

**Prisoner Experiences of Case Management in the Aotearoa  
New Zealand Prison System**

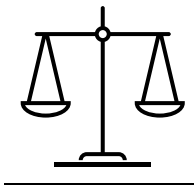
**Laura Johnstone**

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University of Canterbury

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## **Abstract**

The Department of Corrections introduced case management to Aotearoa New Zealand's prisons in 2011, replacing an approach of Sentence Planning. Corrections has stated that this led to improvements in four areas: the assessment of prisoner needs, prisoner motivation to complete activities, the scheduling of programmes, and the level of reintegration support provided to prisoners.

Using in-depth interviews, this study explores the perceptions prisoners have of case management, and tests the statements made by the Department of Corrections. Little research to date exists in these areas.

This study, in line with similar international studies, supports the use of the case management model for managing prisoners but finds that there are areas for improvement, which could enhance the case management experience for prisoners in a way that more closely meets their rehabilitative and reintegrative needs.

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## Introduction

In 2011, the Department of Corrections/Ara Poutama Aotearoa began a series of initiatives aimed at reducing re-offending, which included introducing case management (Ryan & Jones, 2016). Case management replaced and enhanced the Sentence Planner role (Ryan & Jones, 2016). As at June 2021, the Department of Corrections employs 318 case managers/kaiwhakahaere kēhi, who work with prisoners throughout their sentences (Department of Corrections, 2021). Case management was part of a broader move to an offender-centric correctional philosophy, with a focus on the end-to-end management of prisoners throughout their sentence (Ryan & Jones, 2016; State Services Commission et al., 2012; Thorby, 2013). This shift was informed by international research and practice, which in recent decades have also seen correctional case management being introduced as a method of managing criminality (Godley et al., 2000; Leutwyler et al., 2017; Maguire & Raynor, 2017; Porporino, 1982; Sullivan et al., 2016).

The Department of Corrections state that the job of the case manager is to:

*...take a more active role in making decisions about a prisoner's management and motivating them to complete activities on their plan. They are responsible for ensuring that prisoners and remandees have an individualised pathway of rehabilitative and reintegrative interventions which are aligned to their assessed risk and identified needs. This is achieved in a number of ways, such as face-to-face contact with the individual, collaboration with other staff, and referrals to both internal rehabilitative programmes and external reintegrative providers.*  
(Ryan & Jones, 2016, p. 10).

In 2016, the Department of Corrections stated that case management had led to improvements in the following four areas:

- The assessment of prisoner needs;
- Prisoner motivation to complete activities;
- The scheduling of programmes; and
- The level of reintegration support (Ryan & Jones, 2016).

On the whole, there has been inadequate inquiry into the prisoner experience of case management, despite the model being in existence for over a decade. This research seeks to plug that gap.

In order to investigate the above, the following research questions were formed:

1. What are the key observations that prisoners have around case management generally?
2. What are the experiences and perceptions of prisoners of the current model of case management based on the four improved outcomes stated by the Department of Corrections?

## **Chapter One: Literature Review**

The following literature review firstly considers the emergence of correctional case management across the wider field of criminal justice, both inside and outside of prison walls. Secondly, an outline of case management and best practice is provided. Thirdly, the level of importance of the case management relationship itself is explored. It then discusses the specific impacts of the wider prison environment on case management. Fourthly, various models of offender management in comparable jurisdictions are explored. And lastly, the relatively recent introduction and use of case management in

prisons in Aotearoa New Zealand is examined, through the limited existing local literature and information released by the Department of Corrections.

### *Emergence of case management across the international criminal justice sector*

Internationally, an evidence base has grown in support of case management models for offenders involved in the criminal justice system (Godley et al., 2000; Leutwyler et al., 2017; Maguire & Raynor, 2017; Porporino, 1982; Sullivan et al., 2016). Much of this research focuses on the reintegration of offenders into the community (Davies, 2006; Godley et al., 2000; Needels et al., 2005; Porporino, 1982; Sullivan et al., 2016; Ventura et al., 1998), programmes aimed at those on community sentences (Godley et al., 2000; McNeill, 2006; Partridge, 2004; Robinson, 2005), and specialist policing services (Ravulo, 2016; Sullivan et al., 2016). Some recent research has also focused on pre-incarceration case management (Potter, 2014).

Interestingly, an American study from the late 1990s found that access to case management inside prison was positively associated with a decreased likelihood of reincarceration (Ventura et al., 1998). There is more recent international research focusing on the use of case management to prevent recidivism and reincarceration of those with mental illness in particular (Godley et al., 2000; Leutwyler et al., 2017; Solomon & Draine, 1995). An offender case management approach used in the reintegrative process post prison was shown to decrease reconviction rates in Dunedin, New Zealand (Sullivan et al., 2016). Decreasing reconviction rates creates large savings in the criminal justice system, both in terms of incarceration and judicial costs (Sullivan et al., 2016). Further, there are significant social benefits in decreasing recidivism, such as lower rates of victimisation and related increases in community



safety (Sullivan et al., 2016). It appears that case management may be able to positively impact these issues.

*What is case management in the prison setting and what should it be?*

There is a lack of coherence in the literature regarding what case management actually means in the prison setting (Partridge, 2004; White & Graham, 2010). In an attempt to provide a definition, White and Graham (2010) argue that case management refers to the complex relationship between a prisoner and the professional or professionals responsible for their care, with an aim to reducing reoffending. Broadly, the wider literature suggests that the role of prison case management involves risk assessment, sentence planning, managing disciplinary issues, engaging an offender with relevant therapeutic, educational and vocational needs, and assisting in the transition from prison to the wider community (Maguire & Raynor, 2017; Thorby, 2013; White & Graham, 2010). Some argue that “case management should be viewed as the hub of offender rehabilitation” (Purvis et al., 2011, p.5). Conversely, others view the role of the case manager as simply an intermediary between interventions such as rehabilitation programmes (Carter, 2003, as cited in Maguire & Raynor, 2017). Case management, like programmes, can be a form of intervention in and of itself (Maguire & Raynor, 2017). Arguably, the case management relationship is not just about scheduling courses and planning a prisoner’s sentence; it is a complex interpersonal relationship that can significantly affect motivation to change and recidivism (Maguire & Raynor, 2017).

Prison case managers tend to come from a range of backgrounds such as counselling and social work (White & Graham, 2010), and are generally expected to have a wide

range of interpersonal competencies including empathy, motivational skills, and compassion (Maguire & Raynor, 2017). The skill level of the case manager does matter and research has found that prisoners who are managed by more highly skilled staff are less likely to be reconvicted of future crimes (Dowden & Andrews, 2004; Maguire & Raynor, 2017). At the very least, case managers (as with all prison staff) should be of the view that all prisoners have the capacity for change (Smith & Schweitzer, 2012).

Some four decades ago, a theory was created which incorporated five key dimensions of good correctional practice: effective use of authority, anticriminal modelling and reinforcement, problem solving, use of community resources and the quality of interpersonal relationships between prison staff and prisoners (Andrews & Kiessling, 1980, as cited in Dowden & Andrews, 2004). More recently, Dowden and Andrews (2004) considered this theory and conducted a meta-analysis, which investigated the rehabilitative impact, or lack thereof, of certain traits in prison staff more generally, which provides some insights into ideal characteristics of case managers. These qualities are – open, warm and enthusiastic communication and the development of liking and mutual respect between prisoner and prisons staff member (Dowden & Andrews, 2004). Dowden and Andrews (2004) argue that the interpersonal relationship between staff and prisoners is the most important factor. Similarly, Smith and Schweitzer (2012) argue that the most effective prison staff are non-judgmental, empathetic, enthusiastic, solution focused, and optimistic. They also avoid conflict with prisoners and instead maintain their focus on developing inner motivation and self-efficacy (Smith & Schweitzer, 2012). Smith and Schweitzer (2012) argue that

corrections professionals should model prosocial, antirriminal behaviour and should affirm prisoners for making positive choices.

### *Importance of the case management relationship in prisons*

#### ***Social factors impacting the quality of the relationship***

The literature generally emphasises the importance of the quality of the case management relationship in determining outcomes for prisoners (Maguire & Raynor, 2017; Purvis et al., 2011). Maguire and Raynor (2017) state that case management is actually a *human* process, not a *management* process. If done well, it is also a therapeutic relationship that benefits the prisoner immensely (Dowden & Andrews, 2004). Case management relationships do not work well if they are superficial relationships, as they require personal connection to thrive and have genuine impact (Maguire & Raynor, 2017). Purvis et al. (2011) studied case management in Australian prisons and found that there is a tendency to underestimate the impact that a strong case management relationship can have. Other research similarly argues that level of success in case management is dependent on the relationship itself (Maguire & Raynor, 2017; White & Graham, 2010). Perhaps one of the most important factors in the relationship is trust (Maguire & Raynor, 2017; Sullivan et al., 2016). The development of trusting personal relationships between prison staff, such as case managers, and prisoners is a notoriously difficult undertaking, but it is possible (Maguire & Raynor, 2017). Seeing and engaging with the offender as a person is of key importance to the correctional case management relationship (Davies, 2006).

Offenders need a consistent relationship with one case manager, who they must trust, and interactions should happen face to face (Maguire & Raynor, 2017). Prisons

sometimes operate on a 'pass-the-parcel' whereby the prisoner is passed between various case managers throughout their sentence (Maguire & Raynor, 2017; Robinson, 2005). Maguire and Raynor (2017) note that human beings do not like discussing their personal issues with a series of strangers, and the best case management relationships are built on trust. Prisoners, like the rest of us, trust people as opposed to processes (Maguire & Raynor, 2017). Robinson's (2005) work, though focused on probationers, also supports this ideology – finding that fragmented practice which treats offenders as portable entities is ineffective.

Maguire and Raynor (2017) made clear the significance of the continuity of the relationship in both rehabilitation and reintegration:

*...the successful resettlement and rehabilitation of prisoners depends critically upon continuity of sentence planning and case management during their time in custody and 'through the gate' (pp. 138).*

Best practice indicates that case management should be a continuous process, which starts early in the prisoner's sentence and continues after they have been released (Maguire & Raynor, 2017). Ideally, a holistic approach should be undertaken by the case manager, paying attention to the individual's behaviour, mental health, attitudes, housing needs, and employment opportunities, among other things (Maguire & Raynor, 2017).

### ***Sentence Planning and Programmes***

As noted above (see page 6), case managers absorbed the role of sentence planners when they were introduced in 2011. A major part of the case manager's role has

therefore involved the scheduling and planning of rehabilitative programmes for prisoners to participate in. Best practice internationally in regards to the use of programmes for targeting recidivism are those that consider risk, needs and responsivity (Dowden & Andrews, 2004; Office of the Auditor General, 2013). This is commonly known as the 'RNR Model' and was adopted from a respected body of work by Andrews and Bonta (Craig & Rettenberger, 2016; Sullivan et al., 2016). The RNR model is a concept that considers how an individual responds to interventions such as rehabilitative and reintegrative programmes (Bevan, 2017; Dowden & Andrews, 2004). Importantly, the RNR model takes into account the factors that contribute to how an individual responds to interventions, such as their experiences of historical and recent trauma, comorbid mental health issues (Bevan, 2017), and their criminogenic needs, such as antisocial attitudes and peer associations (Dowden & Andrews, 2004; Smith & Schweitzer, 2012). In regards to specific courses and programmes inside prison, it has been found that those that are matched to the specific learning needs of the individual are the most effective (Dowden & Andrews, 2004). In order to get the best possible outcomes, case managers must pay careful attention to sentence planning and the appropriate use of programmes for each individual's sentence. Evidence indicates that programmes should be tailored to the unique needs and risks presenting in the prisoner (Maguire & Raynor, 2017). In New Zealand, the Department of Corrections recognises that prisoners are more likely to have comorbid physical and mental health issues than the general population, and that these must be addressed (Ryan & Jones, 2016). Recent literature argues that prisoners should have more control and responsibility for their own sentence planning (Maguire & Raynor, 2017). However, this does come with risks. For instance, prisoners with long sentences could effectively slip through the cracks and meander through their sentences without

attending to their rehabilitative needs - by avoiding doing programmes that challenge their behaviour (Maguire & Raynor, 2017).

While programmes are obviously important, it must be recognised that they are not as effective as one might hope. At least in the Western world, prison programmes (such as group violence and therapy programmes) are not the silver bullet they were once thought to be (Maguire & Raynor, 2017). Overall effect sizes of all rehabilitative intervention programmes inside prisons lie mostly between three and eight percent (Johnston, 2017). We have seen this play out in the New Zealand criminal justice system, with effect sizes of programmes here mirroring these modest rates. The Special Treatment Unit Rehabilitation Programme<sup>1</sup> (also known as STURP), which targets high risk violent male offenders, is considered “successful” by the Department of Corrections (Johnston, 2017). This is despite their own data proving that it only reduces reoffending by between four and 13 percent at best (Johnston, 2017).

### ***Reintegration***

The transitional period where a prisoner is released from prison and begins to reintegrate into the community is crucial (Maguire & Raynor, 2017; Smith & Schweitzer, 2012). For the vast majority of offenders, this is the highest risk period for reoffence and reimprisonment (Maguire & Raynor, 2017). Importantly, case management and other wrap around services that assist prisoners with reintegration are equally as important as those that target their offending behaviour (Maguire & Raynor, 2017). Unfortunately, this transitional period is usually where things fall apart

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<sup>1</sup> STURP (Special Treatment Unit Rehabilitation Programme) is a 33 week prison course aimed at addressing the complex needs of high risk male offenders (Kilgour & Polaschek, 2012).

for offenders as there are often inadequate connections between case management services inside prisons and external services (Maguire & Raynor, 2017). These issues are exacerbated by the reality that prison staff, including case managers, are generally preoccupied with getting a prisoner through their sentence, as opposed to assisting them to cope with the realities of life after prison (Maguire & Raynor, 2017). In other words, aftercare is quite literally an afterthought (Maguire & Raynor, 2017).

Leading researchers have found that reintegration and resettlement should be an integrated part of case management (Petersilia, 2003, as cited in Maguire & Raynor, 2017). In other words, case management should not abruptly end when a prisoner leaves 'through the gate' (Maguire & Raynor, 2017; Taxman, 2004). Reintegration should be incorporated into a prisoner's sentence planning and case management throughout their sentence, in order to give them the best chance of successful resettlement in their community (Maguire & Raynor, 2017). The process of reintegration can be made even more difficult for prisoners on long sentences, given they are often held in prisons further away from their home communities (Maguire & Raynor, 2017), meaning they may need more support. However, desistance and even complete abstinence from crime for serious offenders is certainly possible, particularly when they are encouraged to engage with services in the community on release (Maguire & Raynor, 2017).

In regards to reintegration, Maguire and Raynor (2017) argue that a handover model, which sees a prisoner be handed from case manager to probation officer or other criminal justice service, is not best practice. This is because it completely disrupts the trusting relationship between case manager and prisoner (Maguire & Raynor, 2017).

Instead, they argue that maintaining continuity should be paramount and that a case manager should remain engaged post-release (Maguire & Raynor, 2017). However, if handovers are the only option on the table, they should be done with care and in the form of multiple meetings between former prisoner, case manager, and the relevant third party (Maguire & Raynor, 2017).

### *Specific impacts of the wider prison environment*

Case management does not occur within a vacuum – it occurs within a system that has traditionally been characterised by power, punishment and control (Pratt, 2008; Smith & Schweitzer, 2012; Symonds & Beales, 2014). The prison environment is one that is notoriously difficult to change (Maguire & Raynor, 2017). High prison populations, and therefore stretched resources, make achieving effective case management programmes very difficult (Maguire & Raynor, 2017). Empowering prisoners and motivating them to change their behaviours can also be frustratingly difficult given the suppressive nature of prison itself (Maguire & Raynor, 2017). The impacts of the wider prison environment also became clear in this study.

It should not be forgotten that prisoners, despite being the cause of their own imprisonment, are in prison against their will (Maguire & Raynor, 2017). This reality creates an immediate and ever-present obstacle for case managers, who must try to build trusting relationships inside what is an inherently untrustworthy environment for prisoners (Maguire & Raynor, 2017). Adjacent to this issue is that there are inherent tensions in the relationship between case managers and prisoners. This is because the case manager is simultaneously responsible for assessing risk and disciplining a prisoner, and supporting their emotional needs (Porporino, 1982; Purvis et al.,



2011). This creates an inherent difficulty in the case management process, in that prisoners tend to be untrusting of the prison system and its staff, regardless of how well meaning and compassionate they may be (Maguire & Raynor, 2017). The issue of building trust in case management relationships will also be seen in the findings of this research.

In the United Kingdom, it has been found that culture of their prisons are not conducive to trusting relationships between prisoners and prison staff (Maguire & Raynor, 2017). The current thinking in the United Kingdom reflects a philosophical shift towards collaboration between prisoners and case management staff, which can only work in a prison that is truly rehabilitative (Maguire & Raynor, 2017). This has brought about the concept of the 'rehabilitative prison' in the United Kingdom, which is characterised by a safe culture, and mutually beneficial interpersonal relationships between prisoners and prison staff (Maguire & Raynor, 2017). The oxymoron in the concept of a 'rehabilitative prison' was not lost on Maguire and Raynor (2017), who acknowledged that such an idea may well be a misleading fallacy, used to distract from the punitive and harsh reality of prison. Other theorists, such as Smith and Schweitzer (2012) argue that creating a therapeutic style prison is not just a fantasy, and may actually be possible in the modern age. Therapeutic offender communities certainly exist in New Zealand, such as in the case of Salisbury Street (Hough, 2003), but therapeutic prisons are yet to be seen in this jurisdiction. More progressive prisons in the future may better support case managers to do their jobs effectively.

It cannot be ignored that case managers, as with all corrections professionals, are also in a position of power and authority relative to the prisoner they are responsible for

managing (Smith & Schweitzer, 2012). This power includes things which may easily be overlooked, such as the considerable information that a case manager has access to about a prisoner and their life, and the fact that they can and do share information with other prison staff (Symonds & Beales, 2014). There is a balance case managers must try to find in the web of overlapping relationships between maintaining safety, security, and encouraging rehabilitation (Symonds & Beales, 2014).

### *International models of case management in prisons*

While there are a number of similarities in case management models used overseas compared with the model here in New Zealand, differences and changes of approach are afoot. On the whole, overseas models are leaning towards more collaborative approaches, that encourage prisoners to take responsibility for their own rehabilitation inside prisons. Offender management models from Australia, the United Kingdom, and Canada are explored below.

### ***Australia***

In the last decade, thinking has emerged which emphasises the significant role that case managers in Australian prisons play in the rehabilitation, and lives, of prisoners (Purvis et al., 2011). Many jurisdictions in Australia currently use case management in the prison system, and most are informed by the RNR model, as is the case in New Zealand (Purvis et al., 2011; White & Graham, 2010). Purvis et al. (2011) argue that case management should be seen as the focal point of offender rehabilitation, and that case managers should be spending much more time with prisoners than they are traditionally resourced to do. Corrections Victoria (the government department overseeing corrections in the state) is the first correctional organisation in the world to

adopt a Good Lives Model, which is more holistic and is based on identifying strengths and assisting offenders to develop skills they can use to overcome risks (Purvis et al., 2011; Sullivan et al., 2016).

### ***United Kingdom***

Emerging proposals in the United Kingdom suggest that the case management model should be foregone and replaced with a rehabilitative or therapeutic style of prison, which places the management of one's rehabilitation on prisoners themselves (Maguire & Raynor, 2017). These proposals have emerged due to issues seen in the traditional case management model over the years. In 2012, the use of formal case management and sentence planning was extended to prisoners serving 12 months or more in prisons in England and Wales (Maguire & Raynor, 2017). However, prisoners were still having disparate experiences of case management, dependent on both the length of their sentences and their security classification (Maguire & Raynor, 2017). In 2013, changes to offender management in prisons were called for following a joint report by the Inspectorates of Probation and Prisons in England and Wales (Maguire & Raynor, 2017). This joint report found that end to end case management of prisoners by community-based probation officers was not working, partly because they did not have enough knowledge of how prisons work (Maguire & Raynor, 2017). Somewhat radical proposals since emerged, which controversially push for the abandonment of end to end case management, given its failure to impact rehabilitation and its significant draw on resources (Maguire & Raynor, 2017). It is argued that any approach to offender management should be offender-centric rather than process-centric as is traditionally the case (Maguire & Raynor, 2017). In addition, the proposals in the United Kingdom call for large number of prison staff (not just case managers) to

have a formal motivational role in the lives of prisoners in state care (Maguire & Raynor, 2017). This represents a shift towards a more collaborative, multidisciplinary approach.

### **Canada**

In Canadian federal prisons, each prisoner is assigned a case management team as opposed to a single case manager (Correctional Service Canada, 2018). The team is multidisciplinary and made up of a Correctional Officer, a Parole Officer, a Manager of Assessment and Intervention and if appropriate, an Aboriginal Liaison Officer and/or an Elder (Correctional Service Canada, 2018). The process is one of an ongoing nature, where the team assesses, informs, motivates, counsels, plans programmes, and supervises a prisoner throughout their sentence (Correctional Service Canada, 2018). Members of the team also take part in the prisoner's reintegrative process (Correctional Service Canada, 2018). In similarity to the process seen in New Zealand, members of the prisoner's case management team may appear at Parole Board hearings (Correctional Service Canada, 2018).

Despite the changes in approach that have been emerging in the United Kingdom and Canada, the introduction of case management in New Zealand in 2011 was certainly backed by evidence and the findings of academic research. The findings of this research also suggest that case management is an effective approach for New Zealand prisoners, but that it is in need of improvements in certain areas. The following section outlines the current approach to case management in New Zealand prisons.

### *Prison case management and the case manager in Aotearoa New Zealand*

Given the evidence for the efficacy of case management in managing offenders (Sullivan et al., 2016), the introduction of case management in New Zealand prisons in 2011 was well informed. As noted above, the overarching approach to managing New Zealand prisoners is the risk, need, and responsivity (RNR) model (Office of the Auditor General, 2013; Symonds & Beales, 2014). In practice, this means case managers should be aiming rehabilitative programmes at the level of risk of the individual prisoner (Bevan, 2017). In New Zealand, case managers lead the rehabilitation of prisoners, and are present in every prison across the country (Symonds & Beales, 2014). They exist within a multi-disciplinary collaborative approach, which includes clinical psychologists, kaumātua, prospective employers, prison officers, and the whānau and friends of the prisoner, as well as the prisoner themselves (Thorby, 2013).

In defining the scope and nature of the role, The Department of Corrections (n.d.-c) states that:

*Case managers spend about 20% of their time working face-to-face with individuals, 20% working with whānau, and the balance writing reports, case notes and overseeing a multi-disciplinary approach to individual change. They work closely with teams across Corrections including Probation, and with external agencies such as the New Zealand Parole Board, Police and Oranga Tamariki.*

The role of the case manager is to develop an Offender Plan in collaboration with the sentenced prisoner or remandee and to provide them with support and advice

(Community Law, 2015). For remandees, the focus is on immediate reintegration needs, while the scope is wider for sentenced prisoners (Department of Corrections, n.d.-a). The Offender Plan should take into account a range of issues including offending needs, behaviour, attitudes and compliance, education and work, health, wellbeing, lifestyle support, housing, finance, and victim related issues (Department of Corrections, n.d.-a; Office of the Auditor General, 2013). In order to identify an offender's needs and specific risk factors, case managers use a dynamic risk assessment tool called the Structured Dynamic Assessment Case Management – 21 items (SDAC-21) (Ryan & Jones, 2016; Symonds & Beales, 2014). The information gathered through the SDAC-21 is used to assist case management staff with identifying appropriate programmes and sequencing them appropriately in the Offender Plan (for more information see: Symonds & Beales, 2014). Case managers are supposed to act as agents of change in the prisoner's life, motivating them to find alternative ways of coping and behaving to meet their needs (Thorby, 2013). They can achieve this in various ways, including motivational interviewing, modelling prosocial behaviours, and partnering with the offender (Thorby, 2013). Importantly, case managers must make an assessment of where a prisoner is at in terms of their readiness for change, and target interventions appropriately (Thorby, 2013). The Department of Corrections also notes that:

*Case managers work with offenders in custody to facilitate services and deliver active and caring support to prepare the offender to live an offence-free life and to ensure a successful transition to probation colleagues or directly into the community (Department of Corrections, n.d.-a).*

In addition, each prisoner receives a numeracy and literacy assessment and is assessed for alcohol and drug problems on entering prison (Office of the Auditor General, 2013). All adult male offenders receive a mental health assessment, which is important given that mental illnesses are up to five times higher in the prison population than the general population (Office of the Auditor General, 2013). According to the Department of Correction's performance indicators, prisoners serving more than six months should have an Offender Plan drawn up within two months of the start of their sentence (Office of the Auditor General, 2013). As at the end of June 2013, 98% of sentence prisoners received a plan, but 15% of these were not prepared on time (Office of the Auditor General, 2013).

In regards to the scheduling of programmes on the Offender Plan, case managers are responsible for sending Offender Plans to schedulers, who then place prisoners onto waiting lists for appropriate programmes (Office of the Auditor General, 2013). There are five main types of programmes in prison – motivation to change, rehabilitation, education and training, employment, and reintegration into the community (Officer of the Auditor General, 2013). As programmes become available, schedulers check the waiting lists and ensure that prisoners meet eligibility criteria for the relevant programme (Office of the Auditor General, 2013). Eligibility criteria includes things such as security classifications, drug use, age, and associations (such as gang associations) with others on the programme (Officer of the Auditor General, 2013). One challenge to the successful completion of programmes is that offenders may perceive them as a 'tick-the-box' exercise, taking part primarily to increase one's chances of getting parole (Office of the Auditor General, 2013). In 2013, it was also found that the Department of Corrections was facing challenges in the efficient

scheduling of programmes (Office of the Auditor General, 2013). In 2016, the Office of the Auditor General completed a follow up report, which found that the Department of Corrections was still in need of further improvement to the scheduling of programmes and that it lacked technological scheduling software. In 2021, the Chair of the New Zealand Parole Board, Sir Ron Young and the Chief Ombudsman, Peter Boshier, also raised serious concerns about the scheduling of programmes too late in offenders' sentences (Cook, 2021; Whitten, 2021).

Bevan (2017) found in her study of female prisoners in New Zealand, that prisoners tended to respond better to a collaborative approach, which allowed them to play a substantive role in the development of their Offender Plan. At Christchurch Women's Prison, this involves the use of a multi-disciplinary intake panel, who work together with the prisoner to identify their needs and the drivers of their offending (Bevan, 2017). The importance of developing a trusting relationship between prisoner and case manager was also clear, and it was noted that this could take some time given the complex histories and needs of the prison population (Bevan, 2017). It was found to be particularly important that case managers effectively communicated the benefits of rehabilitative programmes and how they could impact the prisoner's needs (Bevan, 2017).

Some case managers take on specialist portfolios related to their skills and expertise, but many support a range of offenders with different backgrounds (Thorby, 2013). The approximately 40 percent of offenders that have high or complex needs will be assigned to enhanced case management, while the remaining 60 percent will receive standard case management (Office of the Auditor General, 2013). Enhanced case



management means that the prisoner is provided more contact with their assigned case manager, regular reviews, and a higher level of focus on their progress (Office of the Auditor General, 2013). The remaining 60 percent of offenders receive what is known as standard case management, which involves a standard case management assessment and plan, and regular progress reviews (Officer of the Auditor General, 2013). High risk offenders are also monitored by multi-disciplinary teams, which case managers are often a part of alongside Clinical Psychologists, the Police, whānau, and the Department of Correction's intelligence service (Officer of the Auditor General, 2013).

As noted above, the Department of Corrections has investigated the use of case management for female offenders in prisons in New Zealand (Bevan, 2017). Marianne Bevan, a Senior Research Advisor for Department of Corrections, produced qualitative research regarding the case management of females by investigating the views and experiences of 35 women in prison, 10 case managers and 13 Department of Corrections officers. Though there are clear differences and needs of female offenders, the research provided findings that may well be relevant for all offenders (Bevan, 2017). For instance, Bevan's (2017) work uncovered some unsurprising findings in terms of prisoner's cultural needs. Through her interviews, she found that working in a culturally sensitive way is a vital element of case management, and it appears that prisoners respond well to case managers who had some understanding of their cultural needs and backgrounds (Bevan, 2017). As in all research in criminal justice in New Zealand, there are unique implications for Māori. Around half of the prison population identifies as Māori, while only making up 15 percent of the total population (Gluckman, 2018; Sullivan et al., 2016). Case management approaches that are 'one-size-fits-all' were found to be ineffective for Māori populations, and

planning needs to be tailored to the specific cultural needs of the individual (Sullivan et al., 2016).

Case managers are also responsible for supporting prisoners to transition back into the community (Office of the Auditor General, 2013). In regards to reintegration back into the community outside of the wire, the best approaches tend to use a collaborative inter-agency perspective (Sullivan et al., 2016). Collaborative approaches include partnering with community groups, non-governmental organisations, iwi, and state agencies to ensure the best chance of successful reintegration (Office of the Auditor General, 2013). The Office of the Auditor General (2013) found that offenders appreciated having their case manager, prison officer and probation officer working collectively to support their reintegration. In 2016, it was found that the system remained in need of further collaboration and alignment between agencies to improve reintegration efficacy (Office of the Auditor General, 2016). Residential centres that provide a controlled re-entry into the community, such as Salisbury Street, were found to operate as a bridge between prison and the outside world by the Office of the Auditor General (2013). However, New Zealand has a distinct lack of these types of programmes.

### *Summary*

It is clear that the introduction of case management in New Zealand prisons is supported by an international evidence base. Overseas jurisdictions are starting to develop the concept of case management further, in line with generally more progressive correctional approaches. Though there is a relatively comprehensive amount of information publicly provided by the Department of Corrections regarding case management, and the role of case managers in New Zealand—most of it is largely

untested and in need of exploration. With the above understanding in mind regarding the role of case managers, and the international literature identifying the importance of the case management relationship, the below methodology was employed to investigate case management in New Zealand prisons.

## **Chapter Two: Methodology**

### *Research development and participant engagement*

The research topic was developed in conjunction with Salisbury Street Foundation (Salisbury Street), whose staff identified the case management process in prisons as being in need of investigation, through their close professional relationships with former prisoners. Salisbury Street is a residential community centre for male parolees, located in Christchurch, New Zealand (Hough, 2003). It is a Charitable Trust that has existed since 1979, and supports former prisoners to reintegrate back into the community after they have completed their prison sentence (Hough, 2003). Salisbury Street offers a 24/7 therapeutic environment with access to a range of supports at all times, and works with the complex needs of individuals on a day to day basis. The relationship that prisoners have with their case manager has already ended by the time they reach Salisbury Street. These men have unique insights into the case management system in New Zealand's prisons. They have had higher levels of contact and input with case managers due to serving long sentences.

Salisbury Street staff were also able to inform the direction of the research, given their extensive experiences in the justice sector and in working with prisoners and former prisoners. A research proposal was drawn up in June 2021, incorporating areas for investigation that Salisbury Street staff had identified. Prior to seeking ethical approval

from the University, consultation with Rahera Cowie, Māori Research Advisor/Kaiārahi Māori for the College of Arts, was undertaken. Ms Cowie provided her tautoko for the research to go ahead in August 2021. Ethical approval was then granted by the University of Canterbury's Human Research Ethics Committee/Te Komiti Matatika Rangahua on 11 October 2021 (Ref: HEC 2021/138).

Prior to formal engagement with the participants, I attended an informal dinner at Salisbury Street, in order to both acclimatise myself to the environment and to allow some of the potential participants to become comfortable with my presence in their home. I formally introduced myself to the potential participants at an Information Meeting on 23 November 2021, where I introduced the research topic and answered general questions about the research process. At this meeting, I distributed Participant Information Sheets (Appendix A) and Participant Consent Forms (Appendix B) for the potential participants to consider. Participants interested in partaking in the research then informed a liaison at Salisbury Street, who arranged a meeting time for the interview to take place.

### *Participant demographics*

The following demographics are primarily based on the participant's self-reporting. Seven participants were recruited from the potential pool of participants. All of the seven participants were male, and were adults aged between 18 and 48 at the time of entering prison for their most recent sentence (this sentence was the primary focus of the interviewing). Four identified as Māori, one as European Māori, one as Cook Island Māori, and one as Pākehā. Their time served inside prison on their most recent sentence varied in length, from between six and a half years to 25 years. Two

participants had indeterminate sentences of life imprisonment and preventative detention respectively. The participants entered prison between sometime between 1996 and 2015. All of the participants have committed serious violent and/or sexual crimes, as is the demographic of Salisbury Street. It should be acknowledged that no interviews were held with prison staff or case managers to test the veracity of participants statements. This is further discussed on pages 82-83.

All of the participants were released directly from Christchurch Men's Prison (formerly known as Papanui Prison) to Salisbury Street on parole, having served their most recent sentence for a serious violent and/or sexual offence. The participants had been imprisoned at various locations during their sentence including – Auckland Prison (also known as Paremone), Christchurch Men's Prison (formerly known as Papanui Prison), Hawke's Bay Regional Prison, Invercargill Prison, Wellington Prison (also known as Mount Crawford Prison and permanently closed in 2012), Otago Corrections Facility, Rimutaka Prison, Rolleston Prison, Waikeria Prison, and Whanganui Prison (also known as Kaitoke). In order to be paroled to Salisbury Street, participants were transferred to Christchurch Men's Prison (if they were not already there), from other prisons throughout the country. All participants have been given a pseudonym to protect their identities.

### *Data collection and interviewing process*

Prior to attending the interview, I remained purposefully unaware of the specific nature of the participants' criminal offending history, aside from knowing that their offending must have been violent and/or sexual for them to be paroled to Salisbury Street. During the interviews, I did not ask the participants why they were imprisoned and it was only

discussed if they raised their criminal history themselves. I took this approach for two reasons. Firstly, the specific details of their offending was not necessary to be aware of to conduct the research at hand. Secondly, I wanted to ensure that the rapport between myself and participant was not affected by my own perception of the nature of their offending.

In preparation for the interviews, I carefully considered the way in which I would present myself to the participants. I wore casual clothing during the Information Meeting and at all of the interviews. I also purposefully wore clothing that revealed my visibly tattooed arms. International research indicates that the prevalence of tattoos in the prison population is higher than the general population (Awofeso, 2002; Rozycki, 2007), so I felt I could safely predict that a relatively high proportion of the participants would have tattoos. In various fields, research has shown that tattoos are a commonality that aids in rapport building between professionals and those they are interacting with (Cohen et al., 2018; Zidenberg et al., 2021). Tattoos are also a form of interpersonal communication about oneself (Palermo, 2004), and provided an unspoken way for me to share information about myself with the participants and build *whanaungatanga* (a sense of connection/relationship).

The data was collected by of qualitative in-depth interviewing with each of the participants. Likert scales (see Appendix D) were also used during the interviews to assess various aspects of the participants' experiences, such as levels of time spent with case managers and views of the relationship over time. The interviews were conducted on site at Salisbury Street and lasted for between approximately 25 minutes and an hour, and the conversation was guided by an interview schedule (see Appendix

D). A short time was spent prior to each interview for introduction, and kai was provided for the participants. Interviews were audio recorded for later transcription, and participants were able to bring a support person from Salisbury Street, though none did. Given that the participants had generally served long sentence, some a period of decades, I sometimes used prompts to assist their memory (e.g. I reminded participants that case management was introduced in 2011). During the interviews, I practiced linguistic mirroring, a technique used in various fields which has been shown to increase rapport (Davidsen & Fogtmann Fosgerau, 2015; Sytchm & Kim, 2020). Linguistic mirroring is exactly what it sounds like – talking in the same way the person opposite you does (Sytchm & Kim, 2020). At the end of the interviews, participants were offered a Support Contact Sheet (see Appendix C) with a list of mental health supports, if they felt they needed support following the interview.

### *Data analysis*

The data analysis process was conducted manually by way of thematic analysis. Thematic analysis is a foundational method of working with qualitative data, and entails “...identifying, analysing and reporting patterns (themes) within data” (Braun & Clarke, 2006, p. 79). It provides both adequate flexibility and scope to explore complex issues in rich detail (Braun & Clarke, 2006). Of course, there is a subjective element to the reporting of themes from the data (Braun & Clarke, 2006), and the data is interpreted through my particular theoretical lens. Nonetheless, the approach taken to coding the data was deductive, whereby the data was interpreted with reference to the research questions.

Semantic thematical analysis was also used to explore the explicit meanings of the data, which was then interpreted in context of the broader existing literature. As

suggested by Braun and Clarke (2006), I began identifying themes during the interviewing process, and was jotting them down as I went. With each transcription, some of these themes began to become more clear and developed in complexity. Data analysis is not be a linear process (Braun & Clarke, 2006) and I provided myself with the flexibility of going back and forth between analysing, interviewing, coding and analysing further. Given that this area of research is largely undiscovered, and the views of similar sample groups have not been researched before, providing a rich overall discussion of the data gathered is important (Braun & Clarke, 2006).

### **Chapter Three: Results**

The findings of this research are organised as follows.

Firstly, an overview of the prisoner experience of case management is provided, which gives an general outline of how prisoners perceived and experienced case management.

Secondly, the results have been grouped into the four sections that the Department of Corrections identified:

- The assessment of prisoner needs;
- Prisoner motivation to complete activities;
- The scheduling of programmes; and
- The level of reintegration support.

Thirdly, though the focus of the research centred primarily on the above four areas, other relevant themes came up during the interviews. These additional themes have also been explored following the other results, given the important insights that they



provide to the prisoner experience of case management and how they interact with the four areas that the Department of Corrections identified.

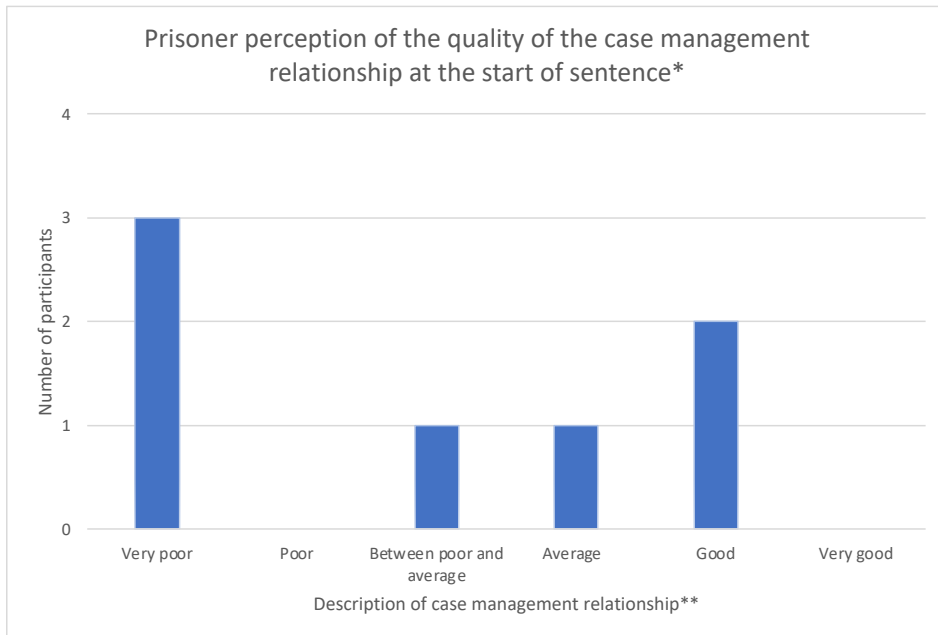
### ***1. Overview of the prisoner experience of case management***

Prisoners perceptions of case management change over the duration of their sentence. Overall, participants viewed case management positively by the end of their sentence. Towards the end of their time in prison, participants largely reported having a much more steady and positive relationship with their case managers. This generally seemed to be because of the increased time spent with each other, and therefore increased opportunities for rapport building. There was also a level of mutual reliance expressed in the relationship, which was compelled by the need to prepare for Parole Board hearings as the prisoners came closer to their parole eligibility dates.

*Ihaka:...we developed a kind of a friendship or a relationship that was based on mutually us both getting the most we could out of the time we were spending together so it made it easier for her to be able to go forward and know that I was behind and having a belief in her.*

However, this was not the case through the duration of participants' sentences, with participants having a mixed views of case management. This prisoner perception of the quality of the case management relationship at the start of their sentences and the end of their sentences are shown below and Figure 1 and Figure 2 respectively.

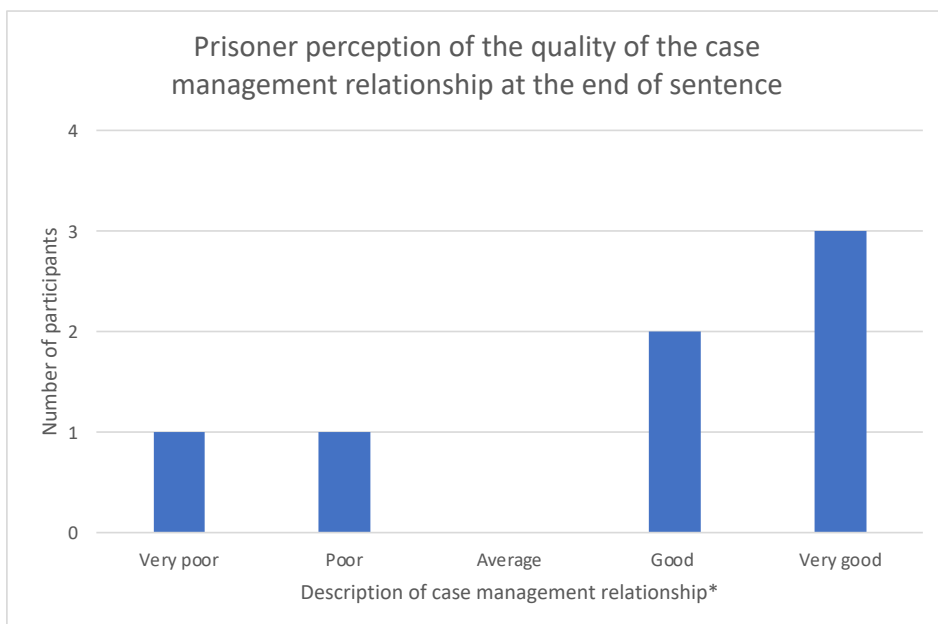
**Figure 1**



\* Three participants were already in prison at the time case management was introduced in 2011. Their perception was measured as it relates to their first case management relationship (as opposed to the start of their sentence).

\*\* Where participants did not provide clear descriptions of their case management relationship, the rating was derived from the overall discussion during the interview.

**Figure 2**



\*Where participants did not provide clear descriptions of their case management relationship, the rating was derived from the overall discussion during the interview.

The following relates to the participants' experiences at the start of their sentences (or the start of their case management relationship if they were already in prison when case management was introduced). Two of the participants had no relationship with a case manager upon entering prison, as they reported not being assigned one until between a year and four years into their sentence. Another two participants reported seeing their case managers less than once a month, and another two reported seeing their case managers one to two times a year. The final participant reported that his experience was very changeable to the point that he could not put it down to a specific frequency. In the first year or so of being in prison, those who did see a case manager reported quite varied lengths of input in terms of time – ranging between five to ten minutes to 60 minutes or more.

As time moved on and participants settled into the middle of their sentences, which varied in time based on the individual sentences of the participants, their case management experience also seemed to become more settled. Participants generally reported seeing their case managers on a slightly more frequent basis, between one to two times a year, and three to four times a year. One participant, who did have a case manager for the first part of his sentence, reported that he had no case manager for around three years during the middle of his sentence. Another participant had a flexible experience most of the way through, and reported seeing his case manager on an as needed basis, which worked well for his needs. Again, the length of time spent with a case manager per meeting varied greatly for participants, between five to ten minutes and an hour, with three participants seeing their case manager for about half an hour at a time.

On release, all but one of the participants expressed a relatively positive view of the last period of case management, when they were engaging with their case manager on a more regular basis. This increase in engagement occurred because participants were reaching their parole eligibility dates and were therefore attending parole hearings. It is clear from the findings that the Department of Corrections are weighting the intensity of case management towards the end of sentences. This is logical, given that prisoners need more support when they go to Parole Board hearings and approach release. However, some prisoners expressed needing intensive case management at other times also. Overwhelmingly, participants are also waiting until close to their parole eligibility dates to be put onto rehabilitation programmes. Findings indicate that this is hampering prisoner rehabilitation, which is discussed further throughout the findings. This issue has also been raised by both the Chief Ombudsman, Peter Boshier and the Chair of the New Zealand Parole Board, Sir Ron Young (Cook, 2021; Whitten, 2021).

## ***2. Testing the Department of Correction's statements***

The following sections explore whether the experience of prisoners reflects the findings of the Department of Corrections in regards to the introduction of case management. The Department of Corrections found that case management has led to improvements in four areas.

- The assessment of prisoner needs (2.1.)
- Prisoner motivation to complete activities (2.2.)
- The scheduling of programmes (2.3.), and
- The level of reintegration support (2.4.)

Each of these areas will form the sections of the results below.

## **2.1. Department of Correction's statement one: the assessment of prisoner needs**

The Department of Corrections has stated that case management led to improvements in the assessment of prisoner needs (Ryan & Jones, 2016). The Department of Corrections notes that the following occurs in regards to the assessment of prisoner needs upon starting a sentence of imprisonment:

*Case managers work with everyone to develop a comprehensive phased rehabilitation and reintegration plan. On sentencing the case manager completes a comprehensive assessment interview with the offender to identify their rehabilitation and reintegration needs. Using this information the case manager then develops a sequenced, prioritised plan to meet the identified needs (responses to risks) for the offender (Department of Corrections, n.d.-a).*

The results can be seen within four subthemes that were identified during the analysis: the comprehensive assessment interview, cultural needs, educational needs, and complex mental health and trauma needs.

### ***The comprehensive assessment interview***

Participants were asked about their experiences in having a comprehensive assessment interview. The comprehensive assessment interview occurs once a prisoner has been sentenced (Department of Corrections, n.d.-a), and is the first

engagement the prisoner has with their case manager that is directly aimed at assessing their needs. Two participants did not remember having a comprehensive assessment interview at all, while the remaining five did.

The Department of Corrections note that the comprehensive assessment interview is supposed to be a process that is done *with* the offender, not *for* them. For those participants that did remember having a comprehensive assessment interview, it was clear that they did not feel a part of the process. On the whole, participants reported feeling that they were told what their plan would be, that it was already pre-planned and what they had to say about it was not relevant to the process.

*Rangi: That [the comprehensive assessment interview] doesn't happen. That doesn't happen. They just come in and um they've already got everything done... "This is what you need to do. Because you got a violent past and this is a violent offence and you have to do this course here. Because you've had drug and alcohol problems and that in the court notes or whatever then you need to do this".*

*Manaaki: I really can't remember how it went but I remember that they did come in and ask me a whole lot of questions and [said] "this is how your sentence is going to go".*

One participant reported not actually understanding the process of the comprehensive assessment interview – this participant, Tawera<sup>2</sup> was one of the first to experience case management as he was already inside prison when it was introduced.

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<sup>2</sup> All participant names are pseudonyms.

*Tawera: Oh yep the Offender Plan, the assessment would take place. However I didn't understand fuck all of it...he [case manager] was trying to explain it the best way he could to me as well...but reality is...I didn't even succeed at school and now we're doing that...*

Some participants spoke of not feeling ready to address their criminogenic needs at the time of their comprehensive assessment interview. In this regard, participants expressed that they were still processing their sentencing, the nature of their criminal offending, and the impact this had all had on their lives, the victim, and those around them. For some participants, they found it difficult to adjust to being in prison and did not feel as if they were in the right headspace to engage with planning their sentence at the time of the comprehensive assessment interview. Participants also expressed a sense of feeling like the case managers were part of a system that was against them, not for them, and this added to their lack of engagement.

*Tipene:... I was like looking at a long lag and I was like 'fuck I don't even want to talk to you cunts'. That's what I was feeling... Yeah and I'm like "oh get out of my face". Yeah I had that kind of attitude aye.*

*Manaaki: Yeah I reckon it [the case management relationship] was between poor and average but I have to take in my own responsibility too because I really didn't care when I went to prison...I was anti, I was, was anti against all of that stuff. I didn't wanna talk to them.*

Tipene found his comprehensive assessment interview more difficult because he found he could not culturally engage with his case manager, and they struggled to communicate with each other due to language differences.

*Tipene: Yup cause the person I had was from another country and he talked, his accent was quite difficult to understand. Yeah, yeah so I supposed if they had like a Māori kind of background, maybe I would've understood that person...*

### **Cultural needs**

Participants were also specifically asked about how their cultural needs were assessed and met by their case manager. On the whole, the participants expressed that assessment and responsiveness to their cultural needs was lacking. Some even felt that the assessment of cultural needs was not catered for by the case management process. This was further complicated by things outside of the case manager's control – such as the reality that particular cultural programmes and resources are not available at all prisons. This seemed particularly prevalent in South Island prisons, with participants reporting being told they would need to transfer to a North Island prison to access cultural programmes. For these participants, accessing their cultural needs in a different prison would mean giving up visits with whānau, which they were understandably not prepared to do.

*Tipene: Yeah, no. They [case manager], they did ask like “oh would you, would you like to do kapa haka again”? and I was like “yeah, course” and then I asked a question “um do we have kapa haka and stuff” – “oh but not in this unit”. And I'm going “okay, so where is it?”. And he was like “oh you have to go up North for that.” I don't want to go up North...I want to do it here.*



*Tawera: I wanted to develop the Cook Island side of me... They [case manager] said "yeah you can, but you have to go to Auckland to do it". I said "fuck off man, the rest of my family are right here."... I didn't get that. I didn't get that cultural help.*

This led to some participants taking control of their own cultural development without the assistance of their case manager. This is further discussed below in regards to participants finding alternative methods of meeting their needs (page 67-70).

*Rangi: Um I was sorta getting that because I was doing it myself, you know... No you know even though they [case manager] might take brownie points or something for that later on you know but I was the one putting my name forward for things and doing things so, so if there was a tikanga course or something coming into the unit then I'd make sure my name was down there, you know...*

One participant, Tipene, was able to do kapa haka classes, albeit late in his sentence, with the help of his case manager. However, he was told that the kapa haka events were primarily intended for prison staff, rather than prisoners.

*Tipene: Probably in the last 18 months I did in Leimon<sup>3</sup>. So I, once I got there I started doing Kapa Haka straight away... Yeah, and my question [was] to some of the case managers... "why didn't you have this right around?" And they were like "oh this is only for the staff."*

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<sup>3</sup> The Leimon Villas are a self-care unit inside the wire at Christchurch Men's Prison for prisoners nearing release (New Zealand Herald, 2016). They have a reintegrative focus and more closely replicate a living situation outside of prison walls (Department of Corrections, n.d.-c).

### ***Educational needs***

In comparison to the largely difficult experiences participants had in regards to their cultural needs, it appeared that their educational needs were quite well assessed and met by their case managers.

*Manaaki: Oh one thing they [the case manager] did do is they got me on my education plan. I wanted to go back and do all my education so I did all my numeracy and literacy..and then did Open Polytech. So that was through um, the case managers.*

*Matiu: ...I ended up doing NCEA Level 1, 2, 3. I did like um that tertiary studies course through um Open Polytech... And then took, did the Small Business Management and then I did all my like half my building apprenticeship out there. It was pretty hard out.*

### ***Complex mental health and trauma needs***

The clientele of Salisbury Street are serious violent and/or sexual offenders, with relatively high needs. As a result, the participants for this research all have complex personal backgrounds and criminal histories, and are likely in need of more intensive support than the average offender. It is clear that these needs required assessment and management by not only the individual's case manager, but also by other staff in the wider prison system. Case management is only one facet of an intricate system, and cannot be expected to resolve the wide array of issues presented by complex, and often high-risk, offenders. Some participants perceived that their case managers did not adequately understand or respond to their complex rehabilitative needs.

However, it appears that case managers sometimes took on the blame for inadequacies in resourcing and policy, that were out of their control.

One participant perceived that their case manager had a lack of understanding and responsivity to their needs and that this caused issues in their rehabilitation. Rangi felt that his case manager's lack of follow through in response to his needs as a male victim of childhood sexual abuse contributed to difficulties in their relationship and in his sentence progression. He noted that his history of trauma made partaking in group courses on his Offender Plan very difficult for a few reasons. Firstly, he found that the professionals running the course did not want him to disclose his past in any level of detail because of the impact it could have on others. Secondly, disclosing such matters in group therapy sessions gave rise to fears of judgment and risks that it could be used against him by other prisoners.

*Rangi: But if you were to say...“oh you know I’m a male I’ve got, I’ve got you know offended against as a child you know from another male”... then they’re gonna be going “oh he’s a fucking homo”...and they [other prisoners] can use it against you even, you know.*

As a consequence, Rangi felt unable to partake in group therapy and requested an individualised pathway to rehabilitation and eventual reintegration from his case manager. This was granted and he was able to begin one on one counselling with a Clinical Psychologist at the prison. While this was immensely helpful for his mental health needs, he felt his case manager did not follow through in acknowledging this alternative pathway as being on an even keel to programmes such as STURP<sup>4</sup>, which

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<sup>4</sup> STURP (Special Treatment Unit Rehabilitation Programme) is a 33 week prison course aimed at addressing the complex needs of high risk male offenders (Kilgour & Polaschek, 2012).

he believed was their agreement. This meant he was unable to move forward in his reintegrative process.

*Rangi: ...they [case manager] got me to do one on one...with a psych [Clinical Psychologist]...and said once I've done this and um my next reclass [security reclassification]...will be treated as doing...some stuff like the STURPS...when it come time to get my reclass [reclassification] done I uh I um came back as still low-medium which wasn't enough for me to get to where I needed to go.*

The case management process was also difficult for another offender with complex needs. Matiu felt his relationship with his case manager, as well as prison in general, was made more difficult as a consequence of his own personal behavioural difficulties. He showed awareness that his own behaviours magnified the strain on his case management relationship, and on his time in prison in general.

*Matiu: ...but if you've got a behavioural problem or if you, if you, I don't, I don't know. For me, I, I fucking real struggle to behave myself so I found it real difficult eh.*

## **Summary**

It appears clear that the assessment of prisoner needs is a fundamental part of the case management process, given the considerable impact it has on the planning of the offender's sentence and therefore, their rehabilitation. The findings indicate that prisoners, and perhaps this is particularly so for those facing long sentences, may not be ready to engage in the comprehensive assessment interview at the start of their sentences. There is a need for case managers to be aware of each prisoner's

readiness to engage, and to reassess this as they progress through their sentence. The findings also indicate that there is room for improvement in the assessment of prisoner's cultural needs, and that case managers may well be hamstrung by the limited availability of cultural programmes and resources. Case managers appear to be doing well to assess and meet educational needs. This participant group is one of relatively complex needs, and case management is just one part of an intricate system of professionals and interventions. Another important part of the role of the case manager is motivating prisoners to complete activities on their Offender Plan. This is discussed below.

## **2.2. Department of Correction's statement two: prisoner motivation to complete activities**

Participants were also asked about the impact their case manager had on their level of motivation to complete activities on their Offender Plan. This was explored in depth with the participants, and most expressed unclear or negative feelings as to whether their case manager motivated them to complete activities, such as rehabilitative programmes. It should be noted that developing motivation can be a difficult task, and perhaps particularly so when it comes to serious offenders with long histories of antisocial behaviour, such as those in this participant group.

Ihaka, who expressed the most positive feelings of case management in general was the only participant to be adamant that his case manager did motivate him to complete his Offender Plan.

*Ihaka: I found for myself that they tried to do as much as they could in moving me forward.*

The rest of the participants were either dubious or did not feel that their case manager motivated them to complete activities on their Offender Plan.

*Tipene: I don't know. Nah I think I just kind of just ticked what I needed to be ticked and little side little things I was doing and yeah.*

One participant expressed that his motivation to change was internally, rather than externally, motivated.

*Matiu: No...I was already motivated myself. I've done everything... There was nothing I could've done more in jail than what I did.*

Wiremu reported that it was less about motivation, and more about the unwavering threat from his case manager of losing his job inside prison if he did not complete programmes. Having a job in prison provided Wiremu was a sense of day-to-day stability that he did not want to lose.

*Wiremu: Um not so much motivate, told you this is what you have to do and you either accepted that or you didn't... I've always had a job in prison and so they held that job over your head. If you didn't do the programme, you'll lose your job.*

However, participants expressed that they appreciated receiving positive feedback and affirmation from their case managers. It appears that simple verbal acknowledgments of one's attempts at making change were quite impactful. Verbal validation from case managers has the potential to be a strong factor in a prisoner's level of motivation. International literature also supports the use of positive affirmation in motivating change in prisoner populations (Smith and Schweitzer, 2012).

*Wiremu: Um yeah I guess in a way you know if you were staying out of trouble you feel good about someone actually commenting on it.*

*Tipene: I was kind of happy to see them and you know to tell them this is where I'm tracking and yeah I'm learning this.*

## **Summary**

The findings indicate that there is room for improvement in regards to motivating prisoners to complete activities on their plan. Most participants were either dubious or did not feel that their case manager motivated them. This participant group may well be more difficult to motivate than others, given their relatively complex needs and histories. They may also have higher levels of distrust for the prison system in general, which could impact their drive to complete activities on their Offender Plan. However, it appears that simple things, such as affirmation and praise, is probably a good place for case managers to start. In addition, the scheduling of programmes (i.e. the time at which they occur in a prisoner's sentence) also appears to impact motivation. This is discussed further below.

### **2.3. Department of Correction's statement three: the scheduling of programmes**

The participants were also asked about the scheduling of their programmes, which is another factor that the Department of Corrections found to have improved as a consequence of case management. The case management process involves identifying programmes and courses for prisoners to take to meet their rehabilitative and reintegrative needs. Those programmes and courses are then scheduled for prisoners to complete during their sentence. This section explores the participants'

experiences of the scheduling of programmes, and how it impacted their time in prison and their rehabilitative process.

On the whole, case managers were seen as instrumental in participants getting into the programmes they needed to do in order to achieve rehabilitation and to be successful in seeking parole.

*Ihaka: Once, well for myself they helped get me onto the um DTU<sup>5</sup> cause that was one of programmes that was on my Sentence Plan [Offender Plan].*

*Ihaka:...You got one [a case manager] yup to oversee your programmes...and you had to start doing programmes if you wanted to um get out of jail you know.*

Given their relatively lengthy sentences, the participants also had unique insights into how the length of one's sentence affects the scheduling of programmes. On the whole, participants were clear that their long sentences meant that they were not put onto rehabilitation courses until they were close to their parole eligibility dates, or the end of their sentence. For participants, this often meant waiting years in prison without doing any programmes.

*Wiremu:...why you gotta wait so long to do your programmes...you got your Offender Plan but most of the things that you feel like you needed to get done were still at the end of your, your sentence.*

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<sup>5</sup> Drug Treatment Units (DTUs) offer a therapeutic environment where prisoners can engage in group-based addiction therapy to address their dependence on alcohol and other drugs (Department of Corrections, n.d.-e).



As a specific example, Wiremu reported waiting a period of eight years until he got into his first rehabilitative programme, having entered prison in 2009.

*Wiremu: Yeah um my first I think I got my first programmes um 2017.*

He went on to say that the start date for a programme was also scheduled for after his Parole Board hearing, even though he would not have been eligible to be paroled without finishing the programme. This seemed nonsensical to him.

*Wiremu: [I said] “you’ve put my programme down for after my parole date which means I ain’t gonna get a parole because I’ve gotta get the programme eh”.*

This issue of major delays in accessing programmes was openly criticised by in August 2021 by the Chair of the New Zealand Parole Board, Sir Ron Young (Cook, 2021). He said that issues with resourcing meant that prisoners were waiting years for rehabilitation programmes, which was having a flow on effect of delaying their release because they could not get parole without showing they had addressed their offending (Cook, 2021). Corrections Minister, Kelvin Davis, responded to Young and said the issue was not about resourcing, and more about prisoners not being ready for programmes early on in their sentences (Cook, 2021). In November 2021, Chief Ombudsman Peter Boshier mirrored Sir Young’s concerns and said that prisoners were getting access to programmes too late in their sentences to create meaningful impact, and that this issue has worsened due to the Covid-19 pandemic (Whitten, 2021). These issues with resourcing were also acknowledged by the participants and are discussed below (see page 66).

As they approach their parole eligibility dates, prisoners prepare to go before the Parole Board to discuss a range of things, including the progress they have made during their sentence, their risks for future offending, and reintegration plans. All of the participants in this sample group attended parole board hearings on at least one occasion. Overwhelmingly, participants noted that there was a substantial increase in engagement with their case manager as they were completing programmes and coming closer to their parole eligibility dates.<sup>6</sup>

*Ihaka: ...and so it was more like the longer the sentence you had well the less attention you got kinda... Yeah 'til you were getting ready to um, getting closer to your end dates [parole eligibility dates].*

*Tipene: So they [case manager] always checked up like maybe a couple of weeks prior to the [Parole] Board and like go over the things that I've been doing and learning and um what's my triggers, what's my high risks and stuff like that...*

Case managers were perceived as having a lot of power in regards to one's Parole Board hearing, and recommendations made by case managers in regards to further programmes needed could have significant consequences for offenders.

*Manaaki: Like [the case manager would] just go to the Board [Parole Board] and they say "nah nah, he's not ready" or...Making him go and*

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<sup>6</sup> For prisoners serving more than two years imprisonment, parole eligibility occurs after serving one third of the sentence, unless a minimum non-parole period applies (New Zealand Parole Board, n.d.). For those on the indeterminate sentence of preventative detention, parole eligibility occurs after serving a minimum period of imprisonment, which is at least five years (New Zealand Parole Board, n.d.).

*do another course that's got nothing to do with what's on his sentence plan or the reason why he's in jail...*

Having programmes scheduled so late in one's sentence appeared to impact not only parole and rehabilitation, but also prisoner behaviour during their lag and their ability to engage effectively in programmes once they eventually came around. One participant showed considerable insight into how the delay in accessing programmes contributed to a lack in rehabilitative progress, and in fact worsened his antisocial behaviour.

*Tawera: If you're trying to change someone, change...my opinion is change it from the beginning. Don't wait...By the time I became eligible for these programmes it was too late. I'd clocked up charges. I'd clocked up assaults charges. I learnt nothing...I failed the programme [STURP] twice...I didn't have tools to deal with what I, what I accumulated over the years was embedded in me. I had no tools to try and help myself get out of it until later later. I couldn't comprehend what the programme was trying to teach me.*

## **Summary**

These findings mirror the recent criticisms levelled at the Department of Corrections by the Chief Ombudsman and the Chair of the Parole Board. They indicate that there are still significant issues within the prison system in regards to the resourcing of programmes. Participants found themselves waiting years to access rehabilitation programmes, which were then too little, too late. For serious offenders, this created significant issues in their rehabilitation, or lack thereof. However, criticisms of case managers in this regard are likely unfairly placed because it seems that this is an issue

of limited resources. Access to programmes is important for prisoners, as they are required to show that they have addressed their offending when they go to the Parole Board. Part of the parole process also concerns reintegration into the community, which case managers play an important role in. This is discussed further below.

#### **2.4. Department of Correction's statement four: the level of reintegration support**

The Department of Corrections has identified that well-planned reintegration is a crucial part of successfully rehabilitating prisoners and supporting them to live crime-free lives in the long term (Ryan & Jones, 2016). The level of reintegration support that participants received from their case managers was investigated in this study. For this group of participants, particular focus was placed on their transition to Salisbury Street, given that the participants were all paroled to the Foundation at the conclusion of their imprisonment. Having served long sentences for serious crimes, these participants may have had more complex reintegration journeys than the average prisoner. The results can be seen within four subthemes that were identified during the analysis: Parole Board hearings, engagement with Salisbury Street Foundation and other community services, and post-release contact between former prisoners and case managers.

##### ***Engagement with Salisbury Street Foundation and other community services***

Part of the process of reintegration involves prisoners organising where they will live after leaving prison, and for all participants this process led to a substantial increase in the amount of contact they were having with their case manager. Case managers provide reintegration support by connecting participants with a range of services in the community. This primarily meant facilitation of the participants' acceptance and

transition to living at Salisbury Street, but also included engagement with other organisations, such as addictions and cultural services. Serious offenders who engage with community services on release (compared to those who do not) are more likely to desist, and even completely abstain from crime (Maguire & Raynor, 2017).

*Manaaki: She [case manager] made contact with this place [Salisbury Street] quite a bit. She was also trying to contact Ngā Hau e Whā<sup>7</sup> and...[helping me] to go out to Lyttelton to Whakaraupo carving school to go and do carving.*

One participant, Ihaka, had a very good reintegration experience that he felt was well facilitated by his case manager. This particular case manager was assigned to him for about two years, which he found helpful as he was heading towards leaving prison and moving into Salisbury Street.

*Ihaka: [I saw my case manager] as often as I needed to...Whenever any changes were coming up or she was making progress with anything in in me moving forward and how I was doing, especially when I was...coming to Salisbury Street.*

Three participants spoke of going on day or overnight visits at Salisbury Street prior to being paroled there. This seemed to be a helpful part of the transition between prison and Salisbury Street. Participants also spoke of Salisbury Street staff being instrumental in these visits, and how essential it was that case managers and Salisbury Street staff collaborated during the process.

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<sup>7</sup> Ngā Hau e Whā is a National Marae in Christchurch. Its current guardians are Te Rūnanga o Ngā Maata Waka and their teams provide a range of social services, including some for those involved in the criminal justice system (Te Rūnanga o Ngā Maata Waka, n.d.).

*Rangi: Um well he [case manager] helped me get reintegration. So I ended up getting two, two visits here before I got here...and he arranged for [Director of Salisbury Street] to come out and see me and...[we all] went to the Parole Board the very next day and then she supported me coming here and wanted me to come for day visits.*

Some felt that they were primarily being supported to transition out of the prison by other prison staff. For instance, Tawera reported that a Corrections Officer (the New Zealand equivalent of a prison guard) took the opportunity of the Covid-19 pandemic (and therefore less management around the prison site) to help him start transitioning out to Salisbury Street by moving him to a self-care unit.

*Tawera: I would like to say she [case manager] got me to Navigate<sup>8</sup> with Pathways<sup>9</sup> in the jail but I did that on my own, me and an Officer....There were no big deal managers and all that. It made it easier for people to manoeuvre - "Yeah theres a spare bed there [in the Leimon self-care villas], bro you're eligible. You're not gonna get it if a manager comes but they're not here. Pack your bags."*

For Manaaki, staff from a programme he was on recommended Salisbury Street for him. These situations are evidence of a level of the multi-disciplinary management of prisoners, whereby many parties contribute to the

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<sup>8</sup> The Navigate Initiative, launched in 2018, is a Pathway Charitable Group programme, which provides male prisoners with practical reintegration support in the 12 months before and after they leave prison (Pathway Charitable Group, n.d.-b).

<sup>9</sup> Pathway Charitable Group (Pathways) is a Canterbury based organisation which offers a range of services to ex-prisoners, including employment initiatives, drug and alcohol support, mentorship and reintegration services (Pathway Charitable Group, n.d.).

rehabilitation of prisoners. This type of collaborative approach is one that the Department of Corrections actively promotes (Thorby, 2013).

*Manaaki: Nah, more the connection come from...the...STURP course...and it was them that recommended it and put in my recommendation for this place [Salisbury Street]. My case manager just had to um follow it up.*

There were unique complications for participants that had moved from various prisons around the country, for the specific purpose being paroled to Salisbury Street from Christchurch Men's Prison. Fragmentation and disconnection between case managers at the different prisons, as well as other parts of the process, made the process feel unnecessarily long and frustrating for participants.

*Tawera: They sent me down here for Salisbury Street. I came down to from [a North Island Prison] This is what I don't understand. So I worked with case management up there. They do all the necessary um paperwork...But I had to come down here so they organised it...Case management down here changed it... Initially they [case management and prison management] said it was to get to know me. I did argue it and I said I'm not down here to be managed. The prison manager that herself said that [unintelligible]. "We haven't got him down here for management. He's going to Salisbury Street."*

### **Post-release contact between former prisoners and case managers**

Findings from this study suggest that the time when the case management relationship is strongest is in the time leading up to a prisoner's release. The growing relationship

between prisoner and case manager then ends abruptly at the time of release, and prisoners are left with no conclusion to the relationship. None of the participants had any level of formal or planned interaction with their case managers once they had been released from prison. They said that once they were paroled and 'out the gate', the relationship was gone. Participants expressed that this felt like a sudden end to the relationship with their case manager.

*Manaaki: As soon as you walk out those doors, they don't want to know you... As soon as they said um you've got your Board [Parole Board], it pretty much ends right there. Your case management is over. Your case manager is gone. She's over, she's done her job, that's it...Nah, as soon as it's over, it's over.*

This abrupt end to the case management relationship was true even for the two participants on indeterminate sentences (life imprisonment and preventative detention), who are still under the management of Department of Corrections and will be for life.<sup>10</sup> Most participants did express a desire to see their case manager outside of prison, even if it were just in the form of a final debrief/check-in meeting to thank them for the contribution they made to their lives.

*Rangi: Yeah [I would like contact with my case manager]. Yeah...he's a good sort I reckon. Thank him really you know cause he...helped me get here, you know. Otherwise I was going nowhere...I probably*

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<sup>10</sup> The sentences of Life Imprisonment and Preventative Detention are a particular sub-set of sentencing options and are indeterminate sentences (Department of Corrections, n.d.-b). This means that while these offenders have a minimum non-parole period in prison and will likely be released at some point, they can be recalled to prison at any time (Department of Corrections, n.d.-b).



*would have been back in [prison] ages ago so helping me get here was good.*

*Wiremu: Yeah I wouldn't mind just you know talking to her and telling her thank you...she did her part and I'm very grateful for that.*

One participant suggested it would be helpful for case managers to come to the regular progress meetings residents have at Salisbury Street.

*Tawera: Just, just follow ups...um case management could be here [at Salisbury Street] at the meetings that we have.*

One of the participants on an indeterminate sentence did see his case manager informally, when she was visiting Salisbury Street by chance. He found this to be a healing experience, and expressed that it brought a sense of finality to the relationship.

*Ihaka: I seen her one day... and it was really great too because I was on the outside now so we could hug and all that kind of thing.*

On the whole, participants expressed being overwhelmed and very grateful for the opportunity to be at Salisbury Street, and for their case manager helping to set this up. They felt very fortunate and recognised that many former prisoners wish to be in their place.

*Tipene: I'm still overwhelmed like now... Yeah, well only 10, 10 rooms in there so yeah I feel sorry for the ones that can't get here... so for me I'm really fortunate and I'm trying to make the best of what I've got.*

Participants also expressed surprise at the amount of help that not only Salisbury Street, but also other community services, were willing to give them. For one participant, this was the first time in his life that he could recall receiving help without an ulterior motive. It was obvious that community support was very impactful in the early steps of his reintegration thus far.

*Manaaki: We [participant and case manager] just put our full faith into this place, which I'm um glad we did...and I've met so many different people here...I can't understand how people want to help us and don't want anything...Well just being a gang member...there's always something sinister behind it... growing up through the Mongrel Mob I was always told that every person's got a use and you got to find the use...just seeing this new [approach], it's different, it's different, it's real different.*

## **Summary**

The reintegrative period when a prisoner is released from prison and begins to re-enter the community is a crucial time in their lives. This immediate post-release period is when the offender is at highest risk of reoffence and reimprisonment (Maguire & Raynor, 2017). It is therefore extremely important that this is managed well by case managers and community services alike. Findings indicate that prisoners feel that the case management relationship ends abruptly, in a way that could damage their reintegrative success. For the most part, participants expressed wanting the case management relationship to extend beyond release. This provides an opportunity for the Department of Corrections to reimagine where the end of 'end-to-end' case management should be.

### **3. Additional findings**

Some additional findings were also unearthed during the analysis process. These make up the following sections:

- The importance of the case management relationship (3.1.);
- Alternative methods of meeting one's needs (3.2.);
- Wider engagement with whānau and friends (3.3.); and
- Impacts of the wider prison system (3.4.).

#### **3.1. Importance of the case management relationship**

The importance of the case management relationship was a significant finding of this study. This was largely to be expected given the international literature supporting the importance of a quality relationship between case manager and offender (Davies, 2006; Maguire & Raynor, 2017; Purvis et al., 2011). Whether or not the quality of the case management relationship affected outcomes (such as recidivism rates) is beyond the scope of this research.

Participants reported that the quality of the case management relationship was affected by a range of factors, including: attitude, personality and engagement style, trust, power imbalances, continuity and consistency, and under resourced and overburdened case managers. These are outlined in detail below.

#### ***Attitude, personality and engagement style***

When participants did have a good quality relationship with a case manager, it seemed that the case manager's attitude, personality and the way in which they engaged with

them was part of this. Participants expressed how important it was to them that the case manager was non-judgmental, communicative, and warm.

*Tawera: Oh just his attitude towards us as prisoners... Just one of the bros... Oh you know he had boundary lines but he just you know, he just didn't talk down to us eh. Just normal.*

Ihaka, who had a particularly good relationship with his last case manager, spoke about developing their relationship through communication and mutual sharing of ideologies.

*Ihaka: ...we used to talk a lot about... relationships and...how we're dealing with them and our values and our beliefs and all that.*

Participants also recognised that their insight into themselves and their ability to communicate their needs impacted engagement.

*Tipene: Because he, because the person was engaging yeah and I knew myself a little bit more better, bit more better to communicate... Yeah kind of opening up like a shell.*

Some participants spoke about the reciprocal nature of emotions in the relationship, and how they felt that a case manager's mood and emotions could effectively be transferred to them.

*Wiremu: You know, if they had a negative attitude, I'd just get negative, which doesn't help in the end.*

*Tipene:...Yeah their personality come across really positive and...they just had a good aura around them and you know looked*

*like they enjoyed their work so...I think [that] just rubbed off on me...their communications was like calm, collected.*

Participants also felt that they were able to tell whether a case manager was passionate and genuine about their job, and expressed that this affected the relationship they had with them.

*Wiremu:...there's some case managers that are there for the right reasons and will try and help you and then you get those ones that I just feel like they're just there to pick up a paycheck.*

*Rangi: I think they were just ticking boxes just probably to keep their pay. I can't remember...having a conversation where I walked out and gone "fuck that guy's fucking too much, he's someone that can help me".*

## **Trust**

Trust was also an important factor in the relationship between case manager and prisoner. A lack of trust could create issues in various ways. For instance, Matiu felt that the relationship with his case manager was negatively impacted by her seeking information from other prison staff, rather than directly from him.

*Matiu: ...She would take her view of what I was up to off the PCO [Principal Corrections Officer] who I never even talked to. Only time I talked to him if I was in trouble but so she'd only converse about negative stuff. [She] had no real insight into anything positive that I was doing or even when there was she'd turn it into yeah but basically this and this are happening.*

Matiu, along with another participant, also felt that their case manager was lying to them, and this caused the relationships to break down quickly.

For Rangi, he felt that his case manager was falsely promising that he would be reclassified to lower security levels more quickly. When this did not happen, the disappointment in feeling like he had been lied to was difficult for him to deal with. He tried to request a change a case manager given the breakdown in the relationship, and this was refused.

*Rangi: ...she was just feeding me full of lies and fucking giving me promises and I'm trying for it and then I tried to change her and I got refused it, you know.*

### **Power imbalances**

Participants also spoke about the level of power that they felt a case manager had over them and their sentence. This inherent tension between case managers and their 'clients' affected the quality of the relationship. This is a difficult reality, given case managers cannot remove the wider prison system from the case management relationship. Prisoners are subjected to the power of the state when imprisoned, and for some, case managers were another harsh remind of this.

*Matiu: You just have to yield and they're, they're potentially the person that's orchestrating whether you're getting out or not...and she's just a normal person, like she's a normal person whose got power on you and, and you can feel it. It's disgusting.*

Wiremu made a conscious effort to avoid viewing the dynamic of the relationship as one with a power imbalance. This helped him to reframe these tensions in the relationship and gave him a sense of control over his life circumstances.

*Wiremu: Um I try not look at it like power because...they are only human anyway and they only held so much and you can stop that power by just ignoring them and telling them you know 'piss off' or whatever... No one holds power over you unless you let them.*

### ***Continuity and consistency***

Another issue that appeared to affect the quality of the case management relationship was continuity and consistency. This presented itself in a few different ways throughout the participants' experiences. Participants generally reported that the case manager they had changed relatively frequently throughout their sentence for a few different reasons: transferring prisons, job changes and promotions, changing units within a prison, and sometimes a case manager being uncomfortable with a prisoner. Two participants were unsure how many case managers they had over the duration of their sentence, partly due to losing count. One reported having two, two reported having four, and two reported having eight.

Participants described being moved around different prisons across the country throughout their sentences, which had an impact on the continuity of their case management relationships. Each time a prisoner was moved, they were also reallocated to a case manager at the new prison. The participants noted the following

reasons for their having to move: lengthy sentences, access to programmes, behavioural issues or “playing up”, and burgeoning prison populations.

*Wiremu: Yeah it [case manager assigned] changed cause I went to three different prisons yeah...at some prisons you change more than that too.*

*Tawera: It changes every jail you go to... so that's what sucks about it. Cause you get to a new jail, you get a new case manager, your case management thing starts again...*

Participants expressed that the frequent changes in their assigned case manager was particularly hard to cope with in regards to having to constantly explain their life story and offending to new people. Understandably, this could be annoying, and for some, traumatic.

*Rangi: Talking to people that you don't even know, you know. Have to go over it all over again...*

*Wiremu: Um it was annoying because you tell someone your life story and that and then they move on, you get someone else and so you had to tell them your story too...You start getting annoyed like you know why isn't this put down somewhere and you read about me instead of me having to tell you about myself again.*

Some participants also reported lengths of time of having no case manager at all, sometimes for a period of years. Some became resigned to this fact, which was largely because they accepted they had a long lag to serve.



*Manaaki: I didn't have anyone for a good like three years, three and a half years. It was ages, I had no-one but then I also wasn't worried about it because I um, I thought I was doing 12 years.*

As could be expected given the above findings, most participants reported that they would have preferred to have one stable, consistent person throughout their sentence. It should be acknowledged that where a prisoner's sentence is particularly long, this could be practically impossible for the Department of Correction's to meet.

*Manaaki: One person 'cause then we could have built a relationship aye. I believe in...building a good relationship with someone and then having that communication but none of that was there. It wasn't there.*

*Rangi: And get a relationship with that person and know that that person is gonna be there for you and with you during your, your sentence...*

When a case manager did have to change, Tipene reported that it was very helpful to have a smooth handover process. His case manager knew she would be leaving the role, and began bringing the case manager who was going to be assigned to Tipene going forward to their meetings for a transitional period of 18 months.

*Tipene:...Yeah and so they [both case managers] were there through that 18 months...I knew um the one that she was always bringing along. So she kind of took over and it wasn't too hard...*

### ***Under resourced and overburdened case managers***

For the most part, participants sensed that their case managers were both under resourced and overworked. Their sense was accurate, given the recent revelations about prison resourcing from the Chair of the Parole Board, Sir Ron Young and the Chief Ombudsman, Peter Boshier (Cook, 2021; Whitten, 2021). Some participants were empathetic to this and realised that case managers were often doing the best they could, with what they had.

*Ihaka: ...A lot of them were doing their best and all that kind of thing and what I worked out about them was...they were just people, you know, they weren't these things in uniform...They were trying to do their best with the resources they had...*

However, some found this very frustrating and felt that their case manager should be able to solve the resourcing issues.

*Matiu: And she was always busy and I said "well this is your fucking job, you're here to...facilitate my sentence, what are you fucking, what are you doing? If you're too busy then say fucking say something to someone?"*

*Tipene: Sometimes they got their workload so much so [you're] kind of getting the brunt of their irritation kinda thing so I thought 'that's bullshit. Can't be bringing that kind of thought patterns in here'.*

### **Summary**

Predictably, the quality of the case management relationship had a significant impact on and the participants' experiences in prison. The findings here are reflective of the

findings in the international literature (Davies, 2006; Dowden & Andrews, 2004; Maguire & Raynor, 2017; Purvis et al., 2011; Sullivan et al., 2016). For the participants of this study, the quality of the case management relationship was affected by a range of overlapping factors. Where participants found that the case management relationship was inadequate, they tended to seek out alternative methods of meeting their needs. Exactly what this looked like for the participants is discussed below.

### **3.2. Alternative methods of meeting one's needs**

A further finding from the research is that complex, high-needs prisoners can self-motivate to meet their own needs inside prison. This provides an interesting opportunity for the Department of Corrections to encourage the self-efficacy of prisoners. Interestingly, offender management models in the United Kingdom and Canada are leaning further towards approaches that recognise and encourage prisoners to take responsibility for their own rehabilitation inside prisons (see pages 19-20). For the participants of this research, meeting one's needs was sometimes done within the formal structure of the prison system, and other times it was done in a much more informal manner.

Manaaki found that the manager of his prison's engineering facility supported him in engaging in meaningful work and having his security classification decreased. He says that this occurred outside of the formal case management process.

*Manaaki: The engineering boss...and um he's actually a real good fella, you know. He um he likes to help...all the gangsters because he knows that we're not going nowhere and that we are going to work because we don't want to be locked up all day...*

He spoke of how his first engagement with this staff member was organised in an informal fashion through one of his friends, who was also serving time.

*Manaaki: ...One of my bros that was in there said to him that "hey I've got a mate that's in High [high security unit]. He's doing a long time. Are you interested in looking for any more workers?" and he said "yeah, I want people that are going to be around for a while." ...So, he come and seen me and then within a week I was out [of the high security unit].*

He continued and spoke about how this informal arrangement with the manager of the engineering facility continued throughout the duration of his sentence, and of how the strength of their relationship built over time and benefited his rehabilitation.

*Manaaki: ...I was just about to say that. It's not what you know, it's who you know. And I kinda built a good rapport...like I always let him [engineering manager] know that I was grateful that he got me out of the high security and that he was with me right through to the day I got out. He actually even come and seen me two days before I got out...*

Manaaki, who identifies as European Māori, also sought out alternative means of meeting his cultural needs. He described becoming involved in toi whakairo (traditional Māori carving) through other prisoners, who ran a carving room inside the low security Kotuku Unit at Christchurch Men's Prison.

*Manaaki: The only thing that I wanted I did myself which was carving, Māori carving... that Kotuku place they had um a carving room there...and then I just learnt off...the bros, the Mongrel Mob.*

This deepened his passion for toi whakairo and provided a way in which he could engage with his culture. He intends to continue his carving on the outside.

Interestingly, participants reported that gang members were running other informal programmes, which were reported as being helpful. For instance, a daily workout training programme is run by the Mongrel Mob at Christchurch Men's Prison, and participants reported that the gang members allow anyone to join in and exercise. Tipene described how he found the exercise programme.

*Tipene: Yeah helps to workout, just to be fit... Yeah, I've got friends and people that I know in there [the workout programme] and I just go out there to kinda get my ass kicked really.*

For former gang members, finding a way to meet their need for brotherhood and stability, which their gang formerly provided, was important. This is not surprising given findings of gang research in New Zealand (see Gilbert, 2013). An example of this happening was in Tawera's situation. A former patched gang member, Tawera joined a faith based unit to find a sense of fellowship.

*Tawera: I spent...5 or 6 years in that...Faith Based Unit. Unlike me to even be involved in that kind of stuff and not once have I seen anyone do that programme come back...There's a fellowship there. That's what I enjoyed, the fellowship.*

This unit was later disestablished and he struggled to find the same sense of community elsewhere in prison, outside of the gang scene.

### ***Summary***

Participants reporting that they sought out and found alternative methods of meeting their needs is a promising finding. It indicates that prisoners can and do self-motivate and this strength should be harnessed by case managers and the wider prison system. It also emphasises the importance of a range of people being involved in a prisoner's rehabilitation, as they all provide different types of support. There are opportunities here for case managers to channel the strengths of individual prisoners in finding their own rehabilitative pathways.

### **3.3. Wider engagement with whānau and friends**

As discussed in the literature review (see page 21), part of the role of the case manager in New Zealand is to engage with a prisoners whānau and friends in the community. This was explored with participants, to see whether their experience lined up with the Department of Correction's assertions.

No participants spoke of engagement with their friends or other community members; any engagement that did occur between case managers and third parties was with whānau. On the whole, participants said that engagement with their whānau did not occur until towards the end of their sentences or when they were approaching their parole eligibility dates. The participants experiences suggested that when this engagement did occur, it was primarily to assess levels of risk for returning home, and for parole eligibility assessments.

*Matiu: Yeah, to pretty much to write a um parole report... To see if they knew what crime I'd done and if they were in a position to support me... Yeah but it wasn't in a supportive role aye.*

*Manaaki: That was non-existent until they wanted to find out stuff about my parole and where I was gonna live...and I feel that was more of assessing me and my family to see if I was a high risk to go home...There was no connection building. Nothing.*

For Tipene, his case manager was unable to have contact with his family during his sentence because he chose to do his sentence without family support.

*Tipene:No [I didn't have any whānau contact]. Not even from the start. Like it was all down to me because Dad had given me his phone number at the start and I just threw that away.*

Nonetheless, Tipene's case manager recognised the importance of family support for prisoners and encouraged him to reconnect with his family throughout his sentence.

*Tipene:...they [case manager] always asked about me like getting in contact with Dad. So yeah, I told them that I really wanted to and I couldn't because I didn't have his phone and yeah they were kind of a bit bummed out too...*

## **Summary**

On the whole, participants reported that their case managers did have contact with their whānau when possible. However, this generally only occurred towards the end of their sentences and centred around the participant's potential risk to their family and practicalities such as future living arrangements. These issues are clearly important.

However, it seems that prisoners may benefit from further support in regards to maintaining connections with their whānau, particularly when they are serving long sentences. A further issue that played a part in participant's perceptions and experiences of case management was the impact of the wider prison system. This is discussed below.

### **3.4. Impacts of the wider prison system**

Case managers must be viewed in the context of prison management and systems more generally. Participants recognised that their relationship with their case managers, and other issues like accessing programmes, were impacted by the wider system. Participants framed their experiences in a way that reflected not only case management, but also its place in the wider prison system.

#### ***Processes and systems***

A number of the participants made reference to feeling like a "subject" in prison, and being part of a "tick box" system. They expressed that case management was seen as a process of the prison and they became accustomed to feeling like a cog in a very large machine and accepting their circumstances for what they were.

*Tawera: Everybody says they're just doing it to tick the box...reality is, it's not about ticking the box for us...I was just a number. I was just a subject.*

*Manaaki: ...they're just here to tick a box. They are just here to do a job. That's how we look at all of them in there, they are just here to do a job. They don't really give a shit about us*



*Tipene: I just accepted that this was happening to me and if they were gonna give me one [a case manager], they'll give me one. If they don't, oh well. It's not a big fuss.*

Some participants also spoke of being aware that there were things beyond the scope of control of their case managers, that were impacting their rehabilitation and movement through the prison system.

*Ihaka:...and they [case manager] were trying to do what they could for me with the amount of um input that they have in getting you moved around...but...you got Movement Officers, you got all these other people that are all trying to arrange to get you to these places.*

*Matiu: It was like talking to a um a puppet that was getting pulled by a lot of strings aye. She was just a puppet, she was a puppet.*

In addition, some participants spoke about the hardness and cruelty of the prison system in general. For these participants, it was not possible to separate out the case management relationship from the rest of the prison system – they were seen as one and the same.

*Tipene: Yeah, once you're in prison your lifestyle from this goes like that. You're stuck in a square box and everything like your meals cooked for you, you have to go to bed at certain times...it starts becoming routine...*

### ***Technological developments***

Technology has also started to play a part in the case management process. Participants reported that in the past few years, the prisons have installed kiosks, which allow prisoners to make a request to see their case manager electronically. Kiosks are wall-mounted self-service stations that are inside prison units and allow prisoners to make calls, book appointments, and order commissary, among other things (for more information see: Neo Self-Service Solutions, n.d.) The Department of Correction's Prison Operations Manual notes that prisoners can use the kiosks in their unit to request a meeting with their case manager, and the request will be emailed to them directly (Department of Corrections, n.d.-c). The service level agreement states that prisoners may only make one request to meet their case manager per month, and that the request will be responded to within ten working days (Department of Corrections, n.d.-c).

The overall sentiment from the participants was that the kiosks were a useful addition to the prison environment, though there were some hiccups in the how they impacted case management. For instance, participants reported that the kiosks did not necessarily change the inconsistencies in their case management experience.

Matiu reported that when he made requests to see his case manager through the kiosk, she would email other correctional staff to see what he wanted, rather than responding to him directly:

*Matiu: ...and it was actually even a struggle because even like when in the kiosk when I requested to see her, she'd like email the screws to like ask me what I wanted.*

Rangi expressed that while the kiosks were welcome in the Units, it would still take around a month until he heard back from his case manager, and getting a meeting was not guaranteed.

*Rangi: Yeah well yeah they could come and see you once they get it but sometimes that wasn't even guaranteed either. You know, you could make a meeting, they might take a month or so to get to you.*

Ihaka had a different experience. He reported that the introduction of the kiosks meant that he could get in touch with his case manager more quickly, and that she would respond “straight away”. This was interesting, given Ihaka was also the participant with the strongest case management relationship.

### **Summary**

The findings make it clear that case management does not occur within a vacuum, and that prisoners are well aware of this. Case management is a complex personal relationship occurring within an even more complex correctional system. This study suggests that prisoners recognise that case managers are sometimes hamstrung by the system and some struggle to separate out the case manager from the wider system. This makes sense, given that the impact for the prisoner is likely the same regardless of where exactly it comes from. Unfortunately, this can mean case managers sometimes become scapegoats for things far beyond their control.

## **Chapter Four: Discussion**

The introduction of case management in New Zealand's prisons in 2011 was a step forward in offender management and reflects international best practice. However, this study reveals that there are opportunities for the Department of Corrections to further enhance case management, in order to provide the best opportunity for offenders to successfully rehabilitate and reintegrate into the community following imprisonment.

The findings of the international literature and this study show that case managers need to meet prisoners where they are in their readiness to engage with the process. Taking the time to develop a quality, trusting, and warm relationship is paramount (Dowden & Andrews, 2004; Maguire & Raynor, 2017; Purvis et al., 2011; Sullivan et al., 2016; White & Graham, 2010). Prisoners often have complex backgrounds, both in terms of their offending, and related issues such as their mental health and trauma histories (Bevan, 2017). Case managers have to be aware that not all prisoners will be ready to engage in the assessment and sentence planning process at the start of their sentence. This is particularly so for those who have just received a long sentence and may be clambering to comprehend their behaviour and impacts it has had on those around them, including their families and the victim/s. It appears from the findings of this study that the focus at this early stage, particularly for serious offenders with long criminal histories, should be on building the fundamentally important human relationship between case manager and prisoner, rather than jumping headfirst into assessments. Though it may take up more resource, it appears that doing so will benefit the prisoner long term.

Ideally, the case management relationship should also be enduring, and the Department of Corrections should actively avoid frequent changes in a prisoner's assigned case manager. For some prisoners – such as those with long sentences – this will be impossible. When this is the case, carefully transitioning prisoners between case managers has the power to lessen the damage of breaking continuity. International studies similarly found that people do not like discussing their personal issues with a series of strangers, and the best case management relationships are consistent and stable (Maguire & Raynor, 2017). Prisoners, like all of us outside of prison, trust *people* as opposed to processes (Maguire & Raynor, 2017). Overwhelmingly, this study suggests that the underlying principle of effective case management is that it should be treated as a human relationship, not a process. If done well, case management can be a therapeutic experience that benefits the prisoner immensely (Dowden & Andrews, 2004).

The international literature indicates that an offender-centric approach is the most effective way of managing offenders (Maguire & Raynor, 2017). The current thinking in the United Kingdom also reflects a philosophical shift towards collaboration between prisoners and case management staff, in a way that places the offender at the centre of their own rehabilitation. The efficacy of this type of approach has already been acknowledged by the Department of Corrections, and is a part of the New Zealand system already (Ryan & Jones, 2016). However, the findings of this research suggest that this could be improved upon considerably. For instance, participants expressed that their input was not an integral part of the comprehensive assessment process, which is usually the first interaction between case manager and offender. This assessment also sets the sentence planning process in place, so is extremely

important to the prisoner's entire prison experience. This study indicates that prisoner buy-in to their sentence plan is very important, and one way to get this is by truly including them in the process of assessing their needs. Further incorporating the perspectives and beliefs of the prisoner into a truly personalised Offender Plan is likely to be an effective way to increase their chances at rehabilitation and successful reintegration. Offender-centric practice also means engagement with those who are closest to prisoners – the people they consider their whānau. Though it is clear that this already occurs as a prisoner approaches release, it appears that prisoners would benefit from ongoing support in maintaining their family connections throughout their sentence.

When it comes to prisoner needs, the findings of this study suggest that while case managers are effectively assessing meeting the needs of prisoners in some areas (most notably in education), they are limited in what they can provide due to the resources that are available. This can cause prisoners to lose trust in their case manager, for reasons well outside of their mandate. For instance, participants reported being in need of further cultural support from their case managers. These gaps were usually outside of the control of case managers – for instance, where a prisoner wants to do a Māori focus course that is simply not available in the prison they housed in. The 2019 - 2024 Department of Correction's strategy, Hōkai Rangi, expressly commits to delivering greater outcomes for Māori prisoners (Department of Corrections, 2019). Assuming proper implementation of the strategy, we should soon see improvements in access to cultural programmes and resources as a result. This will assist case managers in meeting the cultural needs of prisoners they are assigned to, and in building the case management relationship.

Both case managers and prisoners alike are hamstrung by the limited availability of not only cultural programmes, but the breadth of programmes that currently exist in prison. This issue was highlighted by both the Chair of the Parole Board, Sir Ron Young and the Chief Ombudsman, Peter Boshier, in 2021 (Cook, 2021; Whitten, 2021). The Department of Corrections accepts that 68 percent of prisoners had not even started any rehabilitative programmes at their first parole eligibility date (Cook, 2021). This effectively means that prisoners are not provided the opportunity to address their rehabilitative needs in a way that the Parole Board recognises, and so will sometimes unnecessarily end up in prison for longer. Any changes to case management in the future must recognise and address these limitations on programmes simultaneously. Changing one without changing the other is likely to be ineffective. For serious offenders, a lack of access to rehabilitative programmes is very damaging – they may spend years, or even decades, waiting for a programme. By that time, prisoners are struggling with ingrained antisocial behaviours and may lack the tools to address them. Notwithstanding a lack of resources, open and honest communication between the case manager and the prisoner in such situations may assist in protecting their all-important relationship.

Interestingly, the findings of this research suggest that where prisoners are not getting their needs met through case management, some will self-motivate to find other sources of support. Prisoners actively seek out sources of help elsewhere, such as through Corrections Officers, managers at their prison jobs, and from other inmates. There is evidence that some prisoners seem to be skilled at supporting one another to meet their cultural needs. These findings present interesting opportunities for the Department of Corrections; there may well be ways that the strengths of these various

people, including prisoners, can be harnessed. This also points to the potential strength that a stronger multidisciplinary approach could have, whereby offenders seek strength and guidance from a range of supports, including fellow prisoners. Formal multidisciplinary case management is already in place in other jurisdictions, such as Canada (Correctional Service Canada, 2018). Though the Department of Corrections states that a multidisciplinary approach is already used in New Zealand (Thorby, 2013), it appears that this could be developed much further, especially when it comes to the involvement of prisoner in their own and other's rehabilitation. After all, most prisoners spend more time with each other than anyone else in the prison.

The level of reintegration support that case managers provide to prisoners going to a residential programmes, such as Salisbury Street, appears to be relatively good on the whole. This may well be different for prisoners who are released back into the community with less intensive post-release supports than the sample group of this research. Nonetheless, the sudden end to the relationship between prisoner and case manager at the end of their sentence is damaging – the extent to which is unknown but worth investigating in future. This abrupt end also follows the time when prisoners and case managers have the strongest relationship (see Figure 2). Prisoners being moved from prison to community organisations in a pass-the-parcel method of case management is less than ideal. This kind of management is exemplary of the relationship between prisoner and case manager being treated as part of a process, rather than a human relationship. It also reflects prisoners being seen as some type of transferable entity in the process, that can be moved around the system as if they are on a conveyer belt. There are opportunities here for the Department of Corrections to consider expanding the case management relationship beyond release, particularly



for those that have served long sentences for serious crimes and are likely in need of more extensive reintegrative support. Doing so would also recognise the need for services to be joined-up (Maguire & Raynor, 2017), and for case management to truly be 'end-to-end'. If the Department of Corrections decides that handovers are the only option on the table, they should be done with care and in the form of multiple meetings between former prisoner, case manager, and the relevant third party (such as Salisbury Street or probation services) (Maguire & Raynor, 2017). This too would still be an improvement on the current model, which sees prisoners being released 'out the gate' with no further interaction with their case manager.

Finally, it should be acknowledged that case management does not occur within a vacuum – it occurs within a complex system that has limited resources and many overlapping, moving parts. However, while the prison system in New Zealand is complex, it also has certain inbuilt benefits. Our relatively small population means that we have a smaller scale correctional system, fewer prisons, and we also operate through only one jurisdiction (Office of the Auditor General, 2013). This gives the Department of Corrections the opportunity to make relatively widespread improvements to case management across the country in a controlled way. Changes could also be put in place in one prison, tested, improved, and then rolled out across the remaining prisons in the country in a relatively short period of time. This would give the Department of Corrections the opportunity to refine approaches and evaluate changes as they are made.

### *Limitations and future research areas*

There are a number of limitations to this research, which must be acknowledged. Firstly, the sample group was relatively small due to the short time frame that the research process had to be conducted in (around nine months) and the relatively small group of total potential participants (around 30). However, there is extensive scholarship supporting the importance of achieving depth rather than breadth and aiming for saturation of codes over numbers of participants (Baker & Edwards, 2012). A small sample size of a difficult to access population, is capable of providing adequate information (Baker & Edwards, 2012).

This research focused solely on the experiences of male prisoners and there may well be differences in the use of case management for female prisoners. There is only a small amount of literature about the case management experiences of the female prison population. The sample group in this study are all offenders with significant criminal histories, who were serving time on serious sexual and/or violent crimes. Their sentences were all relatively long, and they likely had more complex case management needs than other prisoner groups. In addition, the length of the sentences the participants served, meant participants sometimes struggled to remember specific details about their experiences and/or times that they had occurred.

This research is based only on the experiences of former prisoners, and did not take into account the views of current prisoners, case managers or the Department of Corrections. There was also no way to check the veracity of the statements made by the participants (for instance, the claims made by some participants that they were not assigned a case manager for periods of years). Research incorporating the views of

case managers would likely fill in some of the gaps and provide explanation for some of the issues raised by the participants. Going forward, it will be important to understand the perceptions and experiences of case managers (and/or former case managers). Starting here should plug at least some of the gaps of this research, and may illuminate the reasons prisoners experienced things in the ways that they did in this study.

Another important area to investigate is whether case management impacts desistance and recidivism rates, and in what ways. If part of the purpose of case management in prisons is to rehabilitate people and steer them away from criminality, it is logical to test whether there is a connection between case management and recidivism rates.

### *Conclusion*

The study supports the current case management approach in Aotearoa New Zealand's prisons, and confirms that it is in line with international best practice (Godley et al., 2000; Leutwyler et al., 2017; Maguire & Raynor, 2017; Porporino, 1982; Sullivan et al., 2016). However, the findings suggest that there are areas that the Department of Corrections can improve, to enhance the case management experience for prisoners in a way that best meets their rehabilitative and reintegrative needs. Case management is a complex interpersonal relationship occurring within an even more complex correctional system (Maguire & Raynor, 2017). Case management, despite the name, is not only about managing people, but about relating to them and their needs. Case managers are uniquely placed to act as agents of change in that relationship, particularly when the environment around them is adequately resourced.

Most importantly, fine-tuning case management is another piece of the complex puzzle that will support offenders to live crime free lives outside of prison; and, given that, such fine-tuning should not be done in isolation but in concert with other necessary changes.

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## Appendices

### *Appendix A: Participant information sheet*

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Department: School of Law  
Email: ljo92@uclive.ac.nz  
Date: 22 November 2021  
HEC Ref: HEC 2021/138

### **Prisoner Experiences of Case Management in the Aotearoa New Zealand Prison System Information Sheet for Residents of Salisbury Street Foundation**

My name is Laura Johnstone. I am a Master of Criminal Justice student at the University of Canterbury. I am researching the experiences that former prisoners have had with the case management model in New Zealand prisons. The point of the research is to understand whether case management is working.

The project is being carried out by myself, under the supervision of Dr Jarrod Gilbert. Dr Gilbert is a Member of the Board of Salisbury Street Foundation. Through my Master's degree, I have gotten an internship with Salisbury Street Foundation. The research is being done in connection with that internship.

You have been approached to take part in this study because you have unique insights into the case management model, having experienced it during your time in a New Zealand prison. I have gotten permission from Salisbury Street Foundation to invite you to join the research. Thank you for attending the Information Meeting with me at Salisbury Street Foundation on 23 November 2021.

If you choose to take part in this study, your part in this project will be to have in an interview with me. During this interview, I will ask you questions about your experiences with your case manager, and how you feel about case management in prisons generally. Some examples of the topics we will discuss are: how much contact you had with your case manager, whether you felt supported by them, and the positive and negative experiences you may have had with them.

I will record the interview on a voice recording device and may take some written notes. The interview should take no longer than one hour and will be conducted at Salisbury Street Foundation, in a private environment. The only persons present will be myself and you, and a support person if you want to bring one. This support person will be a staff member from Salisbury Street Foundation.

During the interview, there may be risks of discussing things that may be emotional and/or trigger difficult memories for you. I will provide you with contact details for mental health supports, should you feel you wish to talk about this further with a professional I will also let an appropriate staff member at Salisbury Street Foundation know if I think you need further support following the interview.

Participation is voluntary and you have the right to withdraw at any stage without penalty, including during the interview. You may ask for your raw data to be returned to you or destroyed at any point. If you withdraw, I will remove information relating to you. However, once analysis of raw data starts in November 2021, it will become harder to remove the influence of your data on the results. Please be assured that your choice to decline to participate/withdraw from the research does not affect your legal status or your relationship with Salisbury Street Foundation in any way.

The results of the project may be published, but you may be assured of the complete confidentiality of data gathered in this investigation: your identity will not be made public. To ensure anonymity and confidentiality, your name and any identifying material will be removed or altered from the final thesis. Salisbury Street Foundation, however, will be named in the research and the final thesis. While I will make every effort to ensure your anonymity, there is some risk that you may be able to be identified through the naming of Salisbury Street Foundation, in combination with your quotes and anonymized profile.

The data will be stored on a password-protected laptop. Access to the data will only be by myself and my Academic Supervisor, Dr Jarrod Gilbert. The data will be destroyed after five years. Please be assured that Salisbury Street Foundation will not be aware of anything discussed during the interviews and no one from Salisbury Street Foundation will have access to the raw data.

A thesis is a public document and will be available through the UC Library.

Please indicate to the researcher on the consent form if you would like to receive a copy of the summary of results of the project and/or a copy of the completed thesis.

The project is being carried out as a requirement for a Master of Criminal Justice degree by Laura Johnstone under the supervision of Dr Jarrod Gilbert, who can be contacted at [ljo92@uclive.ac.nz](mailto:ljo92@uclive.ac.nz). She will be pleased to discuss any concerns you may have about participation in the project. You may also wish to speak to the researcher's Academic Supervisor, Dr Jarrod Gilbert, who can be contacted at [jarrod.gilbert@canterbury.ac.nz](mailto:jarrod.gilbert@canterbury.ac.nz) or on 03 369 5541.

This project has been reviewed and approved by the University of Canterbury Human Ethics Committee, and participants should address any complaints to The Chair, Human Ethics Committee, University of Canterbury, Private Bag 4800, Christchurch ([human-ethics@canterbury.ac.nz](mailto:human-ethics@canterbury.ac.nz)).

If you agree to participate in the study, you are asked to complete the consent form and return it to me in person at the time of the interview.

Department: School of Law  
Email: [ljo92@uclive.ac.nz](mailto:ljo92@uclive.ac.nz)

## **Prisoner Experiences of Case Management in the Aotearoa New Zealand Prison System Consent Form for Residents of Salisbury Street Foundation**

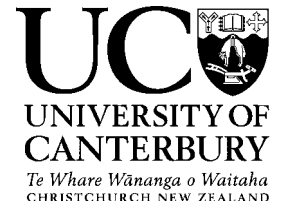
- I have been given a full explanation of this project and have had the opportunity to ask questions.
- I understand what is required of me if I agree to take part in the research.
- I understand that participation is voluntary and I may withdraw at any time without penalty. Withdrawal of participation will also include the withdrawal of any information I have provided should this remain practically achievable.
- I understand that any information or opinions I provide will be kept confidential to the researcher (Laura Johnstone) and the researcher's Academic Supervisor (Dr Jarrod Gilbert) and that any published or reported results will not identify the participants. I understand that a thesis is a public document and will be available through the UC Library.
- I understand that all data collected for the study will be kept in locked and secure facilities and/or in password protected electronic form and will be destroyed after five years.
- I understand the risks associated with taking part and how they will be managed.
- I understand that quotes or comments that I make may be used, in an anonymized fashion, in publications that come out of this research.
- I understand that Salisbury Street Foundation will be identified by name in the research and in future publications.
- I understand that I can contact the researcher Laura Johnstone via email ([ljo92@uclive.ac.nz](mailto:ljo92@uclive.ac.nz)) or her supervisor Dr Jarrod Gilbert ([jarrod.gilbert@canterbury.ac.nz](mailto:jarrod.gilbert@canterbury.ac.nz)/03 369 5541) for further information. If I have any complaints, I can contact the Chair of the University of Canterbury Human Ethics Committee, Private Bag 4800, Christchurch ([human-ethics@canterbury.ac.nz](mailto:human-ethics@canterbury.ac.nz))
- I would like a summary of the results of the project.
- I would like a copy of the completed thesis.

By signing below, I agree to participate in this research project.

Name: \_\_\_\_\_ Signed: \_\_\_\_\_ Date: \_\_\_\_\_

\_\_\_\_\_  
Email address (*for report of findings or completed thesis, if applicable. Please note, the researcher can also provide hard copies if need be*):

\_\_\_\_\_  
*Please return the original form directly to the researcher, Laura Johnstone, in person at the time of the interview.*



Department: School of Law  
Email: [ljo92@uclive.ac.nz](mailto:ljo92@uclive.ac.nz)

**Prisoner Experiences of Case Management in the Aotearoa New Zealand Prison System**  
**Support Contact Sheet for Residents of Salisbury Street Foundation**

Thank you for taking part in the above name research project. Your time and insights are much appreciated. I understand that the discussions that we had today may have triggered some difficult memories and experiences.

You may wish to contact a mental health professional for further support, and I have outlined the contact details and a brief description of some free supports below. If I feel you are in immediate need of support, I will notify an appropriate staff member at Salisbury Street Foundation.

1737 Need to Talk – 24/7 telephone and text counselling service

Call: 1737

Text: 1737

Depression Helpline – 24/7 telephone and text counselling service

Call: 0800 111 757

Text: 4202

Anxiety NZ Helpline – 24/7 telephone support service

Call: 0800 269 4389

Lifeline Aotearoa – 24/7 telephone and text counselling service

Call: 0800 543 354

Text: 4357

Crisis Resolution Service, Canterbury DHB – 24/7 urgent mental health crisis support

Call: 0800 920 092



Department: School of Law  
Email: [ljo92@uclive.ac.nz](mailto:ljo92@uclive.ac.nz)

## **Prisoner Experiences of Case Management in the Aotearoa New Zealand Prison System Interview Schedule**

**N.B.** This is not a prescriptive questionnaire. It is a schedule of topics to be covered in the interviews, and each question may change given the nature of previous answers.

<b>General Information and Demographics</b>
1. Name
2. Age
3. Ethnicity
4. Length of Sentence Served
5. Location of Prison

<b>General Questions</b>
1. What positive experiences did you have with your case manager?
2. What negative experiences did you have with your case manager?
3. Do you feel that your case manager cared about you as a person?
4. How did having a case manager impact your wellbeing?
5. Do you/did you have any cultural/spiritual/religious needs that you needed support with in prison?

If yes, did your case manager meet these needs?
6. Did your case manager have any engagement with your whanau or friends?
7. Was there a way you could request to change your case manager if the relationship had broken down?
8. Did your case manager motivate you to complete activities on your plan?  If yes, how did they motivate you?
9. Did your case manager refer you to rehabilitative programmes inside prison?

<b>Section One: Start of Prison Sentence (0-1 years)</b>
1. When you got to prison, were you given any information from the Department of Corrections about case management and how it works?  If no, did you enter prison for your most recent sentence prior to 2011? And did you therefore have a sentence planner?  If yes, what were you told/what information were you provided with?
2. Did you have any input into the case manager that was assigned to you?
3. Do you recall having a comprehensive assessment interview with your case manager in the shortly after you were sentenced?  If yes, what occurred during this interview? Were your rehabilitative and reintegrative needs discussed?
10. Did your case manager work with you to develop your Offender Plan?  Probe – how did they work with you? Did you feel a part of this process? Do you remember what was included in your plan? Did your case manager support you to complete the activities in your plan?
4. How often did you have contact with your case manager at the start of your sentence?  <b>Once per week    Once per fortnight    Once per month    Less than once a month</b>
5. When you had contact with your case manager, did you see them in person?  If no, what was the nature of the contact (e.g. letter, phone)?



<p>If yes, approximately how long did you spend with them in person on average?</p> <p><b>15 minutes    30 minutes    45 minutes    60 minutes or more</b></p> <p>Probe – how did this differ in different meetings?</p>
<p>6. How often did your whanau see your case manager at the start of your sentence?</p> <p><b><i>Once per week    Once per fortnight    Once per month    Less than once a month</i></b></p>
<p>7. How would you describe your relationship with your case manager at the start of your sentence?</p> <p><b><i>Very poor    Poor                      Average    Good                      Very good</i></b></p>

<p><b>Section Two: Middle of Prison Sentence (1 year + (sentence will vary))</b></p>
<p>1. How often did you see your case manager during the middle of your sentence?</p> <p><b><i>Once per week    Once per fortnight    Once per month    Less than once a month</i></b></p>
<p>2. How often did your whanau see your case manager during the middle of your sentence?</p> <p><b><i>Once per week    Once per fortnight    Once per month    Less than once a month</i></b></p>
<p>3. When you had contact with your case manager, did you see them in person?</p> <p>If no, what was the nature of the contact (e.g. letter, phone)?</p> <p>If yes, approximately how long did you spend with them in person on average?</p> <p><b>15 minutes    30 minutes    45 minutes    60 minutes or more</b></p> <p>Probe – how did this differ in different meetings?</p>
<p>4. Did you have the same case manager throughout your sentence?</p> <p>If no, how many did you have? Why did your case manager change?</p> <p>If yes, did you find having one case manager to be a good thing?</p>

**Section Three: End of Prison Sentence and Transition to Community (Final year of sentence)**

1. How often did you see your case manager towards the end of your sentence?

***Once per week    Once per fortnight    Once per month    Less than once a month***

2. When you had contact with your case manager, did you see them in person?

If no, what was the nature of the contact (e.g. letter, phone)?

If yes, approximately how long did you spend with them in person on average?

**15 minutes    30 minutes    45 minutes    60 minutes or more**

Probe – how did this differ in different meetings?

3. How often did your whanau see your case manager towards the end of your sentence?

***Once per week    Once per fortnight    Once per month    Less than once a month***

4. What support, if any, did your case manager give you as you approached your release date and began to transition to Salisbury Street Foundation?

5. Did your case manager refer you to programmes/services to support you with reintegration into the community?

6. Have you had any contact with your case manager since you left prison?

If yes, how many times have you had contact with them? And how long has it been since you have been out of prison?

In what capacity did you have contact with them (e.g. over the phone, in person at Salisbury Street Foundation)? And what does that contact look like?