

# **The Winston Churchill Memorial Trust**



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## **Developing Positive Regimes for Life Sentence Prisoners**

**By  
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**Winston Churchill Fellow 2008**

“The mood and temper of the public in regard to the treatment of crime and criminals, is one of the most unfailing tests of the civilisation of any country”.

Winston Churchill Home Secretary 1910-1911



## Contents

<b>Introduction</b>	<b>3</b>
<b>Summary</b>	<b>4</b>
<b>Objectives</b>	<b>5</b>
<b>Findings</b>	<b>6-28</b>
<b>Recommendations</b>	<b>28</b>
<b>Acknowledgements</b>	<b>29</b>
<b>Appendix A</b>	<b>Establishments visited</b>
<b>Appendix B</b>	<b>Bibliography</b>
<b>Appendix C</b>	<b>Distribution list</b>



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## Introduction

I am a Principal Officer in the Northern Ireland Prison Service. I have been a member of the Service for nearly 25 years, and currently work as a Tutor at the Prison Service College, Millisle, Co Down. During my service I have worked with all types of prisoner at HMP Maze, HMYOC Hydebank wood and HMP Maghaberry. I am a qualified International Mountain Leader and member of BAIML. I enjoy very much the freedom of sea kayaking and this is currently my No1 hobby.

During The mid 1980's a friend and colleague, Alan Hardy, received a Winston Churchill Travel Fellowship. He travelled to Sweden and America to conduct his research. The NIPS in those years was focussed on the custody and containment of a prison population comprising mainly of Republican and Loyalist terrorists.

I remember his disappointment at that time, when the majority of the innovative ideas he bought back, could not be used in the very challenging high security environments that dominated in those darker days in which we worked. Undaunted, he continued to develop programmes in physical education for prisoners that still operate today. I believe that motivation for his actions came directly from his involvement in the WCMT.

I am fortunate to be a member of a professional Service that has spent much time and effort developing me for the challenge as a professional Prison Officer. Twenty nine others were not as fortunate as they were murdered by terrorists during the "Troubles". Many more were injured and carry the scars today, not all of a physical nature. I was mindful of those colleagues and former colleagues as I represented the NIPS during my study leave. I not only represented the public side of the



service but I also represented them. They set a foundation –now we must build a new future.

The NIPS has a proud history and is currently facing huge challenges with the introduction of the Criminal Justice Order (NI) 2008 and Public Protection Sentencing. Importantly it is required to realign its direction from one of high security custody provision, to protecting the public, by addressing offending behaviours and producing effective resettlement programmes for prisoners in its care. It has historically held a large proportion of life sentence prisoners. Unlike most countries it holds the majority of its male “lifers” in one prison, initially in one residential house. Female life sentence prisoners are also held centrally in a female prison.

*“With opportunities comes responsibility”*  
**Sir Winston Churchill**

## Summary

Planning for 6 weeks of travel was the biggest challenge, not how to get there, but selecting the right locations on the right day, in order that I might research the right subjects. Compounding these problems included the fact that I was entering both countries for the first time, blind to their customs and conventions.

I was incredibly fortunate to have the assistance of four very capable hosts, two in each country. They were not only extremely interested in ensuring the highest standards of organisation to my endeavour, but genuinely concerned about my welfare. I never arrived at a far off prison (often after many hours of driving) unannounced or unwelcome. Every effort was made to ensure that I saw all that I needed, to complete my research.

I travelled from Zealand to New Zealand with hardly a hitch. During the six weeks the only time I missed perfect timings’ was when I arrived at a host’s house for dinner ten minutes late, which was incredible considering the mileage that I had travelled. This report portrays the professional dedication of two Prison Services, divided by many miles of land and ocean, but united by a professional and forward thinking approach not only to their prisoners, but also to their staff, visitors and the wider community.

It was a privilege to be invited into establishments that house some of the most challenging people in Danish and New Zealand societies and be able to share my experiences in return.

During a Winston Churchill Travel Fellowship, especially in a prison setting, it is all too easy to focus on the “shining Light” projects that are present in many



jurisdictions and are, in most cases generated from original thought by officers and unit managers.

Most Prison Officers work in mundane, repetitive and challenging environments-often without recognition by the communities they serve, so professionally. I hope I have not overlooked such Officers in this report. I visited a total of sixteen prisons, one prison hostel, two national headquarters and the offices of The Winston Churchill Memorial Trust in New Zealand.

I travelled around the world and was fortunate to record many new initiatives that are easily transferable to my own Service. I have made many new friends and know that despite the cliché of “Life Change Experience” no other phrase can encapsulate my experience.

## Objectives

I have been professionally involved with life sentence prisoners on two occasions during my service. The first was in the Maze prison in the mid eighties. More recently in HMP Maghaberry, which is a complex prison housing many different classifications of prisoner. Great strides have been taken in recent years to prepare life sentence inmates for release and to reduce their risk to the public. Having been involved in some innovative programmes I wanted to see how other countries managed their prisoners.

After being awarded the Fellowship opportunity I had taken it as a “given” that all countries managed their prisoners in the same central way as in Northern Ireland. This showed a little naivety on my behalf, a lesson that I did not have to relearn during my travel. My reason for choosing Denmark and New Zealand was two fold; I had heard a lot of positive feedback from colleagues who had visited Kriminalforsorgen.

Denmark has a reputation for being a liberal country which places responsibility on its citizens, with little interference by the state. It is a European country which has excellent spoken English. Everybody I met in that country could continue a conversation with me, an amazing feat for any nation. More importantly I had met two Danish Officers at a European Prison Regimes Forum in Belfast. Both were impressive individuals and I was fascinated by what happens in their institutions.

New Zealand, along with Canada, are two well respected correctional services striving to reduce risk to the public by ensuring that prisoners are returned to the communities, are as well prepared for that day as possible. The ability to speak the same language was paramount to elicit from correctional officers what was good practice. My pre-travel objectives changed slightly as I began to plan. Selecting what I wanted to see was relatively easy as both services have excellent websites (See Appendix B) which aided my research and planning.



My primary objectives on each visit were:

- To present myself as an ambassador both for the WCMT and as a corrections professional from the NIPS
- To share NIPS areas of best practice with other professionals from both the Danish and New Zealand Prison Services
- To interview both staff and prisoners, and elicit innovative ideas for programmes, treatments and physical security measures
- Investigate how both services through targets, objectives and standards measure Safety, Respect, Purposeful Activity and Resettlement – the key ingredients of a “Healthy Prison”.

## Findings

My findings are extensive and it would not be possible to record them all in this report. This has been the most challenging part of the report, what to record and what to leave out. I have included areas of positive regime development that are not currently available in Northern Ireland, or are only embryonic in our jurisdiction.



© Kriminal forsorgen website

### Danish Department of Prisons and Probation (Kriminalforsorgen)

The Danish Prison and Probation Service like its New Zealand counterpart is a combined service under the umbrella of the Ministry of Justice. There are fifteen state prisons and thirty five local prisons. There are twenty three local probation districts, eight hostels and a staff training centre. Some prisons are very small, with may only a couple of dozen prisoners. All of the prisons I visited were state prisons (See appendix A). The service is headed by a Director General based in Copenhagen.

There are also prisons on the Faroe Islands and Greenland. Some prisoners when deemed a significant risk may be transferred to mainland Denmark. The Faroe Islanders are subject to the Danish Criminal Code whilst prisoners from Greenland are subject to a separate code. The service is well managed and well funded. Prison Officers are trained to a high standard and this was apparent throughout my visits.

The Service has an excellent operational framework, called “The Programme of Principles and Probation Work in Denmark”. There is a good understanding of



those principles by all operational staff. It is important at the outset to be familiar with them, as they are the cornerstone to the culture of the service.

The Principles break down into five keys areas.

**Main purpose** *Contribute to reducing criminality*

**Requirements** *Human worth - Non-encroachment - Enforcement of law - Sense of justice*

**Primary Task** *Control - Security - Support - Motivation*

**Principles** *Normalisation - Openness - Exercise of Responsibility – Security - Least Possible Intervention - Optimum use of Resources*

**Outcomes** *all outcomes are specifically linked to the principles*

## Copenhagen

This beautiful city is the home to The Ministry of Justice and in particular the Headquarters of Kriminal Forsørgen, located in a prime waterfront location. For me the initial brief outlined some differences between the NI and Danish services that I felt were worthy of closer examination when visiting Danish Prisons.

They were:

- The Control and motivational balance of strict and soft approach
- The three year training programme for newly appointed Officers
- Customer based innovation
- Conjugal visits for opposite and same sex
- Introduction of electronic tagging for 150 prisoners
- Recidivism rate of 31%
- Castration for consenting and risk assessed sex offenders

Denmark is a member of an International Round Table Organization that meets to share ideas, trends and innovative ideas. Denmark is also a member of the European Regimes Forum, hosting this event in Copenhagen during 2007. Life sentence prisoners, as mentioned earlier are distributed throughout the Danish prison estate. Risk dependent, they can be found in a high security prison or an open style prison. The maximum tariff for a life sentence prisoner is twenty years. Most will serve about sixteen years. This is determined by senior personnel at the Ministry of Justice.





## Vridsloselille

This prison is about a 20 minute train ride from Copenhagen, in the area of Albertslund. Vridsloselille is one of three high security prisons. It holds 249 prisoners; including 20 who are in open conditions. In the UK it would be considered as a Victorian style establishment with 3 wings, each being 4 storeys high. In addition there is a small accommodation area for 18 remand prisoners. A special unit is located internally for Danish motorcycle gang members. Around 25% of all prisoners here are involved in education. One important factor in this jurisdiction is that all prisoners in Denmark must work.

I met a representative from a civilian company called Kongens. This company works alongside prison staff to deliver what is collectively called “Treatment.” This term widely used in the UK to define delivery of a medical service should not be confused. Treatment is the system used to deliver cognitive self change programmes to prisoners and I found this process very effective indeed. The key to the treatment is the desire from prisoners to change. The interaction from staff was fundamental to unlocking and developing this desire.

I observed excellent examples of pro social modelling and challenging forms of behaviour by both Kriminal Forsorgen employees and Kongens. The net result was positive self change processes that were clear to observe and understand by any visitor.

A fundamental key to this success is the complete segregation from prisoners receiving treatment from the remainder of the prison population. The unit is called Halvøen or “Kings Island”. The tour I received in this unit was truly enlightening. Of particular interest to me was how the life sentence prisoners are mixed with other classifications of prisoners. This appeared to me to allow such prisoners a unique opportunity for integration and access to more choice of programmes. One of the immediate indicators was the level of knowledge skills and motivation displayed by all staff. This was directly attributed to their high level of training which is covered in the report later on.

Communal cooking and eating plays an important part of prisoner/staff interaction, meals where possible, are eaten together. In the residential wings, there is only one member of uniformed staff on duty during working hours; the remainder are actively used for programme delivery. The redesign of the old part of the prison has been, with typical Danish ingenuity. The building has been configured around treatment needs. Prisoners were involved in the execution of that design process to leave what is a very functional workplace and exercise area. An example is the spin cycle studio regularly used for prisoner and staff leisure.





The treatment programme is broken down into 4 very structured stages, maintaining responsibility by the prisoners. There is even a small budget managed by the prisoners to buy consumables. All prisoners whilst receiving treatment are carefully monitored. Each receives a mentor who is a serving prisoner, with the necessary training to give advice and practical help.

The day starts early at 0700Hrs. During that time of unlock there are 3 structured meetings. Inmates must bring note taking material to record the contents of their meetings. They must become reflective about the content and are questioned about outcomes, responses and denial. All behaviour is challenged by staff, as this concept is vital for the two way flow of information. I sensed that inmates were focussed not only on the treatment process but also on their role within it. The day is full, including education and recreation.

Dinner is at 1730Hrs with the final group meeting between 1900-2000Hrs. Prisoners are finally locked at 2125Hrs, after a full, interactive and challenging day. This high security prison is achieving this type of result in a prison of 200 and a through the gate muster of 50 uniformed staff. Impressive!

The linkage to successful monitoring is the phase plan and sentence plan that each prisoner has, and must continually be responsible for. Recreation is again a clever concept. The open areas have been designed to capture the need for privacy and interaction with staff and prisoners in such activities as volleyball. All negative behaviour is challenged and I observed this process taking place. I also observed "Circle Time" meetings being conducted by Officers throughout the day. Prisoners were contributing fully and were constructive. This really set the bar for me and when I visited other establishments in Denmark I was not disappointed.

There was little or no evidence of prisoners not being engaged by staff, or indeed being allowed not to engage. This was a very important thread throughout the service and deep seated in its culture. Staff at all times remain calm, quietly spoken knowledgeable, and professional. On initial contact (in their second language) An interesting factor is that new prisoner's visitors are spoken to by officers to ensure that conditions for the meeting are acceptable. They are more interested talking about the prisoners and their treatment than about themselves which is exemplary. A similar model can be found in the UK at HMP Grendon designed as a Democratic Therapeutic Community.

## **Vestre Faengsel**

This prison is situated on the outskirts of Copenhagen close to the Carlsberg factory! It is one of the 5 prisons making up Copenhagen Prisons. Again UK prison staff would class this as a remand/dispersal prison in Victorian style. It houses about 440 prisoners with a through the gate figure of 120 staff each day. There are four wings based on the cardinal points of the compass. Including a



female unit and a Gangs unit where supervision is 5 officers to 18 prisoners. The highest level of supervision I saw in Denmark (and totally necessary).

The challenges of any such prison are evident throughout the world but here they are well managed. The link I wanted to establish was where life sentence prisoners started after arrest and remand. Vestre Faengsel was the first link of that chain. Processing is fundamental to the prisons role, although there are some treatment programmes for anger management.

I was well received and hosted by the Deputy Governor, who was very courteous and incredibly helpful. During my visit I was briefed on the concept of Conjugal visits. This type of visit is not currently available in Northern Ireland and to the best of my knowledge not available in the rest of the UK. This type of visit is allowed after a set number of supervised visits conducted to the satisfaction of the prison authorities.

The following statistics will give some idea of the challenges involved for staff at this prison; it reflects the amount of time that prisoners spend in Vestre Faengsel, before transfer or other prisons or discharge.

20%	1-7 days
10%	8 -14 days
19%	15-30 days
17%	30-60 days
10 %	60- 90 days

91+ days make up the remaining 24% of remand prisoners.

### **Herstedvester**

This prison is a specialised treatment facility. On a personal and professional note I found this visit fascinating. To understand the context of Herstedvester is to look at the break down of its management and staff, this gave a flavour of how specialised it is. In many ways it is clinically driven. The Governor is a lawyer there are 5 Psychiatrists, 10 Psychologists, a General practitioner and 8 social workers. With 175 officers the total staff is about 250. There are 153 prisoners, including ten females. 15 prisoners live in a nearby halfway house.

The clinical director (also a psychiatrist) hosted my visit with well structured, evidenced based and pertinent information. Treatment is paramount at



Herstedvester. The 3 way case conferences include medical professionals, officers and prisoners. A case conference is held every working day for every prisoner. Some useful statistics include. 30-40% are sex offenders of the most serious nature. 87% of prisoners are serving 8+ years, 6 of whom are determined as lifers and 35 who have received security sentences. Interestingly all prisoners within the system are eligible for parole review after 5 years and 4 months of sentencing. Same sex conjugal visits are permitted, after risk assessment. The areas used are private, condoms are provided for each visit, with clean sheets and a rigorous cleaning schedule enforced.

In any country the release of treated or untreated sex offenders may cause risk to the public. At Herstedvester prisoners can be medically castrated. The process is performed chemically after consent and medical testing which includes a bone scan. Consenting prisoners return to the prison every 3 weeks for injection of the drug. The success rate is 100%. On average 2-3 people receive the treatment each year. Conditions are tightly controlled.

During a tour of the prison, I met a female officer who had trained as a vet. She explained that in Denmark all prisoners have the right to remain anonymous. She was a highly skilled individual trained in "sexology" She saw that her primary role was the motivation and treatment of prisoners. I received a very informative tour of the prison including the education and sports facilities. The workshops were producing good quality merchandise, including well made medal boxes for military and civilian decorations. There appeared to be a dynamic placement of staff to roles throughout; no more so than the Special Supervision Unit.

Prisoners there can be restrained on beds under exacting care standards. Permanent observation by officers is carried out though observation windows in the next room. All Officers in this unit had long service and vast experience. This was another example of a well controlled environment.

## Ringe

It is a policy in Denmark for the geographic location of a prison to remain as anonymous as possible. Hence there is little or no signage to establishments as a result. The journey to Ringe on the island of Fuhn is via the Great Belt Fixed Link Bridge. It has the third largest span in the world and is a total of 6.790 Kms long. It replaced a one hour ferry link in 1998, at an estimated cost of DKK 21.4 billion. The journey across the expanse of water now takes 10 minutes. Lots of visitors arrive at Ringe in fact; a BBC news programme was made as part of a series The "Best Public Services in the World"

Ringe is a high security prison and the smallest in the prison estate. It's very cleverly constructed so that you sense a feeling of openness. The walls are sunken



similar to a moat. The prison is therefore raised and the surrounding countryside can be seen.

Ninety members of staff manage the site, which consists of six residential units. Each unit houses 14 prisoners in a self contained area including a garden and self contained kitchen. The units are separated into an induction/vulnerable prisoner unit, females, two male units, a drug free unit, and finally a juvenile unit for 15-18 year olds.

I was guided throughout my stay by a very experienced officer, with 36 years experience. Touring the female unit, I interviewed prisoners who gave their consent to being seen by me. There is no CCTV surveillance in residential areas and this is a well established practice. Prisoners do talk freely and the central theme is always treatment and their role within that process.

Only on one occasion in Danish prisons did I hear a prisoner complain. This was immediately challenged in a constructive way by the staff member present. Pro Social Modelling is a cornerstone of all interaction, and has valuable outcomes. During the night there are only 4 staff on duty and interestingly one is sleeping and is paid 2/3 wages. He or she will respond as necessary. A call from a cell alarm will summon two members of the night staff.

Drug treatment programmes were very prominent and intensive, not just as part of the working day but all day. I had a brunch meal prepared by inmates and staff after a mixed game of volleyball. The communal style of living was good; all prisoners felt comfortable with my presence and asked me more questions than I asked them. It was self evident that they were all offering each other food and drinks and not behaving in an isolated manner. After this meal I asked my host the Section Chef what his motivation was. He explained that this form of work with prisoners was not just a job it was his passion. He had actively sought out professional training and experience to cater for his role. He was adamant that in any form of treatment there is "One person, one programme with logical steps"

Social training was a major factor to resettling prisoners and that is reflected by the low recidivism rate in the country. He also explained the hierarchy structure between officers and prisoners. The model is flat, which keeps the officer on the same level, thereby interaction is not authoritative but of a challenging nature instead.

I could see that the work of the Prison Officer in Denmark is far more complex than just security, the sheer volume of interaction increases dynamic security to a high level. Again as in other Danish prisons, inmates receiving treatment are separated from the remainder of the population. In this high security prison, male and female prisoners work together in workshops that include welding and the laundry. There are also good indoor and outdoor sports facilities.



## Sdr Omne

The last prison I visited in Denmark was a State Prison in Jutland, Sdr Omne, about a three and a half hours drive from Copenhagen. After an excellent introduction and overview by the prison Governor, I commenced a tour of the prison by the Deputy Governor. The prison is spread over 1000 Sq hectares of agricultural and forested terrain. The main buildings are situated on the axis of the main road which is one and a half kilometres long. All services lead from it.

There is no perimeter fence and at face value it could be an agricultural college. All 170 prisoners work in Sdr Omne, the majority are long term. Half are in prison for violence, the breakdown at the time of visiting included 61 prisoners convicted of serious offences. There are all categories including life sentence prisoners at Sdr Omne, with 150 members of staff manage this huge site. Visits are not permanently manned during the day; again conjugal visits are in operation.

The church was not only used for services, but also as an area for social gathering and a focal point for prisoners to meet. The interior was cleverly designed and decorated to enhance its use. The prison is fuelled by wood chippings from the site and fed into a central boiler; this is supported by EU grants.

Already mentioned is the fact that Denmark is openly a liberal country with few restrictions on its citizens. With this freedom comes responsibility, citizens are expected, and expect in return civilised respectable behaviours. This in many ways transferred into prison and appears to work well. Phone calls for example are not monitored in Sdr Omne. Main stream sports facilities on the way to the Contract Unit were co-located next to a beach volleyball court. As in keeping with Contract Units, it is separated from other prisoners. I was met by the Section Chef. The twelve steps process is not used here. Treatment is centred around the ultimate starting point childhood and as explained by the Section Chef, "We talk-talk-talk".

The treatment is totally designed about articulating every aspect of life and offending behaviour. Art therapy is encouraged and some excellent examples are available to be seen at the unit. I was able during my visit to interview a number of prisoners who were willing to express themselves. Inmate "P" had been in treatment for 5 months. He was confident, articulate (in a foreign language) well dressed and able to explain using Maslow's Theory of Hierarchical Needs and where he fits within the model. Inmate "C" was a recovering drug addict and was able to squarely attribute his offending actions directly to his personal choices and explain the effects of those choices on other people. There was no attempt to blame others or society. This was a vital step for any prisoner in the self change process.



The contract unit displays much motivational information its walls or in accessible publications, again the staff were exceptionally well motivated and led. The Section Chef has complete autonomy to operate and manage the unit. This reflects the high standard of managers at the ranks equivalent to Senior and Principal Officer found in the UK services.

I believe that this is attributed to excellent staff training and personal development plans that extend to the highest level of further education. Interestingly the need to physically demonstrate badges of rank is not required in this service. Governors also have a choice to wear uniform though few do.

My final part of the visit was to the Long Term Wing. This residential area is tightly and well managed to reflect the type of prisoner it houses. I was able to interview two long term prisoners in this unit that had been transferred from another high security prison for specialised treatment, assessment and work. This concluded my prison visits in Denmark. I was very fortunate to see so much available not only from prisoners but also staff.

## Engelsborg

I will cover my next visit in much greater detail as this is an area that does not exist in the jurisdiction that I come from. As an introduction to what is termed a half way house, I was fascinated. Engelsborg is one of eight half way houses managed by the Department of Justice. Article 78 of the country's criminal law enshrines the use of such houses. The maximum time that an inmate will stay in Engelsborg is generally one year. The eldest prisoner was 83 years old, and the facility is able to cater for clients aged from 16 years and over. It is situated in what would be accepted as a middle class area in the UK, next to school that caters for some of the children housed in Engelsborg. There are two units, the family house and the closed unit.

Twenty staff operate the facility, a mixture of Officers and social based workers. Prisoners with sex related crimes do not come to Engelsborg. The family house opened 5 years ago, and is built in a two storey Portakbin style. The Unit can accommodate 5 families at any one time. During the last 3 years, 47 families have received treatment; only 3 family members have re-offended. "Normalisation" is the order of the day in the family unit.

My visit was conducted in the presence of the Director at Engelsborg and a very experienced family therapist. The role of the therapist is to deliver all of the necessary skills for families, to interact and support each other. She explained that 97% of their time the children spend worrying about their parents in prison. Therefore prisoners receive a wide range of cognitive skills to normalise





behaviours and ensure relationships develop with those children. There is palpable trust between the families and the social workers and officers.

Grown up friends are allowed to stay overnight in the unit after screening. Family therapy is exactly that! All members participate and it can last up to one and a half hours a day. This may start at 3pm when the children return from school, at 5pm the whole unit may go swimming to a local pool, meanwhile interaction between adult and child is observed, feedback is given to the parents on their return.

Adults in the unit are strongly encouraged to visit the labour market and commence work at the earliest opportunity. The other residential unit is within the main building which also houses a small administration unit. At the time of the visit there were twenty residents most of whom were at work. Prisoners here are required to book in and out of the unit, and conform to rules of the house.

There are excellent facilities including a communal bike shed, canoes used on a nearby lake, and a gym. Catering arrangements are the same as in prison. A communal food store is located near the kitchen where each prisoner locks his or her food away this included a personal section in the freezer. In addition there is internet access, which can be inspected by the staff. Inmates must display that they are using the facilities responsibly.

Each bedroom was well appointed and functional. There were clearly defined areas where social interaction could take place. The whole facility was clean ordered and did not have the trappings of an “institution”. Interestingly, after some discussion I established that Engelsborg was based on a Canadian model. This was for me, a thoroughly interesting and thought provoking visit.

### **Kriminalforsorgens Uddannelsescenter**

The Prison Service College is based north of Copenhagen in Birkerød. The college is well designed and has a good learning environment. Education lasts for 3 years, and is a mixture of classroom and practical training. This includes job supported training, carried out by a qualified Mentoring Officer, all within the trainee’s establishment. There is a total of 30 guided learning weeks. This will be extended to 38 weeks, with the introduction of a DDK 70m spend on staff training over the next 4 years. This project is being led by a 5 person project team based at the college.

The training ethos is based around developing the best possible training programmes possible, using as many methods as possible. For example, staff are sub divided into small teams to research topics using the very effective research centre and library. I saw evidence of in depth topics relating to criminal justice researched to a very high professional standard. The level of education is





on par with university level education. The average age of recruits is between 21 and 24, and all officers are required to speak a second language.

There are 4 basic principles for training. 1 Dynamic Security, 2 Support and Motivation, 3 Daily Physiological Work Environment, 4 Case Handling. There is a large amount of reflective learning during the course. Knowledge, skills and attitude prevail as components for effective adult learning. In addition many systems that prevail in prison are replicated at the college. Included in the training schedule is 80 hours of physical education. Staff are expected to complete this training in order that they can take part in activities with prisoners. Staff also receive an allowance to purchase food. They cook for themselves in the evenings again embedding the transfer of culture they will find when working with prisoners.

**Time line for Officer training and development**

<b>Location</b>	<b>Training element</b>	<b>Time period</b>
College	Induction Training	4 weeks
Prison establishment the officer will finally work in	Training supported by trained mentor	8-12 months
College	Guided learning	3 months
Open or high security prison	Training in alternative establishment	6+ months
College	Guided learning	3 months
College	Simulations	1 week
College	Final assessments	1 week

Final assessments include trained actors presenting scenarios that cover all aspects of the training curriculum.



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## New Zealand Department of Corrections Ara Poutama Aotearoa

The Department of Corrections manages twenty prisons on both islands of New Zealand. It employs 6,900 people, including 3,262 officers and 739 probation officers. Significantly around 50% of prisoners are from a Maori background. About 6% are women. There are also a high percentage of prisoners from a Pacific Island background.

The service is led by a Chief Executive. His role is to ensure that the Department operates in accordance with the purposes and the principles set out in the Corrections Act 2004. The annual budget for 2007/08 was NZ\$ 886 million. The service in 2007/08 managed 76,000 new sentences. 20,653 in prison with 55,626 in a community based setting. The service is both modern and forward thinking with an excellent change and innovation culture that is well embedded.

As with any public sector organisation its greatest asset is its staff. I found them highly motivated with a “We can do that” approach. In particular I found the grades of PCO, Principal Corrections Officer and Unit Managers especially well trained and operationally astute, with a huge resource of experience. The service as a whole has a very robust forward thinking culture. With this established, my research work was made very simple.



The NZ Department of Corrections has a similar model to its Danish counterparts. As seen opposite it clearly sets out its key factor “Success for Maori offenders”.

- Improving Public Safety
- Reducing Re –Offending
- Ensuring sentence Compliance
- Enhancing Capability
- Strengthening partnerships

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In New Zealand many more offenders are sentenced to community-based sentences and orders than those sentenced to prison. Approximately 26,847 offenders are on community-based sentences at any one time, compared to 7,605 offenders in prison.

**“Kotahi ano te kaupapa; ko te oranga o te iwi “**

*(There is only one purpose to our work; it is the wellness and well being of the people)*

### **Auckland High Security Prison**

I arrived in Auckland on the 16th of November, after a very interesting visit to Denmark. My first port of call was Auckland High Security Prison, north of the city. This is a large prison housing some of the most difficult prisoners in NZ. This establishment probably had the most difficult challenges that I experienced during my Fellowship. During discussions with senior managers this was acknowledged, and there was a clear plan for action in the future. There are about 681 prisoners at this facility managed by about 229 staff. The majority of prisoners are housed within A, B, C and D wings, located in the main prison complex.

A&B wings are mainstream whilst C&D wings are directive segregation. They have been placed there after careful risk assessment by the prison manager. This is usually for a limited determined period. On average about 60% of staff at this prison have been there less than 2 years. Outside of the “Maxi” but within the perimeter were 2x60 bed units. The first of many such units designed and built in NZ. It is wedge shaped with an open courtyard design. One of the units in Auckland is dedicated to paedophile prisoners managed on a daily basis by 3 staff. The site is self contained with a gardens department employing 14 prisoners.

### **Auckland Female**

This prison was opened in 2006. As was explained to me by a unit manager in Wanganui, “The entrance to our prisons is the shop window to the store”. This was indeed the case at this prison, a very welcoming experience. The prison manager here was a charismatic host giving me an excellent overview of this modern prison holding 240 prisoners, managed by 5 unit managers, 9PCOs and 138 staff. Again new members of staff prevail with 60% being staff recruited in the past 2 years. The design of this prison is totally focussed on Maori culture of “Coming Home”. This permeates from the running water at the entrance to the prison to the Maori and Pacific Islands focus units.

The general prisoner breakdown is 60% Maori, 30% Pacific Islander and 10 % from European background. The staff breakdown is 70% female and 30% male. I



found the staff to be extremely friendly and helpful and this was reflected in their interactions I observed with prisoners. There is also a policy of “Dynamic Placement” This allows the officers in receipt of appropriate skills to be employed to best effect.

My visit started in healthcare and it soon became evident how well this prison had been designed. In line with most European prisons there is an at risk unit, in Auckland Female. The unit was designed and managed in an exceptional way, and was an area of best practice.

There are 4 levels of management plan tailored around the needs of each individual. They range from 15 minute to 60 minute observations. Once the latter has been attained, consideration for return to mainstream is considered. The unit is centred on safety, interaction with the prisoners, and an innovative approach. All staff on duty were highly trained in suicide awareness and prevention.

Instead of being locked continually into a dry or observation cells, prisoners can be moved into a glass fronted carpeted room, like a doctor’s waiting room. Prisoners are placed in this room for the opportunity to relax and have interaction with staff. They also have access to a raised flat screen TV. Adjacent to this room is a small yard which has a garden type environment. During this period staff in the unit can record both visual and verbal interaction in accordance with the prisoner’s care plan. The unit was immaculately presented throughout.

Prisoners throughout New Zealand can request voluntary segregation or the Prison Manager can direct that prisoners are placed on directed segregation. The units and wings are well organised and staffing levels are kept to a minimum by using intelligent technology. An example is the protected pedestal information centre. Based on a stand alone PC concept, prisoners can use this as an information kiosk allowing them to read such information as privileges or entitlements, freeing up staff.

A very clever “Face to Name Board” was employed throughout the service allowing quick and accurate musters, especially for staff that are not regular in the unit. Visits in New Zealand are supervised in a similar manner to the UK, except that all prisoners are clothed in an orange boiler suit zip locked shut from the rear. This is an effective security measure. Visits at all sites I visited in NZ were well run and maintained. The mother feeding and bonding unit can be found in the visits complex. A mother can be joined by her baby for an all day visit. The emphasis is on the prisoner maintaining control of the baby which is monitored by staff.

The prison is 47 hectares in size and has a dividing wall running through the centre shaped like a human spinal column. This divide allows more dynamic control allowing separation of maximum security, segregation, remand /awaiting



trial and the at risk unit. The special supervision unit was empty at the time of my visit; this was a good reflection on the high level of supervision and strong regime in my opinion.

The other side of the spine houses the workshops including a Canon photocopier repair workshop and a tuck shop managed by three civilian staff with 16 inmates. They prepare shopping for other local prisons. The church gym and other small units are fixed to the spine. This side of the prison is cleverly designed and also well managed.

Units are much smaller and specific, with two guard rooms staffed by officers. Prisoners can visit them to focus on requests or obtain information or advice. The units are specifically designed around the role that unit is intended to perform. Much care has been taken to design the prison accommodation around need. This low risk area incorporates three 20 bed units and 6 Self Care units.

Self Care is a concept that is not available in all NZ prisons. It is designed as a preparation from through care to effective after care. The units accommodate four inmates in single bedrooms, with a central kitchen/communal area. The units are not dissimilar to a residential bungalow. Prisoners receive allowances for food and visit the community accompanied by officers to shop. This process reflects the reality of returning to life outside. One unit was allocated to female prisoners involved in the care and training of mobility dogs. The dogs are kept in the unit in personal kennels and managed by dedicated prisoner handlers. The dogs are well trained and cared for. Further information is detailed later in the report.

## Maori Focus

The Department of Corrections has in place an effective Maori Strategic Plan, some statistics include:-

- Maori are apprehended for committing at least three times the number of offences as Europeans
- Maori receive fewer warnings/cautions or diversions than Europeans
- 45 per cent of those receiving new community based sentences are Maori
- 12 per cent of all convictions against Maori result in a custodial sentence (compared to 8 percent for European and Pacific peoples)

*(Department of Corrections Maori Strategic Plan 2008-2013)*

Interestingly, Maori tend to offend initially at a younger age; hence they receive more custodial sentences in comparison to other certain age groups, particularly



amongst the 17-19 year bracket. Maori women are over represented when comparing other ethnicities.

Organised gangs in New Zealand represent a higher proportion of offenders than in European countries, 22 per cent of Maori would claim affiliation to a gang compared to 5 per cent of Europeans. Offending is compounded by additional social barriers, especially numeric and literacy skills which are lower compared to the remainder of the population. Health problems are also higher. Therefore there is a higher risk of reconviction compared with other population groupings. This inevitably leads to What NZ Corrections term as “Cycle” Relapse-Reconvicted-Re-sentenced, more quickly and frequently than Europeans.

Women in New Zealand represent a small proportion of the overall offender population; however Maori women represent 59.5 per cent of women in custody. NZ Corrections accept that the issues surrounding such offending behaviour are complex and have clearly identified appropriate interventions.

*“The scale of Maori offending and imprisonment not only distorts the very nature of New Zealand communities, particularly Maori communities, but also has the effect of undermining the integrity of Maori culture”*

*Waitangi Tribunal*

There are two programmes that are offered by NZ Corrections. They actively encourage the positive participation of Maori offenders in Te Ao Maori (the Maori World) and Te Ao Hurihuru (the Global World). Attendance on both programmes is voluntary and may be the first opportunity that a Maori has had to connect with his or her culture.

## **Te Ao Maori**

Positive promotion within the Corrections environment helps to identify a Maori World View which is pro-social and promotes a traditional Maori culture that is viewed by the world. This programme is delivered in a special cultural environment by staff, and other community members. Outcomes for those attending include the development of a secure and positive cultural identity allowing them to identify the rich cultural value of Maori. The most important factor is that Maori offenders can stand tall knowing that they can participate as Maori in the Maori World.

In Maori World, the concepts of four inter-related domains are linked. Te taha tinana (body), te taha hinengaro (mind), tetaha wairua (spirit) and finally closing the link te taha whanau (family).

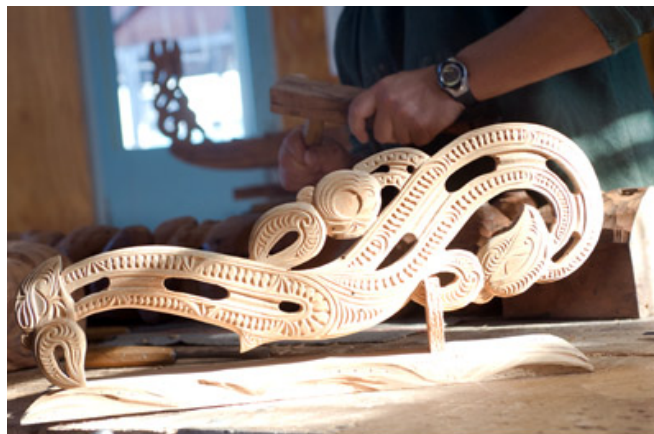




## Te Ao Hurihuri

These words are translated as “The Global World”. Programmed for Maori offenders within the Corrections environment, it contributes to the acquisition of skills and knowledge necessary to their contribution and success into wider society. Also Maori offenders will have the opportunity to address offending behaviours, meeting their specific health needs, they address learning issues such as basic education skills and finally gain relevant skills to improve employment opportunities. This is best met within this strong sense of community.

Linkage to success in both areas of cultural content is seamlessly included, not only in design of facilities but also the inclusion of Maori skills; such as the wood carving seen below.



Tikanga Māori programmes and Māori Focus Units are some of the ways Corrections works to reduce re-offending by Māori offenders.

©NZ Corrections

## Pacific Islanders

In New Zealand there are 13 distinct languages and cultural groups. In addition to the dominant European and Maori there are several Pacific ethnicities, including Samoan, Cook Islands, Tongan, Niuean, Fijian are the most dominant. There are also 6 others from small islands states in Micronesia. Pacific Islanders are generally concentrated within the larger cities in New Zealand. They bring to the country a number of strengths, in Culture, art and sport. In the Corrections setting they make up about 11 per cent of the prison population and about 9 per cent of the community offender population. In proportion to the other two groupings Maori and European, Pacific Islanders have a slightly higher proportion of prisoners serving sentences for violent and sexual offences. Pacific Islanders have, as an ethnic grouping a lower probability of re-offending.





## Saili Matagi (SMP)

This is a programme delivered specifically to Pacific adult males who are serving sentences for serious violent offences. Saili Matagi is a Samoan proverb which translated means “In Search of Winds”. It is a metaphor for a journey by sail, receiving a fair wind and a smooth journey. It strives to always find a better solution to a problem. This programme similar to Maori focus uses cultural understanding, processes, concepts and resources to drive, understanding and change.

Its aims are simple. It addresses violent behaviour by Pacific adult men, in the moderate to high risk bracket; who are repetitive offenders. Secondly it seeks to enhance the response of Pacific inmates to address criminogenic programmes.

It works on the premise that “Violence is Never Okay”. This principle is challenged throughout the programme, which has three phases based in prison and the final phase in the community.

This therapeutic programme runs for 28 weeks, starting within the final 12-18 months of sentence and overlapping with release into the community. The programme flows from Tapena Le Malaga (Preparing for the Journey), O le Malaga (The Journey) Sauni e Taula I Fanua (Preparing for Landing) and O Le Taea Fou (The New Beginning). From the very outset of this journey, a Samoan paddle “**Foe**” is used to represent each component. This is seen as a tool to guide or steer the men towards a violence free and non offending lifestyle. The whole process has a very well thought out model. The initial 3 phases take place in a specially constructed building which is compliant to the cultural values and needs of the participants.

## Mobility Dogs at (ARWCF) [www.mobilitydogs.co.nz](http://www.mobilitydogs.co.nz)

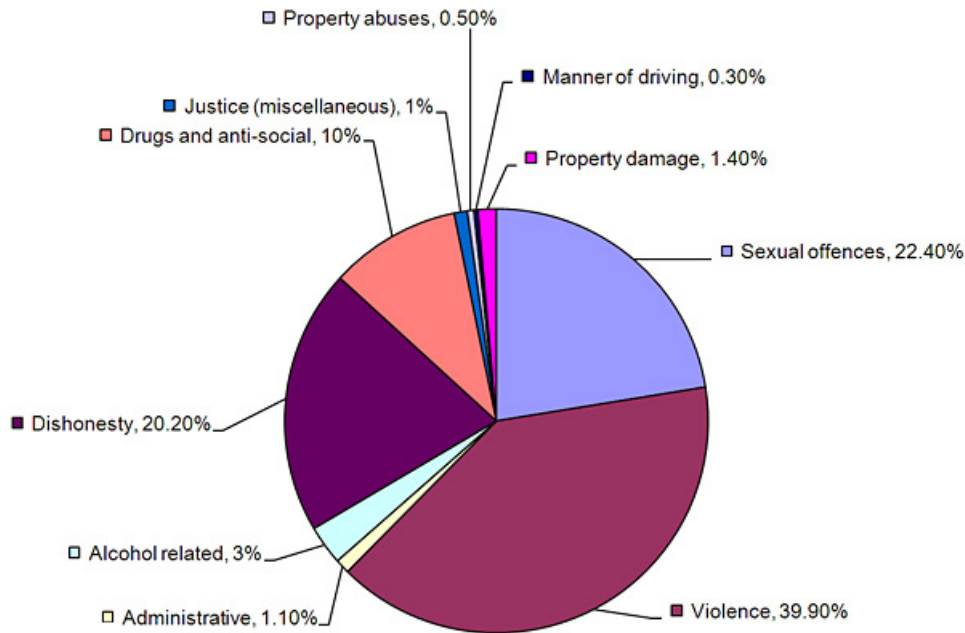
I could not fail to be impressed by the Mobility Dogs Programme operating in (ARWCF) further information can be obtained from the link above. Four Mobility Dogs are trained in the Self Care Unit to aid and assist a human partner at home or when they venture outside in the community. The trained dog unlocks huge potential to the owner who can give up to ninety separate commands to the dog ranging from opening doors, activation of pedestrian buttons, retrieval of dropped items, carry items in a backpack, put rubbish in bins, or even tow a manual wheel chair. The prisoners in Self Care are allocated a dog and share their personal rooms with that dog. The prisoners were totally committed to the dogs in “their care” and were a credit their establishment.



## Spring Hill Corrections

This facility is one of the most modern prisons in New Zealand, and only recently built. Great care has been taken to minimize the impact of the prison on the natural surroundings. Spring Hill is a 650 bed prison, a very modern build in a “Campus” style. At the time of visiting the prison was not at full muster. There are 266 staff, 70% of whom are new to the prison. There are also extensive cognitive-behavioural programmes offered to prisoners at Spring Hill, specifically designed to address re-offending.

There are both low and medium Intensity rehabilitation programmes which target a range of prisoners and are designed to cover the common elements of all offending. Spring Hill has New Zealand's only Pacific Focus Unit, which provides an environment where prisoners from a Pacific background with a high risk of re-offending are encouraged to address their offending behaviours. Matagi is delivered in the Pacific Islands Focus Unit and is mentioned separately above.



©NZ Corrections Website

**The pie chart below shows the number of prisoners in New Zealand by most serious offence type for the 2007/08**



## New Plymouth Prison

This prison was designed and built to house immigrants arriving from Europe with Tuberculosis. It comprises two units one is the original Victorian style of landing with cell arrangements and the other is the open V style found in many prisons in NZ. This is primarily a receiving prison; it can hold a total of 124 prisoners the muster when visiting was 109. It receives prisoners from 2 courts allocating 72 remand places and 52 sentenced places. New Zealand has two prevalent gangs within prison the Mongrel Mob, and Black Power, even in such a small prison as New Plymouth a few gang members can be found. New Plymouth at the time of visiting, had been voted the best place to live in New Zealand, levels of crime are low in this beautiful city.

## Wanganui

Wanganui is also one of New Zealand's modern prisons, with a muster of 510, managed by 200 staff. My main focus here was Self Care, a 57 bed unit, managed by a Principal Corrections Officer PCO. Inmates housed in Self Care travel to work each day by bus to the township of Hawarden. Employment there includes crane operation, construction, and tannery work which is acknowledged as particularly hard work.

Prisoners receive the minimum wage for their endeavour which is currently NZD \$12 per hour. The local community is loyal to the prison and there is good active job seeking by members of Corrections Inmate Employment (CIE). This is a prison with a full programme of activities; Inmates are given skills training to improve employability by preparing a CV and job interview skills. When prisoners arrive in Self Care at Wanganui they are advised not to ask for anything. They will accept the regime provided and will be intensely monitored subsequent privileges will be earned. The system is well managed and a tour of the unit reflects that. Wants and needs are carefully managed in Self Care. There is a strong culture of completing post sentence assessments by supervising staff which are comprehensive. They include:

- Intervention
- Motivation
- Maintenance
- Functional support
- Classification

The PCO made this statement during my interview. "We inadvertently teach prisoner to be selfish when they come into prison." "We have to turn that around, empower them, to ensure they can make the right decisions".



The Maori Focus Unit at Wanganui houses 48 prisoners in an open V courtyard type unit. Two officers manage the unit during the working day. The unit looks at a number of issues which include offending behaviours, prayers in Maori, and cultural understanding. Many Maori offenders simply do not understand their roots or the full implications of their culture. I attended some interviews with prisoners in the Vulnerable Prisoner Unit. I was impressed by the motivational Interviewing skills displayed by the Unit Manager.

Throughout my visit in New Zealand, I found managers to be particularly well motivated, skilled and respected by both inmates and staff. Risk management plans are well organised in particular the Activity Sleeping Code which records the position of prisoners during sleep periods. These patterns are recorded for example if a prisoner is on his left side with left arm above the quilt this is uniquely recorded. This system is much more useful than “appears asleep” often used to report such activity.

Wanganui is a complex prison with many different classifications of prisoners, including a Witness Protection Unit, and a Sex offender Unit containing 38 prisoners.

## **Manawatu**

This prison is located close to Palmerston North, a medium security prison with a population of 280. The main focus of my visit was to experience the Alpha Unit a 20 bed unit. On committal to Manawatu about 45% of prisoners profess an interest in faith. The Alpha unit is available for prisoners willing to commit to its stringent acceptance policy. I was hosted by the Prison Chaplain and the founder of the Alpha Unit throughout my visit.

The unit was established in 1994 Alpha meaning “beginning”. The ethos of the programme is Christian based and includes anger-guilt-shame-communication-goal setting-addictions-relationships-feelings-emotions and the individual. This was the basis of rehabilitation therapy. It was a pleasure to spend time talking to staff and inmates.

## **Orohata (The Bridge) Women’s Prison**

Orohata contains both remand and sentenced female prisoners. The muster during my visit was 101, under its maximum of 154. The prison just outside Wellington has a nice friendly feel, staff and inmates talked freely to me. The hub of the prison is a central corridor that feeds the accommodation and work based units. Facilities are good at Arohata for prisoners, they include a gym and



swimming pool, work is well structured and I observed a very busy sowing workshop with music playing in the background and a strong work ethic present. Work is carried out here for outside companies that included work for the Lord of The Rings Director Peter Jackson. The kitchen was also full of activity with level 1 and 2 National Qualification Framework training being offered. The catering manager is producing excellent food at NZD \$4.20 per head per day.

Arohata Prison provides the Kowhiritanga Rehabilitation Programme to prisoners. Kowhiritanga (Making Choices) is specifically designed for female prisoners and addresses their unique needs. Many female prisoners have suffered from abuse during childhood and in their current relationships. Most of the programme is based on cognitive behavioural therapy, dialectical behaviour therapy, group psychotherapy, recreational psychology and a narrative approach to therapy.

### Rimutaka

This is the largest prison in NZ, housing 830 prisoners at the time of my visit. There is a potential to accommodate up to 1,038 male, low and high risk prisoners. My main point of focus was The Prison's Violence Prevention Unit which provides specialist treatment to high-risk male prisoners with violent convictions. Prisoners in the unit learn the skills necessary to live without violence, including self-management and control of violent impulses, conflict resolution, time-outs and challenging violent thinking. The prisoners also actively learn to change their attitudes towards women and learn to control impulsive behaviours.

The unit can accommodate 30 prisoners in a self contained setting. During my visit I attended a multi-disciplinary meeting that included unit manager, psychologists and unit staff. The unit was about to receive a green house and is making a traditional Maori arch in preparation for the unit naming ceremony. The Maori woodwork shop was impressive with mentoring taking place by more experienced inmates. There are a three phases to VPU therapy. The programme includes 3 hours a day of therapy in addition to meaningful employment. Afternoon Activities offered in this unit include painting and art, cooking, therapeutic focus, release planning and bi-cultural offending.

Co-located at Rimutaka is the Corrections College. Fortunately I was invited to graduation day for recruits after a very extensive residential course. It was a good opportunity to talk to graduates about their training experience and aspirations for their future careers as Corrections Officers and CIE employees. In addition I was able to talk to the trainers about their vast experience as Corrections Officers and the current challenges that they face as trainers.



## Christchurch Prison

A large prison with a potential to house 954 sentenced and remand inmates. Christchurch Men's Prison employs approximately 420 staff and holds male prisoners with a security classification between minimum and high-medium. The prison includes the Papanui Remand Centre. My host was the Prison Manager who delegated my visit by two very experienced unit managers. The Prison is located on the outskirts of Christchurch and is part of Prison Services' Southern Region. Two other prisons are located nearby, Rolleston and Christchurch Women's.

## Wellington

I was given the privilege of addressing senior staff and managers at Corrections Headquarters. I found this most rewarding as the Headquarters team are very committed to the positive strategic management and change for their organisation. Strategic planning such as "Enhancing our People Capability", "Moving Forward the Next Five Years", and "Maori and Pacific" strategy plans are all examples of an organisation that is not standing still, but looking forward to the challenges of Corrections in New Zealand.

## Recommendations

My main recommendation is directed to my own Service, the Northern Ireland Prison Service. It is one of the most scrutinised public service organisations in Northern Ireland. A few examples are the Independent Monitoring Board (IMB), Criminal Justice Inspectorate (CJI), Police Service for Northern Ireland (PSNI), Prisoner Ombudsman, International Committee of the Red Cross (ICRC) Human Rights Commission (HRC) to name but a few. At the time of writing we are somewhere along the time line of "Credit Crunch" and also devolution will be reality within a few months. There is also the constant challenge of doing more with less, in all areas of the public sector.

The service is changing and we are more aware that ever that there is need for positive change coupled with fiscal effectiveness. I hope that as a small nation of 1.7million currently with only 3 Prisons and Young Offender Centre, that we can some day realise a 31% percent recidivism rate, that we can embrace fully the ethos at all levels of protecting the public efficiently and effectively, as it deserves, by reducing significantly re-offending. I am very confident that unlike my former colleague my report will provide some impetus for change in what is a very proud and capable Service.

"The degree of civilization in a society can be judged by entering its prisons"

**Fyodor Dostoevsky**

*Russian novelist (1821 - 1881)*



## **Acknowledgements**

The Winston Churchill Memorial Trust Office for its advice and encouragement throughout the whole period of the Fellowship.

I would like at the outset to acknowledge all the help and encouragement I received from Governor Richard Hedley, who unlocked the potential of this endeavour with the Prison Service.

Mr Mark McGuckin, Assistant Director, Finance and Personnel NIPS.

The Principal Officer Tutors' at the Prison Service College, Millisle. For "Keeping Their Shoulder to The Wheel", whilst I was away.

Governor R Cromie, also at the Prison Service College, for his analytical eye.

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Mr William Rentzmann Directør

Mr Claus Wenzel Tornøe Director of International affairs

Ms Anne Bunimowicz, Head of Section Department of Prisons and Probation

## **Department of Corrections New Zealand**

Barry Matthews Chief Executive NZ Corrections

Russell Underwood Corrections Headquarters

Sam King International Relations Coordinator

## **David Bowden**

**Principal Officer  
Northern Ireland Prison Service  
May 2009**





## Appendix A

### Denmark

**Headquarters of Kriminal Forsørgen**, Stadgate 100 Copenhagen.

**Vridsløselille State Prison**, Fængselsvej 39 DK-2620 Albertslund

**The Western Prison**, Vestre Fængsel Vigerslev Allé 1 DK-2450 Copenhagen SV

**Herstedvester Institution** Holsbjergvej 20 DK-2620 Albertslund

**Ringe State Prison** Boltringgårdsvej 10-12 DK-5750 Ringe

**Sønder Omme State Prison**, Holdgaardsvej 142 DK-7260 Sdr. Omme

**Pensionen Engelsborg GI**. Bagsværdvej 39, 2800 Lyngby

**Kriminalforsorgens Uddannelsescenter**, Biskop Svanes Vej 69, 3460 Birkerød

### New Zealand

**Auckland Prison** Paremoremo Rd, Albany, North Shore City 0752

**Auckland Region Women's Corrections Facility (ARWCF)** 20 Hautu Drive Wiri  
Manukau City, Auckland

**Spring Hill Corrections Facility (SHCF)** Hampton Downs Rd, Te Kauwhata  
Waikato

**New Plymouth Prison** Robe St, Central City, New Plymouth

**Wanganui Prison** Pauri Rd, Wanganui

**Manawatu Prison**, Camp Rd, Linton, Palmeston North

**Arohata Women's Prison**, 1 Main Road Tawa



**Rimutaka prison**, Freyberg Rd extension Trentham, Wellington

**Winston Churchill Memorial Trust NZ** PO Box 805 Wellington 6140

**Prison Services Head Office** Mayfair House, 44-52 the Terrace Wellington

**Christchurch Prison** West Coast Road, Christchurch



## Appendix B

<http://www.kriminalforsorgen.dk>

<http://www.corrections.govt.nz>

<http://www.mobilitydogs.co.nz>

<http://www.niprisonservice.gov.uk>



## Appendix C

The Winston Churchill Memorial Trust

The Director of the Northern Ireland Prison Service

Mr William Rentzmann, Director Danish Department of Prisons and Probation  
(Kriminalforsorgen)

Mr Barry Matthews, Chief Executive Zealand Department of Corrections  
(Ara Poutama Aotearoa)

The Deputy Director of Personnel and Finance NIPS

The Governor of HMYOC and Prison Hydebank Wood

The Governor of HMP Maghaberry

The Governor of HMP Magilligan

Mr Brian McCaughey Director of Probation Service NI