



DEPARTMENT OF
CORRECTIONS
ARA POUTAMA AOTEAROA

Mahi Aroha

Volunteer Strategy 2018/19

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Department of Corrections
Private Box 1206
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This report should not be distributed without the approval of the Chief Executive,
Department of Corrections.



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Consultation

This report has been sent to the following people for consultation before being finalised.

Person	Title	Date Requested	Date Received
Helga Wientjes	Chairperson, Volunteering New Zealand	29 August 2018	6 September 2018
Neil Campbell	General Manager Cultural Development	21 August 2018	21 August 2018
Steve Cunningham	Director Offender Employment & Reintegration	8 August 2018	15 August 2018
Juanita Ryan	Chief Psychologist	21 August 2018	23 August 2018
Neil Beales	Chief Custodial Officer	21 August 2018	24 August 2018
Amy Brighton	National Operations Manager	21 August 2018	4 September 2018
Hannah Buchanan	General Manager Maori Strategy and Partnerships	21 August 2018	28 August 2018

The strategy was also endorsed by the Department of Corrections Executive Leadership Team at an Emerging Senior Leaders presentation on 1 August 2018.



Methodology

1. This strategy was developed by members of the 2017/18 Emerging Senior Leaders group:
 - *Jessica Borg* – Manager Rehabilitation Programmes & Interventions
 - *Bryan Frederick* – Manager Industries, Waikeria Prison
 - *Robert Jones* – Principal Analyst, Service Design & Implementation
 - *Hannah McGlue* – Principal Adviser, Women’s Strategy
 - *Megan Tuhoro* – Residential Manager, Spring Hill Corrections Facility

2. A literature review was conducted to understand best practice for volunteer services and, specifically, for volunteer services in a corrections system.

3. A number of workshops were conducted with practice leaders in the Offender Reintegration & Employment team and volunteer co-coordinators to understand the current state of volunteer practice within Corrections, and to investigate opportunities to improve the service. A survey was sent to volunteers to gain their perspective on the current system and insights into improvements. The team also visited a local volunteer service that collects unused food from businesses and redistributes it to people in need through NGOs.

4. The Department of Corrections systems analysis framework was used to ensure different components of the volunteer system were considered when developing this strategy. The framework takes into account:
 - *People* – all the people involved and human factors that contribute to the system
 - *Tools and resources* – Tool and resources available for people to carry out their work in the relevant areas.
 - *Environment* – The conditions that directly influence human and equipment performance in the workplace.
 - *Practice Frameworks and Policies* – All relevant practice frameworks and policies.



Introduction

5. The Department of Corrections' overarching goals are to protect the public and reduce re-offending. However, one government agency alone cannot help people who offend successfully rehabilitate and reintegrate back into the community. We can only create lasting change when all New Zealanders step forward and claim these people as their own, recognising the part they play in improving their lives, reducing their risk of re-offending, and making Aotearoa a better place to live.

6. The New Zealand public's opinion is frequently cited as the rationale and impetus for punitive rather than restorative or rehabilitative correctional policy and practice¹. In recent decades, crime and punishment has been used and debated during political campaigns, become popular newsworthy topics, attractive for documentaries and victim rights campaigns. Research shows that the public can support rehabilitative policy; however, segments of the public become influenced and persuaded to believe there is a crime problem that requires a more punitive approach².

7. In order to influence public opinion about the restorative role of rehabilitation, we need to build empathy about the needs and barriers that people who offend face when trying to change their lives. One of the best-known and most researched strategies for triggering new moral thinking is role-taking³. Research has shown that the more details the public are provided about a person's life circumstances, the less punitive they are in reaction to the crime.⁴ Therefore, the humanitarian discourse that runs counter to stereotyping and labelling, and includes compassion and empathy, can be influential in shaping public opinion. The public have the capacity to forgive and understand the needs of people who have offended. Through humanising people in the Corrections system, the public can experience concern about the effects of their incarceration, particularly how the experience of imprisonment affects their wellbeing and future behavior.

8. When attempting to shape public opinion, we also need to consider how to best target our efforts to influence New Zealanders. Principles of influence include a focus on persuading people who could be amenable to ideas, rather than those who are directly opposed. As more people are persuaded to share a perspective, those who are directly opposed will become less so, or may have less influence to shift the group's perspective⁵. Other New Zealand agencies have adhered to this principle in their public engagement

¹ (Roberts, 2002; Roberts & Doob, 1990)

² (Maruna & King, 1994)

³ (Kohlberg, 1971; Selman, 1971)

⁴ (Varma, 2006; Doob et al, 1998)

⁵ (Shell & Moussa, 2007)



campaigns. For example, as part of a campaign to stop casual racism, the Human Rights Commission focused on a narrow demographic of educated young people who were already receptive to changing their behaviours. These young people could then influence other young people. Oranga Tamariki are undertaking a public engagement campaign to influence people who have a willingness to help children, or who need help overcoming barriers to contributing. This principle of influence has the potential to help Corrections change New Zealanders' perspectives on the importance of a rehabilitative justice system.

Enhancing our Volunteer Service provides an opportunity to influence public opinion about the role of rehabilitation

9. The Corrections' Volunteer Service is an existing vehicle to influence public opinion on the restorative role of rehabilitation. When New Zealanders volunteer with Corrections, they:
 - step forward and directly contribute to helping people who have offended rehabilitate and transition back into the community
 - increase their empathy for the needs of people who offend, and better understand barriers they face in trying to change their lives
 - communicate the importance of rehabilitation to other members of the public, particularly whānau, hapu and iwi.

10. We have an opportunity to persuade more New Zealanders to volunteer with Corrections and, in doing so, help shape public opinion about the importance of rehabilitation. When recruiting volunteers, we can adhere to the principle of influence by focusing on people who are already amenable to the idea volunteering with Corrections. Our recruitment approach can address barriers that may prevent people from volunteering, such as misconceptions or logistical difficulties.

11. The current Volunteer Service does not have the infrastructure to support a significant increase in volunteers. The current recruitment process is also generally passive - we do not strategically recruit volunteers to support our core work based on the needs of sites or priorities of the organisation. As a result, we have developed the '*Mahi Aroha: Volunteer Strategy*' to 1) influence more New Zealanders to volunteer with Corrections and 2) enhance the infrastructure of the existing volunteer service.

12. Our vision for the strategy is that '*New Zealanders will recognise the importance of rehabilitation by participating in a correctional volunteer service that is strategically-directed, professionalised, and based on Mahi Aroha*'.



The concept of Mahi Aroha reflects our vision to achieve better outcomes for our people through empathy, compassion and restoring mana

13. Māori are significantly overrepresented at all stages in the criminal justice system, making up 15.8% of the population in New Zealand but around half of the offender population. As Corrections' 'Reducing Re-offending Among Māori' strategy highlights, "*More people in our services identify as Māori than any other ethnic group, therefore everything we do is designed to help Māori succeed. From the people we recruit, to the programmes we provide and the facilities and technology we use, everything we do has a link to reducing re-offending among Māori*"⁶. To succeed overall, we must succeed with Māori.
14. Our Volunteer Strategy must also involve working with Māori to improve outcomes for Māori. The concept of '*Mahi Aroha*' will guide the strategy as it reflects our vision of achieving better outcomes for our people through helping maintain their mana; being able to empathise and provide care; and taking collective, national responsibility.
15. For many Māori, the term 'volunteering' does not adequately reflect their own experiences of, and motivations for, carrying out unpaid work for whānau, hapu, iwi and other Māori organisations and individuals⁷. Mahi Aroha is the Māori term that most closely translates to the western concept of voluntary work. Māori involved in research by the Office for the Community and Voluntary sector highlighted that Mahi Aroha is unpaid activity performed out of sympathy and caring for others. Activities are performed in accordance with the principles of tikanga, to maintain mana and rangatiratanga, rather than for financial or personal reward. Mahi Aroha is also based on principles such as *whakawhanaungatanga*, and benefits both the individual and the collective community. Hence, a person's wellbeing depends on the wellbeing of the community as a whole.

⁶ (Department of Corrections, 2017).

⁷ (Office for the Community and Voluntary sector, 2007)



Volunteer Activities

Best practice

16. Members of the public have been volunteering in prisons worldwide for centuries. In the early 1800s, Quakers were providing people in prison with basic necessities such as food and clothes, as well as providing schooling for children who were often imprisoned with their mothers. Volunteer activity within international correctional environments has evolved significantly over time, with volunteers playing a key role working alongside agencies to support their core work.
17. Jurisdictions around the world take different approaches to volunteer activities, depending on the structure of their correctional system. In some jurisdictions, volunteers take on roles with high levels of risk and responsibility which, in New Zealand, are reserved for paid staff. In all systems, however, the core function of volunteers is to support and not replace the work of paid staff. This principle is reflected in New Zealand Government policy which is outlined in Appendix One and notes that, *'volunteers should not replace paid workers.'*
18. Volunteers provide a unique service to people on sentence with correctional agencies, especially people in prison. They are an independent person giving their time to provide practical help, or simply a listening ear, to people who often feel forgotten and marginalised. The simple act of letting people know that their community has not forgotten them holds significant benefit⁸.

Current state

19. Volunteer activities in New Zealand Corrections are undertaken by:
- individual volunteers representing themselves
 - Kaiwhakamana who are kaumātua that have access to prisons to enable the wellbeing of their people.
 - Fautua Pasefika who are Pacific Community Leaders who have access to prisons to enable the well-being of their people.
 - volunteers representing groups that receive contracts or grants from Corrections such as Prison Chaplaincy Service of Aotearoa New Zealand and the New Zealand Howard league for Penal Reform.
 - volunteers representing groups that do not receive contracts or grants, such as yoga or meditation tutors.
20. The current Volunteer Policy notes that the aim of the service is to:
- support RR25 (e.g.by providing skills for life and education)

⁸ (Clinks, 2016)



- support working prisons (e.g. by providing constructive activities)
- providing pro-social connections with the community’.

21. The current framework does not reflect the breadth of services already provided by volunteers, is out of date (in referencing the Reducing Re-offending by 25% by 2017 goal), and emphasises volunteering in prisons over providing services in the community (in explicitly referencing working prisons).

22. In 2016/17, the Corrections’ Volunteer Service had 1,621 volunteers completing 19,900 prison visits. All prison-based volunteer visits in 2016/17, broken down by activity type and site, are outlined in Appendix Two. The activities are heavily weighted to spiritual services and one on one literacy and numeracy support, due to the Department’s contract with the Prison Chaplaincy Service of Aotearoa New Zealand and grants with the New Zealand Howard League for Penal Reform.

23. The Department currently has no means of collating statistics on community-based volunteer activities; therefore, we are unable to report on the volume or type of services delivered in the community.

Recommendations

24. Firstly, we recommend that Corrections ensure minimal overlap between volunteer services and contracted or departmental services. This will enable Corrections to comply with international best practice and New Zealand Government policy, that *‘volunteers not replace the work of paid staff’*.

25. Secondly, we recommend that volunteers not engage in offence-focused treatment, or activities that present a high risk to themselves or others. This will ensure people who offend are safeguarded from receiving unregulated treatment, volunteers are safeguarded from harm, and Corrections is safeguarded from reputational risk.

26. Thirdly, we recommend that Corrections use the Good Lives Model⁹ as a framework to strategically direct volunteer activities. The model is a holistic rehabilitation framework which can help motivate people to achieve positive goals, enhance their overall wellbeing, and may also help incorporate Māori concepts and ideas into Corrections’ practices¹⁰.

⁹ (Ward & Brown, 2004; Ward & Marshall, 2004)

¹⁰ (Leaming & Willis, 2016).



27. The model acknowledges that all people, including people who offend, value certain states of mind, personal characteristics, and experiences, which are defined as ‘primary goods’. The eleven primary goods are:

- *life* (including healthy living and functioning)
- *knowledge* (how well informed one feels about things that are important to them)
- *excellence in play* (hobbies and recreational pursuits)
- *excellence in work* (including mastery experiences)
- *excellence in agency* (autonomy, power and self-directedness)
- *inner peace* (freedom from emotional turmoil and stress)
- *relatedness* (including intimate, romantic, and familial relationships)
- *community* (connection to wider social groups)
- *spirituality* (in the broad sense of finding meaning/purpose in life)
- *pleasure* (feeling good in the here and now)
- *creativity*.

28. The use of the model to strategically direct the types of volunteer activities provided to people who offend is anticipated to help increase their motivation to complete offence-focused rehabilitative programmes. Support to model pro-social behaviours and address immediate needs is also hoped to have a beneficial impact on a person’s behaviour and wellbeing, with fewer behavioural incidents, Intervention & Support Unit admissions in prison, or breaches in the community.

29. Examples of volunteer activities that align with the eleven classes of primary goods are outlined in the table below.

Good Lives Volunteer Activities	
Good Lives - Primary Goods	Examples
<i>Excellence in agency</i> - autonomy, power and self-directedness.	People in the Corrections system will have agency to elect to participate in volunteer-led activities, and will be given a voice in determining the type of activities that are available to them. Completing activities they have chosen will also address the primary good relating to pleasure.
<i>Pleasure</i> - feeling good in the here and now.	
<i>Life</i> - including healthy living and functioning	Life skills, healthy cooking, Alcoholics Anonymous and Gambling Anonymous
<i>Knowledge</i> - how well informed one feels about things that are important to them.	Literacy and numeracy support 1:1 assistance for self directed learning Library reading and writing English as a Second Language (ESOL)



Good Lives Volunteer Activities	
Good Lives - Primary Goods	Examples
<i>Excellence in play</i> - hobbies and recreational pursuits.	Hobbies, sport and fitness
<i>Excellence in work</i> - including mastery experiences.	CV writing, trade tutors, and specialised vocational training
<i>Inner peace</i> - freedom from emotional turmoil and stress.	Headspace, yoga, meditation, mindfulness, Hikitia te Ha (a Māori form of Tai Chi)
<i>Relatedness</i> - including intimate, romantic, and familial relationships.	Whanau connections and Storybook Dads/Mums
<i>Community</i> - connection to wider social groups.	Iwi connections
<i>Spirituality</i> - in the broad sense of finding meaning and purpose in life.	Chaplaincy and faith-based services, and Māori cultural programmes
<i>Creativity</i> - expressing oneself through alternative forms.	Dance, Arts, Crafts, Music, and Drama

Implementation

30. The proposed Principal Adviser role described in the ‘*Volunteer Services Management*’ section of this document will conduct a scoping exercise to specifically determine what types of activities that volunteers currently deliver. The Principal Adviser will then work with regional staff to ensure that a) volunteer activities complement rather than duplicate any existing similar services b) volunteers are not engaged in offence-focused treatment or high risk activities.

31. Further detail on how the ‘Volunteer Activities’ recommendations will be implemented is outlined in other sections of this document, particularly the ‘*Volunteer Recruitment*’ and ‘*Volunteer Services Management*’ sections.

Endorsements

32. The use of the Good Lives Model as a framework to strategically direct the type of activities delivered by volunteers is endorsed by the (Acting) Chief Psychologist, (Acting) Director Programmes & Interventions, and the Director Offender Employment & Reintegration.



Volunteer Recruitment

Best practice

34. Volunteering New Zealand guidelines¹¹ note that best practice organisations effectively promote their volunteer programme to people of diverse age, gender and ethnicity. Best practice organisations recognise that understanding and practice of volunteering varies across cultural and ethnic groups, and diverse volunteer teams reflect diverse client groups. New Zealand Government policy also notes that the government is committed to, *'supporting initiatives to increase understanding of, and to disseminate information about, volunteering'*.

35. International¹² and local¹³ research shows the following volunteer trends:

- an ageing general population means a shift upwards in the number of people with the time and energy to volunteer
- an increasing proportion of people are volunteering, with a declining number of hours spent volunteering per volunteer
- decreasing time availability is leading to a rise in short-term or one-off volunteering (sometimes termed episodic or micro-volunteering), and fewer committed long-term volunteers
- an increase in virtual volunteering allows people to engage in volunteering activities from any location at any time through the use of technology

36. International best practice on recruiting volunteers within a correctional environment¹⁴ highlights that:

- Volunteer roles should be of value to volunteers, and add value to the organisation. Volunteering should be strategically integrated with the corrections agency. Individual prisons, in consultation with local partners, should identify where volunteer involvement could enhance their work.¹⁵
- The application process should be straightforward. Application forms should be simple and easy to use, as complex forms can be a barrier to potential volunteers.

¹¹ (Volunteering New Zealand, 2016)

¹² (Brown et al, 2013; Four Top Trends in Volunteering; Rochester, 2018)

¹³ (Volunteer Reference Group, 2017)

¹⁴ (Clinks, 2016)

¹⁵ (Clinks, 2016)



- A potential volunteer's first contact with the agency is critical. The interested volunteer should have a named contact to speak to, and relevant staff should be able to respond to enquiries. Queries should also be addressed in a timely manner to avoid potential volunteers losing interest.
- Word of mouth, while a powerful tool for volunteer recruitment, can narrow the demographic profile of volunteers.
- Recruitment material should take diversity into account. This includes considering the needs of people who are colour blind or visually impaired, those with English as a second language, or learning difficulties. Therefore, alternative formats or other languages can be used in the recruitment process.
- The recruitment message should emphasise the satisfaction and rewards of working with people who offend, and how one can make a difference in their lives. However, it is also important that potential volunteers understand the challenge of working with these people.
- Potential volunteers who are unsuccessful in their application, should receive honest and timely feedback. They should also receive support to identify alternative forms of volunteering that may be better suited to their skills and experience. Recommending alternative organisations or wider volunteering groups may also be useful should too many applications be received for a position.
- The recruitment process should include carrying out a Criminal Convictions History check and taking references.

Current state

37. The current Corrections volunteer recruitment process differs between sites and regions. Generally, volunteer coordinators attempt to recruit volunteers based on the needs of each prison. However, the sites do not use a database or system to recruit based on need. They primarily recruit based on word of mouth through ad-hoc requests from staff or people in prison. Volunteer coordinators also use existing networks and various organisations for advertising including Universities, Seek website, Arts Access Aotearoa, and volunteer centres such as Auckland Volunteering, Volunteers Waikato, Volunteering Taupo, Volunteering Waikato.

38. Currently, potential volunteers are invited to complete a form on the Corrections website and send it to the local volunteer co-ordinator. Applications can take up to six weeks to process due to: Ministry of Justice



Criminal History checks; issues with incorrectly completed forms; posted applications by prospective volunteers with limited IT skills; and the time taken to organise inductions. The lengthy application process presents a significant barrier to engaging people who are interested in ‘micro-volunteering.’

39. Applicants are not generally offered alternative application methods such as face-to-face or phone interviews/meetings; however, volunteer co-ordinators occasionally have informal conversations with the interested party to clarify their skills or check further information not covered in the application form. Volunteer co-ordinators also face challenges in finding time to contact applicants which impacts on timelines in processing applications.

Recommendations

40. We recommend the proposed Principal Adviser role:

- works with regional volunteer coordinators to develop a system to identify gaps in local site services that support the Good Lives primary goods, so they can recruit based on those gaps. It is important to note that people in the Corrections system can address the eleven primary goods through numerous sources including departmental services, contracted services, personal engagements, and volunteer services. Therefore, the system will need to take account of all services available to people who offend.
- works with regional volunteer coordinators to develop volunteer role descriptions. Generic role descriptions can be developed based on Good Lives primary goods. High-level descriptions can be placed on the Corrections website to guide potential volunteers into areas that align with the primary goods. The generic descriptions can then be used as a detailed induction tool, and tailored for specific roles to clarify the roles and responsibilities of volunteers. These are particularly useful for specialised roles such as child minders in the Mothers and Babies unit which sets out the agreed tasks, skills, attitudes and experience required for the role.
- works with the Department’s Communications team to design videos showcasing the work of volunteers within Corrections. These videos will acknowledge the work of volunteers, identifying what is unique about volunteering with Corrections, and the positive outcomes their work can have on our people. Targeted “call to action” videos can also be developed to help recruit people for specific roles, including roles that are suitable for people interested in micro-volunteering.
- works with other agencies, NGOs, and iwi groups, to recruit and share good news stories through affiliate marketing via social media.



- update the current website for volunteers and design or purchase¹⁶ a Corrections app to create a database of volunteer need (i.e. sites designate what they need with input from people who have offended). Volunteers can log in and select their skills. They can then be directed to sites that have those needs including Community Corrections sites. The app could also hold resources that volunteers need such as expression of interest forms, information about what to expect when applying to volunteers, links to websites, links to volunteer call to action videos, training information, newsletters, and good news stories.
- update recruitment material to a) addresses any perceptions that potential volunteers have about working in a Corrections environment, b) provide alternatives to perceived stereotypes c) consider how to best recruit Māori (including Kaiwhakamana) to work with Māori who offend d) consider how best to recruit people interested in 'micro-volunteering'.
- simplify recruitment materials/forms, and adapt them to take diversity into consideration.

41. We recommend that regional volunteer co-coordinators:

- ensure recruitment methods do not rely on word-of-mouth and offer the opportunity to recruit a diverse group of people. Recruitment methods should consider how to collaborate with Māori to recruit more Māori groups and individuals (including kaiwhakamana) to work with Māori who offend.
- provide volunteers with an informal interview or chat, in addition to the formal application form process. This has its benefits for those who are better able to express themselves verbally than in writing. It also serves as a screening process for the agency.
- provide return envelopes to applicants with limited computer skills.
- provide volunteers with the opportunity of a "scope visit" to the prison or community corrections site to provide an awareness and check interest in working in that environment. This may also serve to debunk myths about working with Corrections.

Implementation

¹⁶ Existing scheduling apps may be able to be adapted for Corrections such as the Better Impact App.



42. The recruitment approach cannot be implemented through baseline funding as it will be led by the proposed Principal Advisor role [refer to the *Volunteer Services Management* section].

43. The Principal Adviser role will develop additional business cases to implement the recruitment approach, such as a case to develop a system to identify site needs and a case to develop the website/app. Once the business cases are developed, resource proposals may need to be submitted to the Investment & Benefits Committee. Note that some components of the approach will not require resource proposals such as developing the volunteer role descriptions and the call to action videos.

Endorsements

44. The Director Offender Employment & Reintegration has endorsed the Volunteer Recruitment approach.



Volunteer Induction and Training

Best practice

45. Volunteers are not paid staff members and are not expected to have the same knowledge and understanding of Corrections environments. As a result, volunteering with Corrections carries inherent risks. A volunteer's induction and training must ensure they are able to undertake their roles safely and effectively. These processes protect the safety of the volunteers, staff, the organisation, and people in our care.

46. After volunteers are recruited, it is important to reflect on the tasks the volunteer would be expected to carry out, the support they require, their training needs. International best practice highlights that volunteer induction and training should be nationally consistent and include¹⁷:

- an introduction to the criminal justice system and working with people who offend
- an introduction to the environment they will be working in, and staff they will be working with
- all health and safety information relevant to undertaking work in a Corrections environment, including how to elevate risks and concerns, and specific information about the site where they will be volunteering
- prisons and community sites should review security vetting and induction to make them volunteer friendly as possible
- shadowing current volunteers to understand the context of their role
- clear roles should be identified for volunteers
- if the volunteer is undertaking a specific role, the training package should be tailored accordingly
- training times should be flexible to recognise that volunteers will attend in their own time
- volunteers attached to organisations should not be made to replicate training.

47. International trends also highlight that there is increasing “red tape” and number of processes required, from recruitment right through to monitoring success, which can impact on an agencies ability to recruit volunteers¹⁸.

Current state

48. The current Volunteer Induction policy notes that the Volunteer Coordinator or designated Community Corrections Site Contact must ensure all

¹⁷ (Clinks, 2016)

¹⁸ (Rochester, 2018).



volunteers complete an induction process. The aim is to ensure the volunteer is clear about their roles, responsibilities and boundaries, in particular about the service or activity they are providing.

49. All prison and community-based volunteer applications should include a Ministry of Justice Criminal Conviction History check.
50. All prison-based volunteers should have their application decisions, induction dates and other relevant information recorded in the Authorised Provider Prison Entry (APPE) system. This is normally completed by the APPE administrator at each site. All volunteers are issued with an APPE ID card. The volunteer must present this every time they arrive at the site.
51. A Health and Safety and Site Induction should be completed by the security staff in prisons and a nominated staff member at a Community Corrections site. This part of the induction should include a site specific induction and either “Getting Got”, “Staying Safe” or “Avoiding Manipulation”.
52. The volunteer coordinator or Community Corrections site contact must ensure every volunteer is given an induction pack, which includes: the volunteer agreement and Code of Conduct; a “*Volunteering at Corrections*” hand-out; a copy of the “*Ensuring Personal Safety Booklet*”; a copy of the Alcohol & Drug policy; site specific information such as a map and contact lists; and the volunteer expense claim form.

Compliance with induction policy

53. Volunteers are inducted and trained at a regional level and the specific processes vary from site to site. The Department has limited national oversight to ensure the volunteer induction policy is followed. Compliance is particularly difficult to establish in the community as the APPE process is only used in prisons. The limited national oversight presents a significant risk to the Department as the policy aims to mitigate health, safety and security risks to staff, people who offend and the volunteers.

Induction for External Providers (including volunteers).

54. In 2015/16, the Quality & Performance team conducted a review of the process for vetting, inducting and training external providers in prisons (including volunteers). Due to other departmental priorities, and a lack of resourcing, a number of the recommendations arising from the reviews have not been implemented.



Police checks for volunteers involved with children

55. The Vulnerable Children's Act does not require volunteers working with children to undergo police checks in addition to the standard Ministry of Justice Criminal Conviction checks¹⁹. Although volunteers are not legally obligated to undertake police checks, agencies are encouraged to voluntarily adopt these standards as part of their recruitment process. Volunteers with Corrections currently provide services that involve children such as child minders in Mothers and Babies units, and volunteers who provide whānau transport to prisons. Volunteer co-ordinators generally conduct personal reference checks, Ministry of Justice checks, and interviews. However, there is no nationally consistent policy to ensure volunteers who work with children undergo additional police checks.

Recommendations

56. We recommend that a process is developed to provide first and second line assurance that induction and training policy is followed in prisons and the community [refer to the *Volunteer Services Quality & Assurance* section]. As part of the assurance exercise, we recommend that the proposed Principal Adviser role collate and maintain a list of all Community Corrections site contacts for all community service centres where the induction process is not completed by a volunteer co-ordinator.
57. In line with Mahi Aroha principles, we recommend that the proposed Principal Adviser role considers how tikanga practices be used when introducing volunteers into Corrections.
58. In line with best practice on role clarity, we recommend that the proposed Principal Adviser role develop volunteer role descriptions [refer to the *Volunteer Recruitment* section].
59. We recommend that the following previously-identified recommendations on inducing external providers into prisons are implemented:
- ensuring all prison sites are compliant with the APPE system
 - explore options to enhance the robustness of the current background checks
 - review and update the induction process for external providers. The review should consider ways to simplify the process so Corrections can retain existing long service volunteers and more easily recruit people interested in micro-volunteering.
 - develop guidelines to assist decision making about the approval of specified visitors with Criminal Convictions

¹⁹ <https://www.orangatamariki.govt.nz/working-with-children/vulnerable-children-act-requirements/safety-checking/>



- consider undertaking a similar review for providers in Community Corrections.

60. In line with best practice, we recommend that the proposed Principal Adviser role develop national policy to ensure police checks are completed for all volunteers working with children.

61. We recommend that the Learning & Development team develop and implement a nationally consistent training package for volunteers in prisons and the community.

Implementation

62. The proposed Principal Adviser role will create role descriptions, consider the incorporation of tikanga practices, and establish a national policy to ensure volunteers who work with children undergo Police checks.

63. The implementation of the previously-identified recommendations on inducting external providers would require a resource scoping exercise. Depending on the outcome of the exercise, internal funding may need to be sought to complete the work. The scoping exercise is estimated to take approximately one month.

64. The General Manager Learning & Development has committed to developing a national training package for volunteers within baseline funding during the 2018/19 year. As part of this work, the team will establish gaps in current practice, and develop and implement a nationally consistent package.

Endorsements

65. The Director Offender Employment & Reintegration has endorsed the recommendation to create role descriptions, and establish a process to ensure volunteers working with children are subject to Police vetting.

66. The Manager National Operations has endorsed the implementation of the previously-identified recommendations on inducting external providers.

67. The General Manager Learning & Development has endorsed the approach to develop a nationally consistent volunteer training package.



Volunteer Services Resourcing

Best practice

68. Volunteering New Zealand best practice guidelines note that best practice organisations, *'make sure people with responsibility for volunteers have access to a budget for the volunteer programme, both to make sure costs are covered and to enable further development'*. New Zealand Government policy notes that agencies are expected to *'take into account the needs of volunteers and their organisations, and the costs associated with volunteering, when developing policies and delivering services.'* International trends also highlight that there are increasing costs of engaging volunteers²⁰.

Current state

69. In line with best practice, the Offender Employment & Reintegration team in national office holds a dedicated budget of \$130,000 per year to support volunteer services, which funds petrol vouchers, volunteer co-ordinator workshops, one-off requests for training and materials, and costs associated with updating and publishing induction materials. Although the centralised fund provides volunteer co-ordinators with access to funding, they still report a high need for resources to support volunteers.

70. The Department provides volunteers who have attended at least six visits with a one-off payment of petrol vouchers, up to \$150, each financial year. As outlined below, the policy does not apply to PCSANZ volunteers. This process requires a significant amount of administration. There is also mixed views about the policy. Some volunteers do not request the assistance as they consider it contrary to the spirit of volunteering. However, many volunteers do not consider that up to \$150 per year is sufficient to cover petrol costs and have expressed a preference for a mileage based system.

71. Corrections also provides contracts or grants to a number of organisations to support the management of larger volunteer groups, including Prison Chaplaincy Service of Aotearoa New Zealand (PCSANZ), The New Zealand Howard League for Penal Reform, and Prison Fellowship New Zealand. Further details about these contracts and grants are outlined in Appendix Three.

72. There appears to be some duplication between the services provided by these organisations, and the services provided by Corrections' staff and contractors. For example, Corrections' education tutors provide education assessments and learning pathways. The Howard League also delivered *'Educational Assessment & Pathway Plans'* at Mt Eden Corrections Facility in 2017. Corrections contracts Te Wānanga o Aotearoa and Methodist

²⁰ (Rochester, 2018).



Mission to deliver NCEA Level 1 and 2 intensive literacy and numeracy courses. The Howard League also delivered, ‘1-1 literacy and numeracy support’ and ‘1-1 support to achieve NCEA Level 1 and 2 English and Maths standards’ at Mt Eden Corrections Facility in 2017.

Recommendations

73. We recommend that the proposed Principal Adviser role:

- explore national-level opportunities to develop resources that assist volunteers to deliver services that complement (rather than duplicate or overlap) departmental programmes. For example, working with Te Wānanga o Aotearoa to develop literacy and numeracy resources that volunteers could deliver to people outside of standard Intensive Literacy and Numeracy course hours (i.e. homework)
- review the petrol voucher policy, including a consideration of a mileage based system
- consider how frontline staff could apply Mahi Aroha principles to provide non-financial support to volunteers.

74. We also recommend that funding pools of \$25,000 per region are established for resources to enable volunteers to deliver Good Lives activities. Examples include:

- Kai for volunteers and the people they are working with
- Stationery for volunteers to teach basic living skills
- Sports equipment for volunteers to teach fitness and wellbeing
- Materials for volunteers to teach knitting, arts and crafts.

Implementation

75. The proposed Principal Adviser role could develop complementary national-level resources, which could be funded through the existing national office budget of \$130,000 per year.

76. A business case would need to be developed following the review of the petrol voucher policy. As part of the business case, a funding proposal may need to be submitted to the Investments & Benefits Committee.

77. The proposed regional funding pools could not be implemented through baseline; therefore, a proposal will be submitted to the Investment & Benefits Committee. National guidelines would also need to be developed on the use of the funds.

Endorsements

78. The Director Offender Employment & Reintegration has endorsed the approach to Volunteer Services Resourcing.



Volunteer Services Management

Best practice

79. Volunteering New Zealand best practice guidelines²¹ note that best practice organisations understand, *‘that a strong and dynamic volunteer programme needs a supported and resourced manager’*. The guidance also notes that best practice organisations:

- pay people with responsibility for volunteers a salary comparable to other managers with similar responsibilities within the organisation;
- make sure people with responsibility for volunteers have sufficient time available to them to provide proper support to the volunteers, as well as to complete their other tasks;
- have good communication – making sure people with responsibility for volunteers have the communication tools they need to effectively carry out their role such as task management and customer relationship software;
- encourage and support people to access professional development and peer support opportunities;
- encourage all staff in the organisation to get to know and involve our volunteers in respectful relationships;
- expect that all staff can explain why the organisation involves volunteers, and the benefits of this;
- offer training and education to all staff about how to effectively work with volunteers.

Current state

80. The Department currently has no National Office roles specifically dedicated to leading the volunteer service. The Offender Employment & Reintegration team recently held a National Adviser Volunteers role. However, the role has been converted into a Principal Adviser role within the community partnerships team to support the Department’s increased priority on housing and reintegration initiatives.

81. The Department currently employs nine regional volunteer coordinators, which are a mix of full time and part time roles. Most co-ordinators report to a Principal Adviser Rehabilitation and Learning. Although departmental policy states the volunteer service includes both prisons and the community, most co-ordinators focus on prisons due to limited resources. Most co-ordinators are responsible for individual prisons; however, some are responsible for multiple prisons, and some are responsible for whole regions (i.e. Northern and Southern).

²¹ (Volunteering New Zealand, 2016)



Recommendations

82. We recommend that, in line with best practice, a Principal Adviser role is created within the Offender Employment & Reintegration team to specifically lead the service. The Principal Adviser would:

- be responsible completing the recommendations developed as part of this strategy
- be responsible for ongoing continuous improvement of the volunteer service
- manage existing volunteer-related contracts and grants, thereby freeing up resource in the Offender Employment & Reintegration team to focus on reintegration and housing initiatives²²
- promoting the work of volunteers, and educating other staff about the role of volunteers within the organisation
- working with Corrections’ Māori Service and Rautaki Māori teams and iwi groups to apply Mahi Aroha concepts within policies and practice.

83. We also recommend that six additional volunteer co-ordinator roles are created to deliver the expanded service as outlined below. The roles would focus on developing strong community partnerships, rather than focusing exclusively on co-ordinating services in prisons.

Proposed Volunteer Coordinator positions	
Northland Region Corrections Facility	1 FTE Prison
Auckland Prison	1 FTE Prison
Mt Eden Corrections Facility	1 FTE Prison
Arohata Prison	1 FTE Prison/Community
Rolleston Prison	0.5 FTE Prison
Otago Corrections Facility	1 FTE Prison
Invercargill Prison	0.5 FTE Prison/Community
Existing Volunteer Coordinator positions	
Auckland Region Women’s Corrections Facility	1 FTE Prison
Spring Hill Corrections Facility	1 FTE Prison
Waikeria Prison	1 FTE Prison
Tongariro Prison	0.5 FTE Prison
Whanganui Prison	1 FTE Prison
Manawatu Prison	0.5 FTE Prison
Rimutaka Prison	1 FTE Prison
Christchurch Men’s/Christchurch Women’s Prisons	1 FTE Prison
Hawke’s Bay Regional Prison	0.5 FTE Prison

²² These types of initiative are likely to becoming increasingly intensive as the Department develops more community alternatives to reduce the prison population.



84. In line with best practice, we also recommend that all volunteer coordinators are encouraged and supported to access professional development opportunities. For example, Volunteering New Zealand offers a Level 4 National Certificate in First Line Management that volunteer coordinators could complete to help further professionalise the service. Volunteer coordinators could also be provided with training to increase their cultural responsiveness, and understanding of Mahi Aroha.

Implementation

85. The implementation of the Volunteer Services Management approach could not be resourced through baseline funding; therefore, a proposal will be submitted to the Investment & Benefits Committee.

Endorsements

86. The Director Offender Employment & Reintegration has endorsed the approach to Volunteer Services Management.



Volunteer Services Quality & Assurance

Best practice

87. New Zealand Government policy notes that government is committed to, *'ensuring good practice in volunteer programmes which government directly manages.'*
88. The Department has developed the Te Panekiretanga Integrated Quality Framework. The framework comprises a suite of assurance tools to support continuous improvement within a learning culture, and have been structured into four measurement types to provide increased levels of integrity: compliance, Ara Poutama practice quality, performance outcomes, and specialist tools. First line assurance is provided by front line staff and operational management. Second line is provided by regional and national management groups. All new quality and performance processes are designed to fit within the framework.

Current state

89. The Department currently has no specialised first or second-line assurance tools to assess the quality of practice within the volunteer service. We have no first or second line tools to assess compliance with policies and procedures. There is also no national risk action plan to mitigate risks associated with the delivery of volunteer services.
90. Volunteers do contribute to the Tokorima a Māui Well Functioning Service assurance process as part of the stakeholder focus group, and provide feedback to the service on its performance. Volunteer coordinators are also part of the service and contribute to the self-assessment. However, the Well Functioning Service self assessment tells us how well-placed a service is to meet the Department's goals. It does not specifically provide assurance over Corrections' volunteer service.
91. First line compliance checks in prisons and community corrections are conducted using CheckPoint and Standards of Practice respectively. These checks do not include questions about volunteers or volunteer coordinators.

Recommendations

92. We recommend that the proposed Principal Adviser role work with the Quality & Performance team to develop specialised first and second-line assurance tools. These tools would be used to assess the quality of practice within the Corrections volunteer service, including measuring compliance with policy and procedures:
- The Ara Poutama Practice Quality Tool would be adapted as a first and second line assurance process to measure the quality of practice. The questions within the tool would focus on the robustness



of the Corrections volunteer service. For example, whether volunteers felt safe, were confident they understood health and safety processes, and were supported by staff. For the first line assurance, a sample of volunteers would complete a self-assessment with the volunteer coordinators. People who offend would also provide feedback on volunteer services, which could focus on whether the types of available services were meeting their needs [refer to Good Lives primary good - *Excellence in Agency*].

- The Offender Employment & Reintegration Team would conduct periodic reviews, which provide second-line assurance on the quality of practice and compliance with policy and procedures. The first-line assurance process referenced above would take place ahead of a planned second-line process. Periodic second-line assurance review templates for other services could be adapted for volunteer services.

93. We also recommend that the Offender Employment & Reintegration team develop and maintain a Risk Action Plan to mitigate risks associated with the delivery of volunteer services.

Implementation

94. The quality and assurance approach can be implemented through baseline funding, irrespective of whether the proposed Principal Adviser role is established. The process would take a maximum of two months to adapt the Ara Poutama Practice Quality Tool, draft the second line assurance review template, develop communications to volunteers and staff, and train staff.

Endorsement

95. The Director Quality and Performance, Director Offender Employment & Reintegration have endorsed the approach to Quality and Assurance.



Volunteer Services Reporting

Best practice

96. Volunteering New Zealand guidelines note that best practice organisations ensure, *'that volunteer effort is measured and acknowledged in the organisation's reporting.'*

Current state

97. The Department currently uses the APPE system to record information about volunteers entering prison. This system provides information about the number of visits undertaken each financial year, a breakdown by prison site, and by the number of organisations undertaking visits. The APPE system does not provide more in depth data, such as age, gender and ethnicity, which would be useful in developing volunteer services policy. As noted above, Corrections has no means of collating statistics on community-based volunteer activities.

Recommendations

98. We recommend that a system is developed to collate statistics on volunteering in the community. We also recommend that both prison and community systems include additional details such as age, ethnicity and gender.

Implementation

99. The proposed Principal Adviser role would complete a separate business case to support the implementation of the recommendations. Should the business case be accepted, internal funding would be sought through the Investments & Benefits Committee.

Endorsements

100. The Director Offender Employment & Reintegration has endorsed the approach to Volunteer Services Reporting.



Volunteer Reward & Recognition

Best practice

101. Volunteering New Zealand best practice guidelines²³ note that volunteers should be seen as a central part of an organisation. Best practice agencies recognise that without their contribution, the organisation would not achieve its goals. Best practice organisations:

- make sure people with responsibility for volunteers have a voice at all levels of the organisation;
- aim for a culture of appreciation by acknowledging the ways volunteer involvement helps the organisation achieve its goals. Agencies talk about volunteers and share their inspiring stories via official reporting channels, social media, official websites, and via annual events and celebrations;
- ensure that the way things are done in the workplace reflects and promotes awareness of, and respect for, diversity;
- make sure the contribution made by volunteers is reflected in the organisation's strategic plan and goals.

102. New Zealand government policy notes that '*volunteers give their time unpaid and should have the opportunity to gain benefits in return, such as new skills, and a sense of belonging and achievement.*' The government is also committed to, '*valuing and celebrating the contributions of volunteers.*'

Current state

103. In line with best practice, Corrections has a number of processes in place to reward and recognise the work of volunteers:

- The annual Volunteer Recognition Awards take place in June every year to coincide with New Zealand's National Volunteering Week.
- Site recognition also takes place in December every year to coincide with International Volunteers Day.
- The Arts Access Awards recognise the positive input of volunteers and volunteer organisations on helping people in the corrections system to access the arts.
- National and regional volunteer good news stories are shared with the public via social media, print media and other forums on an ad-hoc basis.

²³ (Volunteering New Zealand, 2016)



- National and regional volunteer good news stories are shared internally via Tatou and other forums on an ad-hoc basis. The, now defunct, National Adviser Volunteers position also ensured that Corrections Works included a volunteering page.
- The work of prison-based volunteers is reflected in Corrections Annual Reports.

Recommendations

104. We recommend that:

- volunteer long-service recognition awards are introduced, similar to the long-service awards for staff. These would be presented in December each year at the site recognition events. Unlike staff awards, which can be identified through payroll, the identification of these awards would be based on the knowledge of regional volunteer coordinators and other local staff.
- national and regional good new stories are shared through existing forums on a more regular basis.
- the work of community-based volunteers is reflected in the Corrections Annual Reports.

Implementation

105. The proposed Principal Adviser role will share national good news stories and develop the new long service award process.

106. The implementation of the recommendation to include community-based volunteers in Corrections Annual Reports requires a system to be developed to capture data on community-based volunteer activity [refer to the *Volunteer Services Reporting* section].

Endorsements

107. The Director Offender Employment & Reintegration has endorsed the approach to Volunteer Services Reward & Recognition.



Cost Benefit Analysis

108. Investment in the Corrections volunteer service is very cost effective given additional volunteers provide free services. As noted in an international study on volunteering within correctional settings, *“with correctional resources stretched to the maximum, volunteerism stands out as a cost-effective way to bolster programmes and provide needed support.”*²⁴

109. The initial costs associated with this strategy are outlined below. Additional funding bids will need to be developed and submitted to the Investments & Benefits Committee as the strategy progresses.

Mahi Aroha Volunteer Strategy – Initial Costs (\$,000)						
Initiative	Unit cost	18/19	19/20	20/21	21/22	Total
Principal Adviser role	161	161	161	161	161	644
6 x Volunteer Coordinators	76.4	458.4	458.4	458.4	458.4	1,833
4 x Regional Budget	25	100	100	100	100	400
Total	N/A	719.4	719.4	719.4	719.4	2,877

110. The CBAX model indicates a societal Return on Investment of **1.5**.

111. The investment is projected to deliver 40,000 hours of volunteer service worth **\$1.02 million** every year. This assessment is based on the following assumptions:

- each volunteer coordinator recruits 200 volunteers per year either as individuals or as part of a volunteer organisation (the estimate is based on the current number of volunteer co-ordinators and volunteers)
- each volunteer provides one hour of service per week
- the value of each hour of service is \$35.00
- Corrections would otherwise pay for these types of services (which we are currently considering doing as part of the Better Lives Remand Service).

112. The non-financial benefits projected to result from this strategy are:

- more New Zealanders are engaged in volunteering meaning they:
 - directly contribute to helping people who offend rehabilitate
 - increase their empathy for people who offend and understanding of the Corrections system

²⁴(Campbell, 2018)



- communicate the importance of rehabilitation to other members of the public.
- Volunteers are better inducted, trained and supervised, thereby reducing safety risk to themselves and people who offend, and reputational risk to the Department.
- Volunteers working with children are subject to police checks and receive child protection training, thereby increasing the safety of children.
- People who participate in Good Lives volunteer activities are well engaged, model pro-social behaviours, and are anticipated to either contribute to the good order of the prison or reduce breaches in the community.



Acknowledgement

113. We acknowledge the assistance provided by:

- The Department of Corrections' volunteer coordinators:
 - Ruth Patterson – Northern Region
 - Kelly Tangaroa – Spring Hill Corrections Facility & Waikato Community Corrections
 - Nadine Allen – Waikeria Prison
 - Gendi TeKeepa – Tongariro Prison
 - Karyn Teddy – Hawke's Bay Regional Prison
 - Andrea Zander – Whanganui Prison
 - Phillipa Stephens – Manawatu Prison
 - Julie Clifton – Rimutaka and Arohata Prisons
 - Brett Drewitt – Southern Region
- Members of the Offender Employment & Reintegration team:
 - Stephen Cunningham – Director Offender Employment & Reintegration
 - Diane Hallot – Manager Community Partnerships
 - Helen Johnston – Senior Adviser Community Partnerships
 - Karen Gillies – Principal Adviser Community Partnerships
- Peter Johnston – Director Research & Analysis
- Su-Wuen Ong – Principal Strategic Analyst, Research & Analysis
- Beith Atkinson – Principal Solicitor, Legal Services
- Sophia Walter – Adviser Quality & Performance



Appendix One - Government Policy

The Government policy on volunteering was developed in 2002 and managed by the Department of Internal Affairs.

Government Policy on Volunteering - December 2002

Given that volunteers make a vital contribution to social development, the economy and the environment, government endorses the following policy on volunteering:

Vision

A society with a high level of volunteering, where the many contributions people make to the common good through volunteering and fulfilment of cultural obligations are actively supported and valued.

Recognition

Government recognises that:

- volunteers are found in wide-ranging spheres of activity, including sports, arts, heritage, emergency services, social services, health, education, recreation, human rights, tourism, conservation and the environment
- volunteers offer their time and expertise of their own free will, out of commitment to their community, and to fulfil cultural obligations
- the nature of volunteering varies widely depending on different cultural expectations and the nature of the task
- volunteers give their time unpaid and should have the opportunity to gain benefits in return, such as new skills, and a sense of belonging and achievement
- volunteers should not replace paid workers
- volunteering is an essential element of civil society.

Commitments

To support this vision, government is committed to:

- valuing and celebrating the contributions of volunteers
- recognising the contribution that tangata whenua, Pacific and ethnic peoples make to their communities through fulfilment of cultural obligations
- ensuring that volunteers have appropriate protection under law
- ensuring good practice in volunteer programmes which government directly manages
- encouraging community and voluntary organisations to develop and maintain good practice in supporting and involving their volunteers



- reducing barriers associated with volunteering in legislation, policy and practice
- supporting initiatives to increase understanding of, and to disseminate information about, volunteering.

Implementation

Government expects all government agencies to:

- take into account the needs of volunteers and their organisations, and the costs associated with volunteering, when developing policies and delivering services
- consult volunteers and their organisations on policy and operational changes that impact on volunteering
- have policies in place that support the private volunteering activities of staff while ensuring that public servants continue to fulfil their professional obligations.



Appendix Two – 2016/17 Volunteer Visits by Activity

Volunteer Visits in 2016/17	Total
Unknown	5
AOD Programmes	113
Arts & crafts	556
Chaplaincy Services	4,985
Constructive Activity	402
Counselling - Addiction	419
Counselling - General	362
Cultural services	1,084
Drug Treatment Unit	19
Education	555
ESOL	72
Health & wellbeing	399
Hobbies	183
Legal	2
Library, reading & writing	378
Literacy & Numeracy	1,530
Living Skills	290
Maintenance & Repairs	2
Mediation	9
Music, drama & dance	47
Parenting assistance	145
Parenting Skills	21
Psychological assessment & treatment	8
Reintegration Services	118
Self Directed Learning	3
Social work	7
Spiritual services	6,582
Sport & fitness	69
Support & mentoring	1,271
Tikanga Maori Programme	1
Unfunded programme	263
Total	19,900



Appendix Two – 2016/17 Volunteer Visits by Prison

Volunteer Visits in 2016/17					
Prison	Assistant Chaplain	Fautua Pasefika	Kaiwhakamana	Volunteer	Total
Arohata Prison	42	0	36	497	575
Auckland Prison	92	1	33	1,903	2,029
Auckland Region Women's Corrections Facility	6	0	28	1,786	1,820
Christchurch Men's Prison	274	0	7	1,864	2,145
Christchurch Women's Prison	2	0	6	723	731
Hawkes Bay Regional Prison	0	0	26	1,059	1,085
Invercargill Prison	0	0	19	1,101	1,120
Manawatu Prison	17	0	0	727	744
Northland Region Corrections Facility	0	0	1	270	271
Otago Correction Facility	74	0	9	917	1,000
Rimutaka Prison	87	23	677	2,587	3,374
Rolleston Prison	79	0	2	1,221	1,302
Spring Hill Corrections Facility	20	0	4	1,582	1,606
Tongariro Prison	80	0	14	291	385
Waikeria Prison	23	0	108	1,042	1,173
Whanganui Prison	39	0	17	484	540
Total	835	24	987	18,054	19,900



Appendix three – Volunteer Organisation Contracts and Grants

Corrections provides contracts or grants to a number of organisations to support the management of larger volunteer groups.

Prison Chaplaincy Service of Aotearoa New Zealand (PCSANZ)

The majority of volunteers within Corrections deliver religious services through PCSANZ. Corrections and PCSANZ signed a contract on 13 July 2015 with clear outcomes, including their responsibility to manage volunteers who deliver the services outlined within the contract. The contract notes that PCSANZ is responsible for establishing a volunteer management structure, with specific funding allocated for this function.

The New Zealand Howard League for Penal Reform

Corrections has provided the New Zealand Howard League for Penal Reform with a grant for \$200,000 over the next three years to deliver a the Goodlife Social Order Model nationally (including literacy and numeracy) and Driver Licensing in the Northern Region.

Prison Fellowship New Zealand

The Department provides Prison Fellowship New Zealand (PFNZ) with a yearly conditional grant. PPNZ is a faith-based organisation, which now operates largely in the community, providing reintegration support for people who have left prison and whānau support for their partners and children. Their yearly Angel Tree Christmas initiative provides Christmas gifts to children who have a parent in prison. In addition, they provided reintegration services, whānau support, family and community events, and individual mentoring support, through a total of 343 trained volunteers and 9 FTE staff.

Arts Access Aotearoa

Corrections contracts Arts Access Aotearoa to provide an arts advisory service, including co-ordinating volunteers to increase a person who offends' access to the arts, and reviewing the content of volunteer-led arts services. The annual Arts Access Awards celebrate the contribution of individuals and organisations which provide opportunities for people with limited access to engage with the arts. The Awards have previously recognised the work of volunteers in assisting people in the Corrections system to access the arts.

Individual grants

Corrections has provided one-off grants to a number of organisations to deliver volunteer services. For example, a grant to the Yoga Foundation to provide advice on best practice to volunteers delivering yoga courses in prisons.



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