and recovery from violence
- Creating healthy, safe relationships and skills.

#### Resettlement services for deportees and their whānau

PARS has continued to lead national services that support people being deported as they resettle in Aotearoa New Zealand. Refer to page 24 for highlights of the service. From 2016 to date, 807 tangata deported have engaged in PARS services, and this number continues to rise. As a result of COVID-19 we saw a significant reduction in New Zealanders being

deported from Australia, and this meant tangata were detained for longer than they might normally have been. With border restrictions now being relaxed, we will see a substantial increase in our people being deported, mostly from Australia.

Refer to page 20 for profile of Whānau Resilience and page 30 for Mack's Story, 'The value of human connection'.

# CEO's report

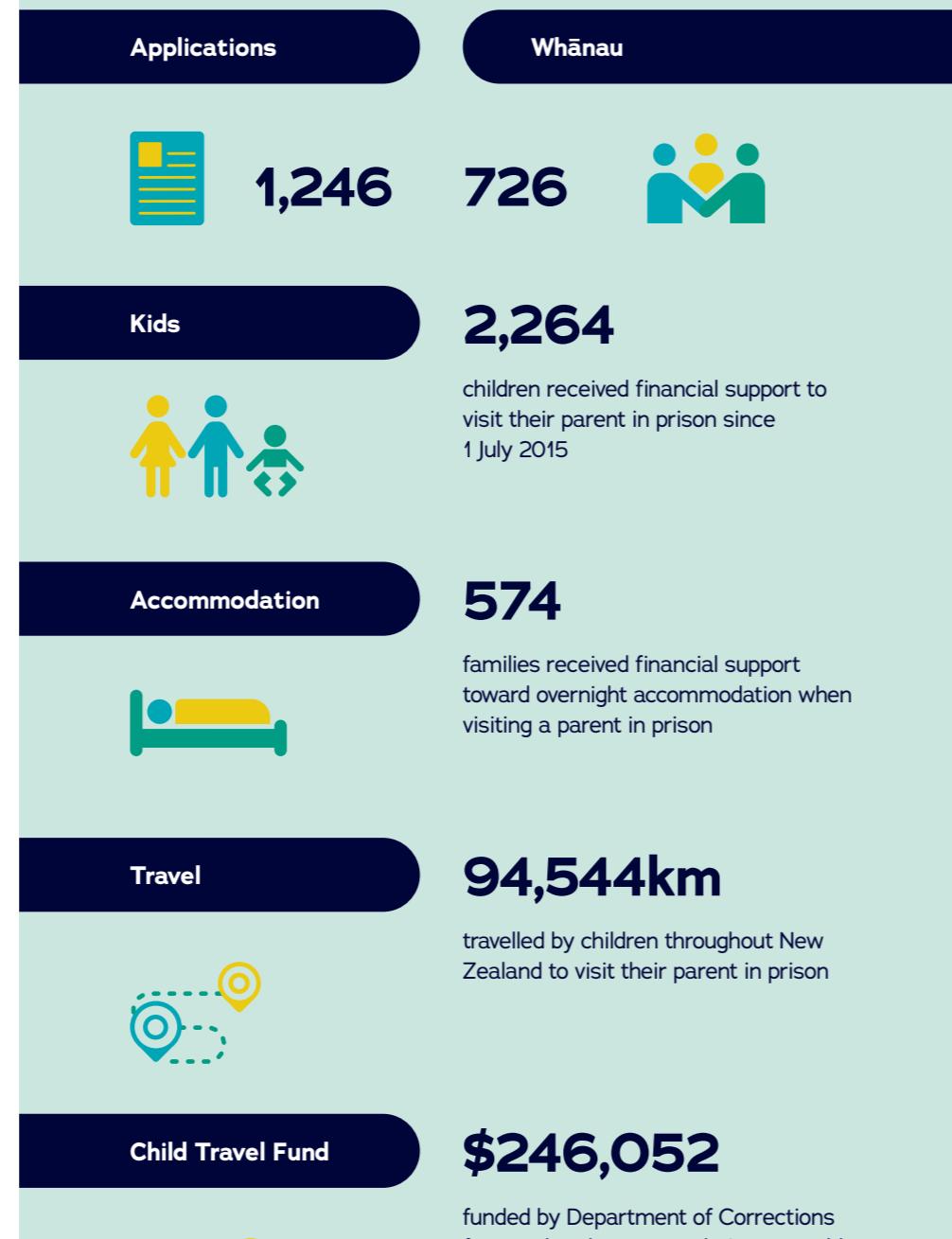
## Child Travel Fund

Since launch on 1 July 2015

PARS is the national administrator for the Child Travel Fund on behalf of PARS societies nationally and the Salvation Army. At any one time, around 20,000 children in Aotearoa have a parent in prison.

With most whānau living a long way from the prison the cost of visiting can be prohibitive, and with only a small amount of help available, many are unable to visit regularly. There is considerable evidence of family disruption over the duration of a prison sentence, so this fund is pivotal to improving engagement with children and maintaining whānau cohesion.

Sadly, with the outbreak of COVID-19 and the introduction of temporary restrictions, whānau and children were unable to make prison visits. The impact this had on tamariki and mātua is inestimable.



## Acknowledgements

My sincere thanks to our staff whose dedication and commitment to the tangata and whānau we have worked with over the past year is to be commended. The resilience of our team as they led, mobilised and navigated through unprecedented times in response to COVID-19 ensured the collective wellbeing of our tangata and their whānau was nourished, and on behalf of PARS and the governing board, we are indebted to you.

To the Board of PARS who volunteer their time and expertise, thank you for your ongoing support and wise counsel. In particular, to our interim chair Hurimoana Dennis for your unwavering leadership as you navigated PARS through this pivotal chapter in our history. Ina he mahi o te rangatira ko koe tena!

I am very grateful for the generosity of our volunteers who give of their time freely,

and for the relationships we have with the many community groups and service providers who contribute to the social, cultural and economic outcomes for our clients.

I would also like to acknowledge and thank the PARS societies throughout New Zealand, who continue to entrust us with the administration of the National Child Travel Fund.

To the many individual donors and philanthropic funders who contribute to PARS, together we are creating transformation and sustainable change for our people.

Finally, I acknowledge the people we support; thank you for trusting PARS to support and guide your pathway forward.

Nau to rourou, naku te rourou, Ka ora te iwi!

# Donations

## Donor support

In the latter half of the year, PARS experienced a marked increase in donations from right across Aotearoa and as far afield as the UK. This is both humbling and very encouraging, and these funds will be put to good use in supporting tangata and whānau in need of our services.

As we mused on this unprecedented inpouring of support, one donor kindly shared what motivated his generous ongoing gifting:

"The COVID-19 pandemic brought on thoughts for others, and apparently others have thought the same way. The question then was – whom can I help? There are many "fashionable" charities which are well-organised and successful in raising funds, so I looked elsewhere – charities whose work is important but not always recognised as such. With that PARS came to mind." As our donor noted, the people PARS exists to support are not always the most favoured in society, and are all the more needy for that, "so the decision was not that hard".

You can find out how to go about making a donation via our website – [www.pars.co.nz/donate](http://www.pars.co.nz/donate).

### Spend My Super

PARS is delighted to be addressing inequality for children in Aotearoa through our partnership with Spend My Super; an innovative charity that helps generous Kiwis to make a difference for children and families in need across our country. Through Spend My Super individuals can donate part or all of their superannuation to selected charities. Spend My Super's vision that "every New Zealand child has a fair chance to thrive and succeed" aligns well with PARS' vision of a living, thriving ecology of care that heals, restores and transforms.

If you are interested in using your superannuation to support PARS in its mission to 'stop another generation of disadvantaged children and youth of prisoners' we encourage you to visit [www.spendmysuper.org.nz](http://www.spendmysuper.org.nz) to make a donation.

We thank all of our donors for their generosity and for choosing PARS when there are so very many other charities in the sector. It is through such selfless giving that we can help to provide real and sustainable improvements in the lives and futures of our people.

**Ehara tāku toa  
I te toa takitahi,  
engari he  
toa takitini.**

**My strength  
is not that of  
the individual,  
but that of the  
multitude.**



PARS periodically publishes blogs and news items; the latest (below) highlighting how donor support is contributing to a better future for Aotearoa's rangatahi.

### Visioning a better future for our young people

The old adage, "The world is your oyster", ought to be a reality that in the 21st century applies to all; especially our young people, for whom opportunity and a positive life experience are surely their birthright. The reality is of course far from that for many young people in Aotearoa New Zealand today, and the causes and reasons are by their very nature, complex.

In Aotearoa, we have a justice system characterised by inequity, risk and poor outcomes – especially for Māori – and the statistics make for sobering reading. Māori are 16% of the population of Aotearoa, yet more than half of all prisoners are Māori, and more than two-thirds under the age of 20 are Māori. At any one time, 9,400 Māori children have a parent in prison, and these children

are 10 times more likely to end up in prison themselves. It is this unacceptable reality that drives us at PARS.

Here we subscribe to a "one size fits one" model of care: true success requires a blend of support options woven into unique solutions for unique individuals. In line with this philosophy, our rangatahi (youth) service, Te Ohomai Rangatahi (Awakening the Potential of Rangatahi), is a bespoke rangatahi-centred and whānau-inclusive service which successfully delivers a wide range of wellbeing outcomes to youth. According to one District Court Judge, PARS' service is "the blueprint for the future".

Today, we are focused on supporting rangatahi who are already in the system to get out and stay out. Into the future, we are committed to diversifying our service model in order to prevent Aotearoa's young

people from entering the system in the first place. Realising our vision of a living, thriving ecology of care that heals, restores and transforms lives, will mean that rangatahi have the skills and capabilities they need to self-navigate through life in the way they want, have a positive outlook on life and have the skills and resources they need to bounce back from adversity.

Our point of difference is not about how we can 'fix' our clients, but how we can support them to realise their full potential; intellectually, socially, emotionally and spiritually, as individuals and as valued members of their whānau and communities.

The positive difference we are making would not be possible without the support of our donors. Each and every donor contributes to improved outcomes not just for our rangatahi, but for their whānau, the community

and ultimately, Aotearoa as a whole. Together we are creating transformational and sustainable change for our young people.

Follow PARS' Facebook page to be notified of all new posts - [www.facebook.com/parsincorporated](https://www.facebook.com/parsincorporated).

## Profile

### Te Hokinga Mai – Raki service

This year, PARS was delighted to be contracted by Ara Poutama Aotearoa Department of Corrections to deliver the Out of Gate Reintegration Service and Remand Reintegration Programme, alongside our collaboration partners in the newly-formed and PARS-led consortium. The service, Te Hokinga Mai – Raki, supports tangata (participants) who are serving a short sentence (under two years) and those on remand (for any length of time) with reintegration services to assist them and their whānau through the transition from prison back into the community.

The Te Hokinga Mai – Raki consortium comprises three Māori owned and operated, iwi-endorsed and bicultural organisations – PARS and mana whenua, Kāhui Tū Kaha, delivering services in Auckland facilities and Ngāti Hine Health Trust delivering services in Northland; and ProCare, who will share in-kind resources and support inter-consortium referrals. Our collaboration combines our considerable collective knowledge, experience, relationships,

networks and resources to realise improved outcomes for our clients. We share a comprehensive understanding of this demographic and a dedication to improving the wellbeing of tangata and whānau. Together we employ more than 700 staff and have been delivering services to New Zealanders for over 140 years.

Our service solution was a tailor-made response to the Ara Poutama strategy

for 2019-2024, Hōkai Rangi, using a proven kaupapa Māori model underpinned by Te Ao Māori principles and philosophies aimed at growing whānau resilience. Te Hokinga Mai – Raki has adopted an ecology of care based on PARS' own model, Te Pā Tūwatawata (see pages 6-9 for more information on Te Pā), which harnesses the partners' ability to integrate and innovate in ways that offer far greater opportunities to tangata and whānau.



#### Te Hokinga Mai – Raki team

Our purpose-built modules were developed to provide practical life skills combined with creating a deeper understanding of culture and heritage as support systems to life success as defined by the individual. We have incorporated wraparound support for the most commonly-faced barriers for our tangata – including social, education, accommodation, employment, health and cultural wellbeing – and, in line with PARS' one-size-fits-one philosophy, our team will create bespoke solutions to best meet the needs of each tangata and whānau.

#### Our team

Gaining this new contract heralded a period of more growth for PARS. Our newly-appointed team include educators, social service practitioners and cultural

specialists who were hired for their obvious passion to make a real difference in supporting tangata to realise their potential, previous experience, pukenga and pumanawa. There are no tick-box responses with this team, they go the extra mile!

Being awarded the contract was the culmination of many months of development, building on our already strong relationships and shared kaupapa to create a service that is proudly tangata-centric, whānau-centred and whānau-led.

PARS had the pleasure of hosting the launch of the new service on 1 July. As providers committed to delivering improved outcomes for our clients, we look forward to the challenges ahead and the creative solutions that our consortium will develop as

we strive to heal, restore and transform the lives of our tangata and whānau through a kaupapa Māori approach.

## Case study

### Te Hokinga Mai – Raki service

By Hope Hana-Wheeler  
Kaiārahi Te Hokinga Mai – Raki

A 26-year-old, Māori wahine was referred to the PARS Te Hokinga Mai – Raki service by her prison case manager following a short period of incarceration. The wahine presents with a history of being a victim of domestic violence and alcohol and drug addiction.



After completing the PARS assessment, the Kaiārahi assisted the wahine to create a tangata ora plan, which is essentially a list of goals to stabilise and then thrive. The tangata ora plan enabled the wahine and Kaiārahi to put a plan in place that would assist the wahine to prioritise and work towards achieving her goals.

The biggest concerns for the wahine were moving out of what she described as an "emotionally abusive household", making sure that she did not consume alcohol or drugs again, and creating healthy boundaries so that she would have the courage to walk away from unhealthy relationships.

To address the concerns identified by the wahine the Kaiārahi encouraged her to sign up to a GP and with wahine approval, referred her to the Mental Health and Addiction team at PARS. It was decided at the time by the wahine that moving out of the accommodation that she was in straight away would be too disruptive so she remained at that residence.

After the first few meetings, the interactions from the wahine became less engaging. It is possible that the wahine was holding back from reaching out as she was becoming increasingly overwhelmed by her environment and was reverting to old habits.

After a few weeks of light touch engagement, the wahine reached out to the Kaiārahi on a weekend.

She informed the Kaiārahi that she had been seeing her ex-partner secretly and had consequently become a victim of domestic violence and been hospitalised. The wahine explained to the Kaiārahi that because she had been seeing her ex-partner secretly and this incident happened, her whānau had kicked her out and she felt she had been victim blamed. The Kaiārahi called her manager and sought support and approval to be able to connect with the wahine on the weekend to visit her in the hospital. The Kaiārahi went to the hospital to visit the wahine straight away and provided support.

The Kaiārahi sourced safe accommodation for the wahine in a long-term wahine shared home. The Kaiārahi worked closely with the hospital social worker to ensure that the wahine was safe and had everything she needed. The social worker reported the incident to the police. The wahine was hesitant to speak to the police as she was scared, however, she was comfortable in engaging with the police with her Kaiārahi's support. Once the police became involved, the Kaiārahi worked closely with the police to put a safety plan in place. An alarm has been installed into the wahine's new address, a referral to counselling has been made and the wahine has now got an assigned family harm officer that can assist her with her safety needs.

In addition to the collaboration with external agencies, the wahine has had more meaningful contact with the Kaiārahi and has indicated that she would like to become more active with the mental health and addictions practitioner who is based at PARS.

Moving forward, the wahine will be coming into PARS to attend a session with the mental health and addictions team and she will be working closely with her Kaiārahi to prioritise and achieve the goals outlined on the tangata ora plan. She will also continue to engage with other external specialised support services with the support of PARS.

## Profile

### Whānau Resilience

By Ella Falakoa  
Kaiwhakamana for Whānau Resilience

Whānau Resilience is contracted under the Ministry of Social Development (MSD) and we have partnered with several community organisations in the hopes of delivering a clear concept that will create strong, resilient communities where whānau are supported to live violence free and to eliminate violence for the next generation.

PARS has been given the opportunity to collaborate with other organisations in the whānau resilience space and we are currently working in unison to identify our community needs, whilst placing the voice of our whānau at the centre. Because PARS has already established a Māori world view it provides us an opportunity to promote Te Ao Māori practice within the collective space, championing our indigeneity throughout the collective design.

PARS brings the skill set to lead conversations that influence innovative ideas and thinking within the collective space, which will help drive PARS' vision of Whānau Resilience to fruition.

PARS has a vigorous focus on Whānau Resilience being whānau-centred with a lens of empowering and restoring mana.

Whānau Resilience resembles empathic action and a genuine care for change which will enable our whānau to become resilient warriors.

#### Whānau Resilience is an opportunity for our whānau to:

- Determine their own healing process
- Identify unwanted behaviours
- Learn healthy coping mechanisms
- Create a safe environment
- Lead their own journey
- Thrive for positive whānau opportunities
- Build their culture and self-identity
- Gain a sense of belonging and life purpose.

Whānau Resilience is also about building PARS' capability to drive sustainable practices for long term healing and recovery from trauma.

#### By the end of the service, PARS will be delivering a service aligning with the five service pou:

- Strengthen cultural identity and whakapapa
- Strengthen social capability and community connections
- Support behaviour change for men and people using violence
- Support trauma healing and recovery from violence
- Create healthy relationships and skills.

This is an exciting space that will help nourish the health and wellbeing of our whānau on their journey of eliminating whānau harm.

Tui I te rangi, tui I te whenua,  
tui I te moana, I rongo te po,  
I rongo te ao.

Maintaining balance between both worlds, women and female.

## Together our whānau will thrive.

– Papa Rereata.

# Korowai of Support

## Te Pā Tūwatawata

Nau mai haere mai ki te  
Pā Tūwatawata o PARS  
Whānau Centred, Whānau Led



### A living, thriving ecology of care, that heals, restores and transforms

Te Pā® – using Kaupapa Māori as an inspiration Te Pā meets the self-determined moemoea (dreams) and wawata (aspirations) of our tangata.

## Mana Ārite

Strength-based, hope-fostering Kaupapa Māori resilience model  
Dedicated teams that provide a bespoke service  
Passion and drive that go beyond tick-box responses  
Underpinned by Te Ao Māori principles and philosophies

## Points of difference

Complete end-to-end Korowai  
Holistic wrap-around response  
Wellbeing/advocacy support  
Expertise in cultural identity and connectivity  
One size fits one!

As a kaupapa Māori organisation, PARS responds to community needs and vulnerable whānau. We have a substantial history working in the space of reintegration and social services and we pride ourselves on operating with a tangata and whānau centric service operating model which is reinforced with kaupapa Māori values. Our driving philosophy is supporting tangata to lead their own change and to be the rangatira they were destined to be. We realise this by addressing the most difficult barriers, such as stigma, judgement, lack of resources and social exclusion, which prevent our tangata from reintegrating into their whānau, hapū, iwi, community and New Zealand society.

PARS' ecology of care key focus areas include; reintegration, whānau resilience/manawaroa, mental health/hauora hinengaro, emotional health/hauora kare ā-roto, addictions/ngā piringa wara, and whānau whai ora responses.

Our core services are delivered under contracts with Department of Corrections and Ministry of Social Development. To complement our core services, PARS provides a range of housing, employment, health and wellbeing, education and training, cultural identity, mentoring, resilience and whānau services. These are delivered to our clients at a critical time in their reintegration back into their whānau and communities.

## Support services

- Reintegration Services for Returning Offenders (ROO) deported from overseas, primarily Australia
- Reintegration Services Long Servers (RSLS)
- Te Hokinga Mai – Raki Reintegration Services and Remand Programme – Northern Region
- Supporting Offenders into Employment (SOE) Services
- Creating Positive Pathways (CPP) in partnership with Kāhui Tū Kahā
- Whānau Resilience services for long-term healing and recovery for people affected by family harm
- Mental Health and Addiction Services (funded by Ministry of Health) and subcontracted by Turuki Health Care
- Specialised at-risk Rangatahi services – Te Ohomai Rangatahi
- National administration of the Child Travel Fund on behalf of Prisoners Aid and Rehabilitation Societies throughout New Zealand and the Salvation Army Reintegration Service
- Administrator of South Auckland Prison Host Family Grant.

## Service delivery outcomes

**716**

Number of clients

**409**

Domestic released prisoners

**173**

Deportees

**134**

At-risk youth

**440**

Supported to maintain spiritual, personal and cultural wellbeing

**91**

Navigated to other health and wellbeing services

**244**

Youth

Positive connections to whānau and community

**163**

Provided a welcome pack and basic needs met

**35**

Positive one-on-one mentoring sessions with a PARS mentor

**43**

Positive group mentoring sessions with a PARS mentor

### PARS Mental Health and Addiction Support

**160**

Youth

Navigated to mental health and ADD services

**480**

ADD intervention sessions

**55**

First face-to-face assessment under alcohol and drug service

**492**

Children funded to visit a parent in prison

**10**

Transported whānau of prisoners to visit

**207,043km**

Travelled

### Ethnicity

Māori (286)



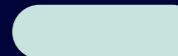
European (180)



Pasifika (159)



Other (53)



Not recorded (38)



A



B

## Skills for life

### Household, financial, family and whānau commitment

**481** Youth  
Navigated to manage household family/whānau and financial commitments

### Assistance in finding accommodation

<b>107</b> Youth	<b>158</b> Youth	<b>329</b> Youth
Supported accommodation	Emergency/transitional accommodation	Sustainable/long term accommodation

### Improving employment resilience

<b>188</b> Youth	<b>56</b> Youth
Navigated to address income related needs and improved employment resilience	Supported into employment

## Statement of Service Performance

### For the Year Ended 30 June 2020

Empowered people through a transformative process of reconciliation, readjustment and redevelopment contributing as members of their whanau, community and New Zealand society.

	2020	2019
Supported Domestic Released Prisoners	409	442
Supported Deportees upon immediate return to NZ	173	243
Youth on remand supported on release	91	49
Supported at-risk youth	43	47
Assisted into suitable approved Supported Accommodation	107	164
Assisted into suitable approved Emergency/Transitional Accommodation	158	183
Assisted into suitable approved Sustainable/long-term accommodation	329	355
Navigated to manage household family/whānau financial commitments	481	508
Navigated to maintain spiritual/personal & cultural wellbeing	440	383
Navigated to connect to pro-social family/whānau & community support	244	551
Navigated to address income related needs & improved employment resilience	188	308
Provided a 'welcome pack' and basic needs met	92	163
Supported into employment	56	61
Children funded to visit a parent in prison	492	656
Transported whānau of prisoners to visit	10	53
One on one mentoring sessions with a PARS community mentor	35	38
Participated in group mentoring sessions with a PARS community mentor	43	93
Consultation/liaison contacts under Alcohol & other Drug Specialist Service	74	172
First face to face assessment under Alcohol & other Drug Specialist Service	55	120
One on one Alcohol & other Drug counselling sessions	480	587
Navigated to Mental Health and Alcohol & other Drug Specialist Service	160	113
Navigated to other services	91	176
Developed Alcohol & other Drug health plans	29	37
Mental Health & Alcohol & other Drug assessments completed	36	48

# Our people

## Renee Stone

### Finance Administrator

Renee Stone joined PARS in early 2020 as administrative support in the accounts area. She is bright, motivated, and loves being part of the PARS team.

Ko Tarawera te maunga

Ko Te Waiiti te awa

Ko Te Arawa te waka

Ko Ngāti Pikiao te iwi

Ko Ngāti Hinekura te hapū

Ko Te Waiiti te marae

Ko Renee Stone tōku ingoa

Renee was born and raised in Rotorua, where she lived with drug and alcohol addictions from an early age. Becoming a mum at the age of 15 was a turning point in her life. She was determined to provide her young son a better future, so they moved to Auckland to make a fresh start when Renee was 19. Living with her dad in Mangere Bridge, she worked hard to overcome her addictions and says that leaving her home town and the lifestyle she had led there was the best move she could have made for her and her little boy. She and her whanau still live in the area 15 years on, and with her partner, Renee has two more kids, now five and four. "Life is full-on!"

Renee's employment journey

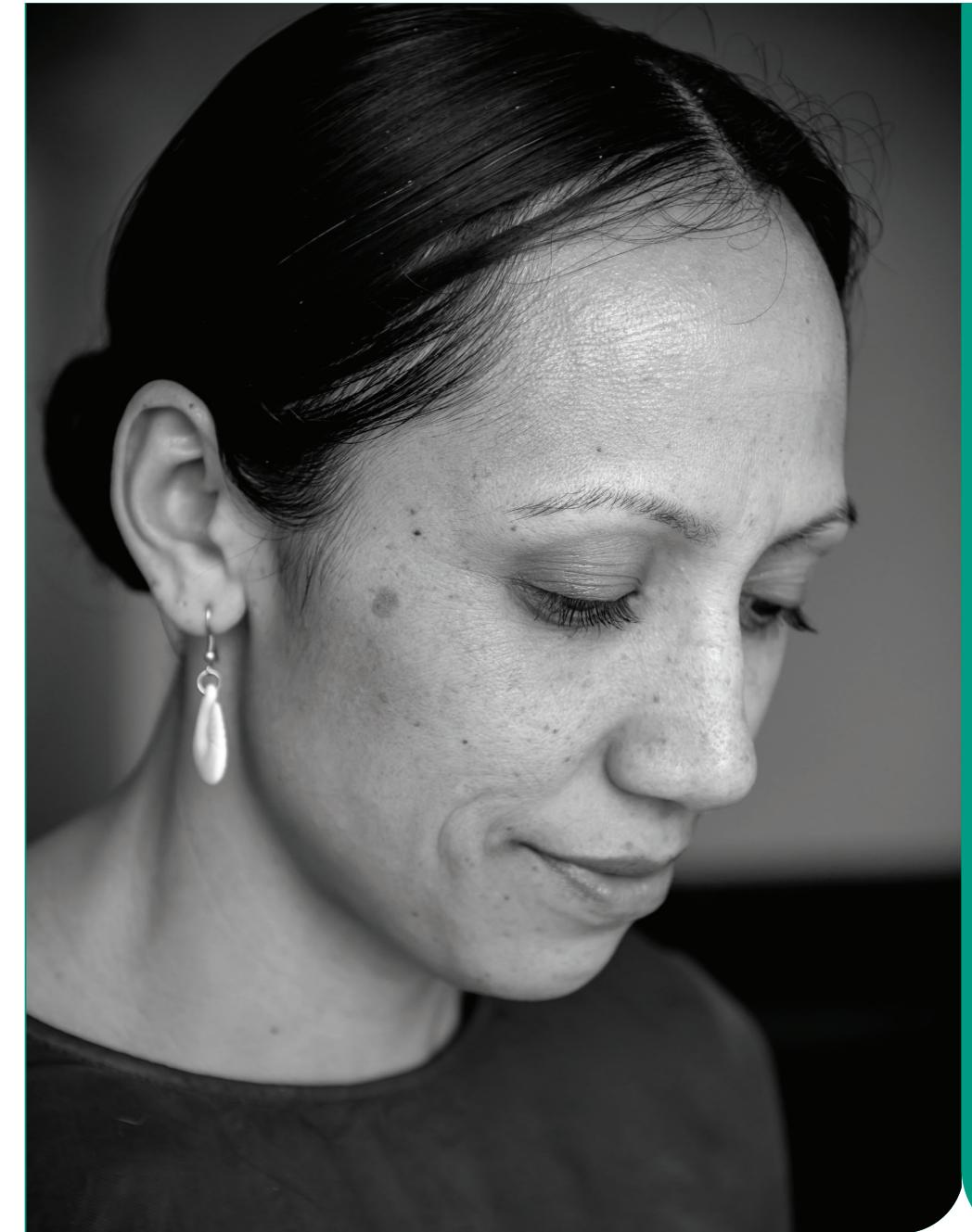
started when she secured a full-time job after arriving in Auckland. She stayed with her employer, a Māori-owned taxi company, for nine years; working her way up from reception, only leaving when the company closed down. Being keen to learn, she grew her skill base by studying part-time alongside her job, gaining a diploma in business administration at MIT. Her employer was flexible in allowing her the time to study, and Renee is grateful for their support in finding her passion.

Towards the end of 2019, Renee found herself longing to do something new. She was working at a netball centre but it wasn't motivating her, so she joined a temping agency and it was through them that she learnt

about a newly-available accounts admin role. They gave her limited information about the organisation but since she was keen to build her knowledge in accounts, Renee went along to check out the opportunity. She met with Operations Manager Aroha Jessop and Finance Manager Russell du Plessis, and PARS immediately felt right – "This is a mean organisation!" She was offered the job and Renee says she felt blessed to get the role. Although originally brought on board as a temp, with PARS expanding, Renee was delighted to be offered a full-time position. Her role as finance admin supporting Russell feels even more perfect than if she had designed it herself.

Growing up, Renee says she wasn't immersed in her culture. Although being in Rotorua Māoridom was all around her, "It wasn't a big deal at home." Joining PARS has been a cultural revelation. Celebrating Matariki was a special highlight; she'd never done that in a workplace before. PARS' Mareikura put on a dinner for the staff and

**Renee Stone**  
Finance Administrator



partners were invited to come along as well. It is this kaupapa Māori environment – the sense of whānau and inclusivity – that makes PARS such a wonderful place to work.

Renee has great respect for the leadership at PARS; "They're upfront, they're down to earth, they don't muck around, and they're fair." Renee is especially grateful to Russell

for his mentoring and encouragement to learn at a higher level. She started studying for a diploma in accounting prior to joining PARS and having recently gained her qualification, Renee is keen to see how far she can take it.

Russell is more than happy to encourage someone with Renee's enthusiasm and aptitude. "From the outset, Renee demonstrated a

willingness to learn and a 'can do' attitude towards her work. Not only does she have the ability to design new processes but also the patience to assist staff with the implementation of them. She will be an asset for PARS and a role model for younger New Zealanders."

As for the future, Renee hopes to stay on at PARS long-term and is considering training to become an

accountant. In the meantime, she plans to pursue another long-held goal, to be able to kōrero in te reo Māori; and with organisational guiding principles like manaakitanga, whakapapa and rangatiratanga, what better place to do just that!

## Case study

### Mack's story

#### The value of human connection



Heading to Australia at age 23, Mack had dreams of building a good life for himself, his wife and their infant son. Returning under a deportation order 15 years later while his wife and six kids stayed behind, wasn't exactly part of the plan. But being arrested and imprisoned in Australia in 2019 was a pivotal turning point in his life and Mack takes full responsibility for how he ended up there.

Mack is an articulate and good humoured guy in his late 30's. Raised in suburban Auckland in the '80s, he had what he considered to be a pretty normal middle class upbringing. Although Mum was abusive, he was close to his dad; a hard worker who did his best to keep the family together. But drinking, drugs and parties were commonplace at home, and when Mack was 15 his father had had enough and moved out. Mack went with him and over the next few years they shared good times bonding over doing up the house and tinkering with engines.

Mack stuck to himself as a kid and stayed out of trouble so it was a sad irony to be leaving school at 16 after an unprovoked hiding from a bunch of kids at school. But even at that age Mack was resourceful and self-motivated. He joined an outdoor adventure tourism course, studied anatomy and physiology, got a job as a lifeguard and holiday programme coordinator at the local pools – where he met his future wife – then got into house renovations for Kāinga Ora (formerly Housing NZ).

It was 2006 when he, his wife and their baby son moved to Australia, and over the next few years they welcomed five more children to the whānau. Mack worked long hard hours to keep

them financially comfortable, but his wife was feeling the isolation of being away from family and friends, and communication between the two started to break down. As his wife withdrew, Mack found himself coming home from work worn out and needing to feed the kids and do housework. His mum had brought him and his three siblings up tough so he found it hard to express his feelings. He started drinking heavily and "got into some stupid stuff". Anger became an outlet and a way to cope, and Mack got himself a reputation for getting into fights.

In 2019, he was arrested for an act of violence and was sentenced to 14 months' imprisonment, with nine to be served behind bars. Mack built and presented his own case for early release to the court, and was awarded a reduction in imprisonment to seven months. In February 2020, two weeks after the ruling, Mack was released on probation and agreed to return to Aotearoa under Section 501 of the Australian Migration Act.

PARS were on hand when he arrived to support his reintegration, and in Mack's words, "PARS are awesome!"

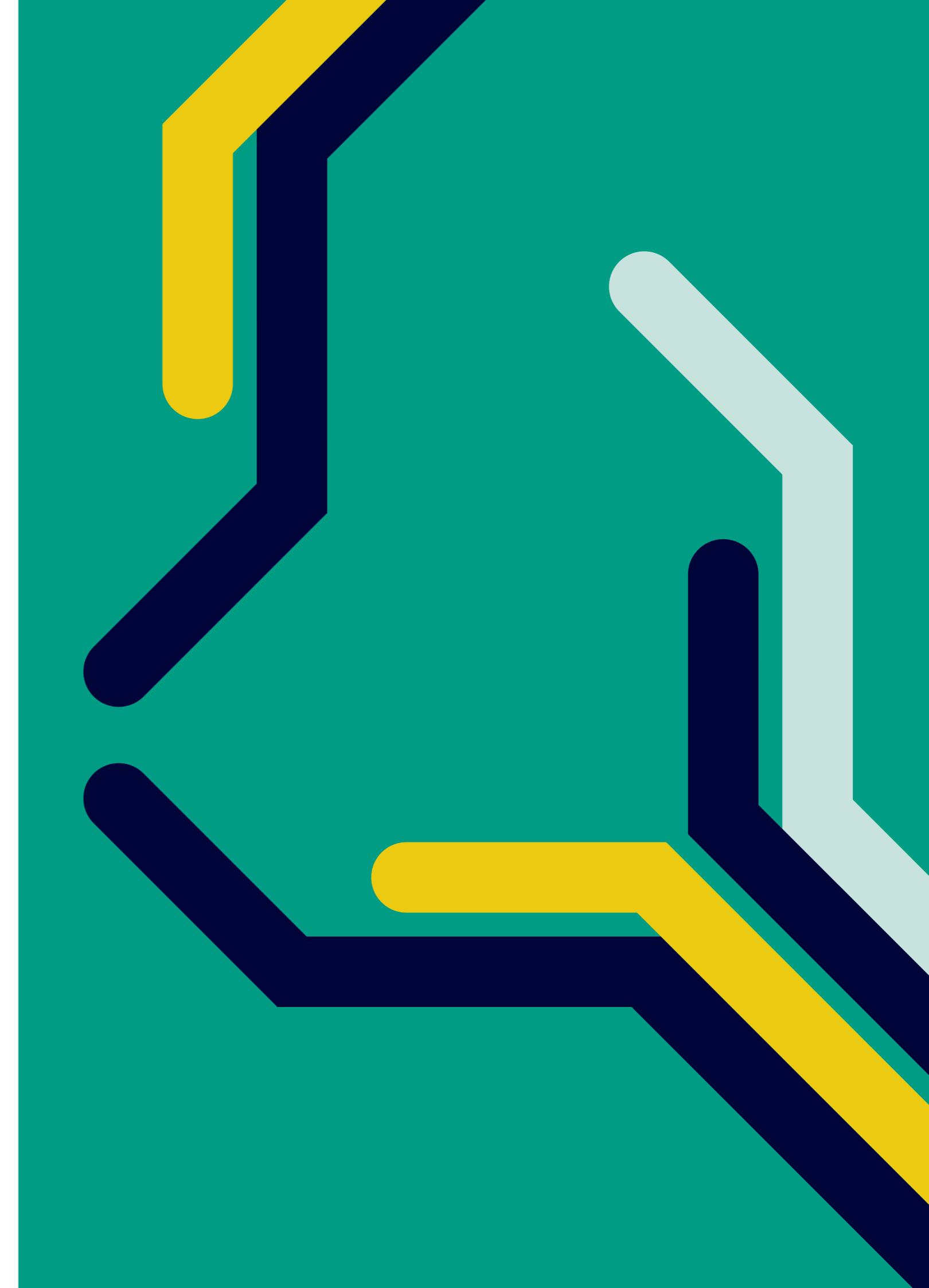
He is particularly grateful for their trust in him to understand his own needs and the type of support he knew would serve him best

– an example of the PARS 'one-size-fits-one' approach to providing services.

Mack is capable and resourceful, so left to his own devices he would have managed to navigate his own way around the benefit and probation systems, but having someone to talk to who would listen without judgement while he went through the process, made reintegration that much easier. He felt heard and respected. The value of the encouragement of another human being cannot be underestimated in the healing journey, and Mack really appreciates that the team still check in with him every so often to see how things are going.

Today, Mack is happy, and is excited to have landed a job as a warehouse team leader. The only thing missing is his wife and children. Although they were due to follow him home in April, the pandemic put paid to that, but Mack is optimistic that they will be able to return in September. By that time his full sentence will have been served and they will be able to live as a family again. In the months since his sentencing, Mack has experienced "a return to more of" himself than he has been for years. Life is looking good, and he can't wait to be reunited with his kids so they can see their dad at his very best.

## Notes



**PARS Incorporated**

PO Box 108-104  
Symonds Street  
Auckland 1150  
New Zealand

Unitec  
Building 8 & 9, Gate 1  
79 Carrington Rd  
Mt Albert 1025

Phone +64 9 630 0862  
Email [info@pars.co.nz](mailto:info@pars.co.nz)  
Charities Services Number  
CC32737

