



DEPARTMENT
OF CORRECTIONS
**PACIFIC
STRATEGY**

1 July 2005 – 30 June 2008



DEPARTMENT
OF CORRECTIONS

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O le tele o sulu e maua ai figota, e māmā
se avega pea tatou ai mo sika kersii.



FOREWORD

I am delighted to present the *Pacific Strategy 1 July 2005 – 30 June 2008* for the Department of Corrections. The Pacific Strategy is the Department's second strategic plan developed for Pacific peoples.

The Department's *Strategic Business Plan July 2003 – June 2008* focuses on ensuring effective offender management, improving responsiveness to Māori, contributing to reducing re-offending and enhancing capability and capacity. In relation to Pacific peoples, the Pacific Strategy is designed to assist the Department to consolidate what has been gained from the previous strategy, as well as directing its activities to areas most likely to produce positive outcomes for Pacific peoples from July 2005 until June 2008.

In order for the Department to achieve this, emphasis will be given to three key themes:

- *strengthening relationships with Pacific peoples*
- *being effective for Pacific peoples; and*
- *being responsive to Pacific peoples.*

The Pacific Strategy has been developed in consultation with the Ministry of Pacific Island Affairs, the Department's Chief Executive's Pacific Advisory Group, Pacific Peoples Regional Corrections Liaison Committee, Pacific staff, Pacific staff networks, and management and staff. In addition, the Pacific Community Reference Groups, administered by the Ministry of Pacific Island Affairs were also consulted nationwide.

I would like to thank the many people who have contributed to the development of the Pacific Strategy 2005–2008 and ask you all to work with us as we implement this strategy.

Barry Matthews
CHIEF EXECUTIVE

Department of Corrections
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Kon ʻāwhiri māwhiri. ʻAko māu, ʻāwhiri māu. ʻAko māu, ʻāwhiri māu.
ʻAko māu, ʻāwhiri māu. ʻAko māu, ʻāwhiri māu. ʻAko māu, ʻāwhiri māu.
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The Pacific

THE COMMUNITY'S ROLE

Many sectors of the community are involved in rehabilitating offenders and helping them to lead an offence-free life in the community. There are a lot of ways in which agencies, professionals, volunteers, communities, families, and individuals can help. This includes the provision of work and/or income assistance, liaison services between offenders and their families, family assistance, and spiritual and emotional support.

It takes a lot of hard work and determination to keep from re-offending and the encouragement of friends and family is very important. Therefore, it is vital that positive and constructive influences are encouraged and supported to reinforce pro-social behaviours.

THE DEPARTMENT'S ROLE

The Department of Corrections plays a key role in ensuring community safety in New Zealand as it manages offenders in prison and those serving non-custodial sentences in the community.

The Department has found that the best results to reduce re-offending are achieved when the right person receives the right intervention, in the right situation, at the right time – and gets good support from their community, friends, and family to maintain their new behaviours once their sentence has ended.

*Na noqu kaukauwa e sega wale ga ni tubu
mai vei au taudua, e tubu mo
ira na lewe vuqeta.*

FUTUNA

Strategy

DEPARTMENT'S STRATEGIC FOCUS

In carrying out its day-to-day responsibilities, the Department gives particular emphasis to activities that support the Government's desired outcomes and priorities for the public sector. These are set out in its Key Government Goals and are complemented by the following two intermediate outcomes specific to the justice sector¹:

- safer communities (being communities in which there is reduced crime and in which safety and wellbeing is enhanced through partnerships); and
- a fairer, more credible and more effective justice system (being a system in which people's interactions are underpinned by the rule of law, and justice services are more equitable, credible, and accessible).

The Department's strategic direction focuses primarily on the justice sector end outcome of Safer Communities. This outcome is supported by the Department's two secondary outcomes of Protecting the Public and Reducing Re-offending and the departmental strategic themes of ensuring effective offender management, contributing to reducing re-offending, and enhancing capability and capacity².

THE PACIFIC STRATEGY 2002–2005: GUIDING STATEMENT

The guiding statement chosen for the earlier Pacific Strategy *Tata le sualiu nei a'afia le folauga* (Bail the canoe or our voyage will not reach its destination) emphasises the importance of working together to reach an intended objective. The saying also recalls an era in New Zealand's history when Pacific peoples first began to leave their various homelands to establish new lives in New Zealand.

¹ Department of Corrections (2003) *Strategic Business Plan 1 July 2003–June 2008*: pp 12–13.

² There is no direct link to the second departmental theme of improving responsiveness to Māori. The Pacific Strategy recognises that the provision of correctional services under this theme includes having regard to the Treaty of Waitangi.

The Pacific Strategy

THE PACIFIC STRATEGY 2005–2008: GUIDING STATEMENT

Pacific peoples have now lived in New Zealand for over three generations. By acknowledging the important role Pacific communities have in assisting the Department to develop effective solutions to address Pacific offending needs, this strategy takes a new direction. This is expressed by the following new guiding statement:

*“My strength does not
come from me alone
but from many”*

*'Oku 'ikai ma'u hoku ivi' me kate au
pe ka mei he*

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2005-2008

Continuing to build on the previous theme of working together, this new guiding statement has been adopted for the Pacific Strategy 2005–2008 because it recognises that both the Department and Pacific communities have an important role to play in developing effective solutions to address Pacific offending needs.

POLICY STATEMENT

The policy statement arising out of the guiding statement is:

Reflecting the ongoing commitment of the Department of Corrections and Pacific peoples to safer communities, the Department will continue to strengthen relationships with Pacific peoples to both inform the design, and assist in the provision, of rehabilitative and reintegrative services that contribute to protecting the public and reducing re-offending.

The policy statement highlights the importance of the Department and Pacific communities working together to deliver effective corrections services that contribute directly to Protecting the Public and Reducing Re-offending.



THEMES

This strategy is designed to assist the Department to focus and direct its activities to areas most likely to produce positive outcomes for Pacific peoples in New Zealand. To achieve this, emphasis will be given to three key themes.

1. Strengthening Relationships with Pacific Peoples

The Department will strengthen relationships between Pacific offenders and their families, Pacific communities and other government agencies. However, the Department acknowledges the diversity of Pacific peoples in New Zealand and the unique cultures and languages of the six main island nations of Samoa, Cook Islands, Tonga, Fiji, Tokelau, and Niue.

In response, the Department will continue to build effective relationships with each respective Pacific community, key government and non-government agencies, and community groups to assist Pacific offenders in reintegrating successfully back into society.



2. Being Effective for Pacific Peoples

Recent studies, including evaluations of the New Life Akoranga Programme,³ Te Piriti Special Treatment Unit,⁴ the Montgomery House Violence Prevention Programme,⁵ and the Department's own recidivism and treatment outcome data, confirm that being aware of the culture of offenders is critical to achieving reductions in re-offending. The Department must also take into account the Corrections Act 2004,⁶ which includes, as a guiding principle, that "in order to reduce the risk or re-offending, the cultural background, ethnic identity, and language of offenders must ... be taken into account".



³ Wehipeihana, N, Porima, L (2003) *Research on the New Life Akoranga Programme of the Mahi Taahi Trust*, Ministry of Justice, Wellington.

⁴ Nathan, L, Wilson, N and Hillman, D (2003) *Te Whakakotahitanga: An Evaluation of the Te Piriti Special Treatment Programme*, Department of Corrections, Wellington.

⁵ Berry, S (1998) *An Evaluation of the Montgomery House Violence Prevention Programme*, Department of Corrections, Wellington.

⁶ See the Corrections Act 2004, Part 1, 6(c)(i) and (ii).

*Kote lahitorua marohi e marohi ai te marohi, ka
himo hira joko kaha ki te marohi te kaitiaki.*

TIKOROKI LAUGEN

The recent piloting of the Sali Matagi Violence Prevention Programme suggests that Western-based interventions that incorporate Pacific values can be beneficial. Given the diversity of Pacific languages and cultures, incorporating Pacific values is acknowledged as a logical and practical solution to enhancing the effectiveness of mainstream rehabilitative programmes for Pacific offenders.

In response, the Department will aim to incorporate Pacific values into successful existing programmes, interventions and services, to target the identified needs of the Pacific offending population.

3. Being Responsive to Pacific Peoples

Cultural identity is an important contributor to people's wellbeing. Identifying with a particular culture gives people a sense of belonging and security. Providing the right intervention places cultural values, philosophies, and practices to the forefront when considering solutions for addressing the offending needs of Pacific offenders. This includes opportunities for Pacific communities to assist the Department in the design and delivery of programmes that will support the effective reintegration of Pacific offenders back into their families and communities.

In response, the Department will continue to build the capacity and capability of its people to assist in improving the delivery of corrections services to Pacific offenders. This will incorporate an approach that acknowledges Pacific cultural values, philosophies, and practices as part of the effective management, treatment, and reintegration of Pacific offenders.



PRIORITY

Over the next 3 years, the Department will achieve the key themes by focusing on the following priority areas:

Theme 1:

Strengthening Relationships with Pacific Peoples

FUTURE WORK PROGRAMME

- develop working guidelines for engaging with Pacific advisory groups across the Department and with other key government and non-government agencies, and local government organisations;
 - incorporate into current and future Memoranda of Understanding, provisions to ensure key government agencies and departmental service providers consider the reintegrative needs of Pacific offenders and their families; and
 - consolidate the Fautua Pasefika (Specified Visitors) role.
- Pacific Peoples Regional Corrections Liaison Committee (PPRCLC): established to give Pacific communities in Auckland the opportunity to provide input into the building of two new regional Corrections facilities in South Auckland; and
 - Pacific Community Liaison Officers (PCLOs): established to enhance the relationship between the Department and Pacific communities initially in the Auckland and Waikato regions.

RECENTLY IMPLEMENTED

- Fautua Pasefika: are people of Pacific descent who, through commendation by their community or organisation, have been granted access to inmates of Pacific descent to provide support and advise on a range of issues;
- Chief Executive's Pacific Advisory Group (CEPAG): established to provide direct advice and feedback to the Chief Executive on strategic, policy, and operational issues that affect Pacific communities;

*Nā kai mai i a au nā haaku o māhōkai
ka e mai he tokolaga!*

NIHUEWAN

Theme 2:

Being Effective for Pacific Peoples

FUTURE WORK PROGRAMME

- evaluate the effectiveness of mainstream departmental motivational, rehabilitative, and reintegrative programmes and consider options to ensure such programmes are more responsive to Pacific offenders and their families; and
- continue to develop the Pacific Focus Unit concept.

RECENTLY IMPLEMENTED

- **Sāili Matagi Violence Prevention Programme:** incorporating common Pacific cultural values, beliefs and concepts, and delivered by Pacific facilitators, this is a 28-week long violence prevention programme based on Cognitive Behavioural Therapy (CBT);⁷ and
- the Pacific Focus Unit (PFU) concept: initial policy work on the establishment of a therapeutic environment in prison where all participants are actively involved in learning, engaging, and role modelling pro-social behaviour based on Pacific values and beliefs.

Theme 3:

Being Responsive to Pacific Peoples

FUTURE WORK PROGRAMME

- develop a national reporting structure for Pacific staff networks across the Department;
- develop a plan for encouraging and working with Pacific providers of services; and
- implement the Pacific Analysis Framework (PAF) across the Department.

RECENTLY COMPLETED

- a review of targets for Pacific peoples staffing levels: targets across the Department were recently reviewed and remain at 8 percent for all staff and managers.

⁷ Cognitive Behavioural Therapy emphasises the importance of an individual offender's attitudes, beliefs, and ways of thinking (cognition), and his/her characteristic ways of acting, interacting and responding to others (behaviour).

MEASURING OUTCOMES

Progress of the Pacific Strategy will continue to be tracked under the Statement of Intent and annual reporting procedures. Outcomes for Pacific interventions, such as the Sali Matagi Violence Prevention Programme, will be evaluated using the Department's Rehabilitation Quotient (RQ) methodology. In addition, the Ministry of Pacific Island Affairs will continue to report to Government on the Department's progress as part of the Reducing Inequalities Officials Committee.