

THE WINSTON CHURCHILL MEMORIAL TRUST OF AUSTRALIA

Report by: Kevin John Bourne-McRae – 2001 Churchill Fellow

*To study the concept, methodology, implementation
and facilitation of the:*

"INNERCHANGE FREEDOM INITIATIVE"

Prison Rehabilitative Program In
South America and
the United States of America.

January 2002

TABLE OF CONTENTS

INTRODUCTION	4
ACKNOWLEDGMENTS	5
EXECUTIVE SUMMARY	7
ITINERARY AND CONTACTS ESTABLISHED	8
PROGRAMME	10
A SOLUTION	15
RECOMMENDATIONS	17
APPENDIX (PHOTOS - HELD AT TRUST - HARD COPY ONLY)	19

*“ I was in the Spirit on the Lord’s Day, and I heard behind me a loud **voice** as of a trumpet, saying...‘Write the things which you have seen, and the things which are, and the things which will take place after this.’ Rev.1:10-19*

The Winston Churchill Memorial Trust

Report on the 2001 Churchill Fellowship Study tour
By Kevin John Bourne-McRae

“NO DEAD EYES”

INTRODUCTION

During October 1999 I accompanied the President / CEO of Prison Fellowship International Ron Nikkel who was in Perth Western Australia from Washington DC to deliver the key note speech at the 10th Annual Governors Prayer Breakfast to a private meeting with the then Attorney General of Western Australia the Rt. Hon. Peter Foss QC MLC. The broad discussion on justice and prisons issues changed dramatically when Ron Nikkel brought into the debate the unique and exciting rehabilitative programme “APAC / InnerChange Freedom Initiative ”which Prison Fellowship Ministries was facilitating in three states within the United States of America and the programme was achieving unheard of results in reducing recidivism to less than 10% by those who undertook the eighteen month project.

With my interest heightened due to my personal experience of prison and the appallingly high recidivism rates currently being experienced in Western Australian and the nations prisons I set about discovering as much as possible of this programme and how to achieve its implementation within the justice system of Western Australia.

The Attorney General Peter Foss encouraged me to apply for a Churchill Fellowship as a means to visit prisons overseas operating these programmes to gain a first hand knowledge of the project. I was awarded a Churchill Fellowship for the year 2001 to undertake travel in South America and the United States of America to study the concepts, methodology and facilitation of the APAC / InnerChange Freedom Initiative

What I encountered during the 42 days of my Churchill Fellowship study tour can only be described as “mind boggling”, exciting, extraordinary and without doubt a life changing successful rehabilitation that is achieving a reduction in recidivism to an amount not believed possible by the accepted programmes standards operated throughout the corrective systems worldwide today.

The InnerChange Freedom Initiative is based on the APAC program methodology created by Dr.Mario Ottoboni some 26 years ago in a little known Brazilian prison and although the programme has been refined over this time the core nature of APAC remains as the unmovable success of this exciting programme and that value is the biblical based restorative concept of accepting responsibility for the harm caused and taking responsibility of changing your life, to that of a person who contributes to society in a positive way without crime.

ACKNOWLEDGMENTS

A study tour based on a programme that operates within a prison system in South America and the United States is not considered the norm and as such there are many people who gave me assistance beyond what one would normally expect to achieve my goals and without that generous support and friendship it would have been extremely hard or even impossible to achieve all that I observed, learnt and encountered during my Churchill Fellowship travels.

I thank them sincerely and will never forget their input that has changed my life forever and will continue to change lives in Western Australia when we illustrate the benefits to the Department of Justice in Western Australia of implementing the InnerChange Freedom Initiative program within their prison system to transform lives.

Firstly my thanks and gratitude to Ms. C J Brazier Chairperson of the Western Australian Regional Committee for the Churchill Fellowship and her members for having the courage to recommend to the national selection committee a person who had been sent to prison for ten years to be awarded a Churchill Fellowship. **“The fire in the belly”** is well and truly alight.

Dr. Francisco M Mugiolo. Procurador Penitenciario (Ombudsman) **Buenos Aires**, who gave his time and knowledge of the prison system in Argentina to me so freely I wish him well as he attempts to transform the wretchedness of his countries prisons

Words cannot do justice to express my gratitude to Valdeci Ferreira LLB. Program Director Itauna Prison via Belo Horizonte MG Brazil for his openness and unconditional love to my wife Philippa and I during our time in his prison it was a real eye opener to God’s Love in Action.

Agnes Ardrade and Marana Moreira both volunteers to APAC from the community in Itauna for their love, friendship, hospitality and most of all English translation during our time in Brazil

The staff of Prison Fellowship International Washington DC. USA for their untiring assistance and friendship especially Lyn Parker for her translation to the people on the ground in Brazil to all of my many requests prior to commencing my travels and Dan Van Ness. PFI Vice President for his wise counsel, friendship and far reaching support.

Jack Cowley Director InnerChange Freedom Initiative program Prison Fellowship Ministry – USA and his staff principally:

- Phillip Doutrich the InnerChange Programme Manager, IFI Carol Vance Jester Unit Houston Texas,
- Larry Franks After Care Manager, IFI Houston Texas
- John Byrne, Program Manager IFI Winfield Correction Facility, Winfield Kansas
- Larry Furnik, IFI Counsellor Winfield Correction Facility Kansas
- Scott McLean, After Care Manager IFI Wichita Work Release Facility. Kansas
- Christopher Geis Program Manager IFI Newton Correctional Centre, Newton Iowa
- Mr. Robert Vann Case Manager / After Care Specialist – Transition of Prisoners, Inc (Detroit Top) post release project Detroit Michigan and Pastor Robert White, Church Coordinator – for their enthusiasm, dedication unlimited time and spiritual direction to us during our participation in their after care programme.

I thank both the Hon. Peter Foss QC MLC and Mr. John Mc Coll Director of Regional Prisons, Department of Justice in Western Australia for believing in my ability to undertake a task as large as this and encouraging me to make it happen in a Western Australian prisons.

Special mention needs to be made for their untiring support, encouragement, love and participation I thank from the depth of my being, my wife Philippa and our son Nathan for without their total unconditional love and commitment to me and the pursuit of this dream nothing would have ever eventuated.

It goes without saying there are always highlights that will remain in your thoughts and hearts long after the Churchill Fellowship study is over and it is now I acknowledge without doubt the focus of this programme the 900 inmates incarcerated in APAC / IFI prisons in Itauna Brazil, Houston, Kansas, Iowa and Detroit USA whom I met, talked and prayed with, ate, sang and cried with, hugged and shared our common bond, experiences and hopes, these men who are being trained and are stepping up to be leaders of men are the face of the future in prison rehabilitation programmes that not only work in reducing recidivism, but change **“Dead Eyes into Live Eyes”**

Romans 8:28

EXECUTIVE SUMMARY

Churchill Fellowship 2001 Study Tour

Name: Kevin J Bourne-McRae

Address: 8 Temple Street,
VICTORIA PARK
WESTERN AUSTRALIA 6100

Phone / Fax: (61 – 8- 9470 2151) E-mail: kpn@inet.net.au

Position: State Director Prison Fellowship Australia
Western Australian Council

The purpose of my Churchill Fellowship was to study the concept methodology, implementation and facilitation of the: **“InnerChange Freedom Initiative.”**

This prison program based on the successful Brazilian APAC (Association for the Protection of the Condemned), which is a faith based solution to the high recidivism rate that is being experienced throughout the Western World has overcome some giant hurdles and has developed into an effective, Cognitive tested program that is expanding to other regions of Brazil and many commencing in South and Latin America as well as during the past five years commencing in three states in the USA.

Western Australia’s recidivism rate varies depending on the nature of the offence somewhere between 45% to 80% and is causing extreme financial strain and overcrowding to the states prison system, and the associated despair of human misery that is the outcome of lives that consist of “Dead Eyes” brought about by the hopelessness that is the prison system today.

InnerChange Freedom Initiative is the missing link to establishing an holistic rehabilitative program that is achieving single digit figures in recidivism and a positive solution to the ever increasing cost blow-outs in financial and human terms being experienced throughout the Justice System of WA. The InnerChange Freedom Initiative program breaks out of the mould of what is accepted as “normal” in a prison system in that it replaces disinclination with hope and confidence, it installs a belief in oneself and extends the horizons to which an offender begins to see and strive towards through their transformed lives.

Western Australia is now in the unique position through the introduction of its first private prison (Acacia) in that Riverbank Prison has now been placed in caretaker mode and is currently in limbo awaiting its future with the Department of Justice.

Prison Fellowship Western Australia is well placed to begin negotiations to become a joint partner with the State Government and Department of Justice to implement in Riverbank Prison a three-year pilot program of InnerChange Freedom Initiative, this would allow the facilitation of two complete eighteen months programmes to be carried out and be fully evaluated by an independent organisation and it is the writers belief this evaluation would again show the results that are occurring in every prison which has implemented InnerChange Freedom Initiative a major reduction in recidivism to the benefit of all in the community and “Live Eyes” in all the prisoners participating.

ITINERARY AND CONTACTS ESTABLISHED

Argentina

*Dr Francisco M Mugnolo Procurador Penitenciario,
Av. Belgrano 1177
1092 Buenos Aires*

Dr. Mugnolo is the Ombudsman to all federal prisons in Argentina

Brazil

*Mr Valdeci Ferreira, LLB,
Program Director APAC Itauna Prison
via Belo Horizonte MG Brazil.*

Valdeci is the mainstay of the APAC programme within Itauna and has carried out his role as Director of Programmes for over 8 years he is the right hand man to the programmes creator Dr Mario Ottoboni and his understanding of the total holistic concept of the program is without peer.

Washington DC

*Mr Dan Van Ness, LLB. Vice President
Prison Fellowship International*

Mr. Van Ness is an acknowledge expert in Restorative Justice and is a member of the United Nations "Crime Commission" working party and has input into all areas of Restorative Justice and he is the author of three successful books on these issues.

On this matter he has played an important part in ensuring the successful implementation of the APAC InnerChange Program in the United States of America.

*Mr Pat Nolan BA MA (Hons)
President and CEO
Justice Fellowship America*

Pat Nolan was the chief whip in the Californian Congress for many years he was imprisoned for offences associated with his position and on his release has become a major force in establishing positive programmes that restore the harm caused by crime in America.

Texas, USA

*Mr Carlos G Escalera BA MA
Biblical Counsellor
Carol S Vance Unit
Houston, Texas*

Carlos has been facilitating the InnerChange Programme for the full five years the project has been operating in Texas. He is a former Catholic priest with many years of experience with offenders in both the prison and post release aspects of inmates. He expressed his desire to travel to Australia and assist in any way to assist the program become soundly established

Mr Larry Frank

After Care Manager IFI - Houston Texas

Larry was extremely helpful in all aspects of after care he made his programmes and records freely available to view and record Since my return I have received all the required data via email from him to create an After Care Management system suitable for Western Australia

Kansas USA

Rev John Byrne

Program Manager IFI

Winfield Correction Facility,

Winfield, Kansas

John not only gave his expertise and time to guarantee my visit to Winfield Correction Facility was utilised for the best possible outcome for the purpose of the study grant. He was truly committed in transferring his knowledge to me to bring about the implementation of InnerChange Freedom Initiative in the Justice system of Western Australia.

He is in the process of collating all manuals, data to forward to me to assist in the programme beginning as soon as possible and ensuring recreation of the wheel will not be necessary.

Mr Scott McLean

After Care Manager

Wichita Work Release Facility

Wichita, Kansas

It was a pleasure to work with Scott as he coordinated the After Care component to the Winfield IFI programme. His professionalism was to the fore in all his undertakings. My time spent at Wichita reinforced the need to ensure a sound mentoring support structure was in place for the participants on their release from prison back into the community. Scott has offered to be available by phone or video link up to help in any way with implementation of our programme.

Iowa USA

Christopher Geis

Programmes Manager

IFI Newton Correctional Facility

Newton, Iowa USA

Christopher was a mind of knowledge in all aspects of the IFI program and freely shared with me in details that covered every component of the course.

Detroit Michigan

Mr Robert F Vann BA

Case Manager / Aftercare Specialist

Transition of Prisoners Inc.

Detroit Michigan

PROGRAMME

The purpose of my Churchill Fellowship was to study the concept, methodology, implementation and facilitation of the “**InnerChange Freedom Initiative.**”

Prison rehabilitative program in South America and the United States of America over a 42 day timetable.

Buenos Aires, Argentina

Had meetings with the Procurador Penitenciario Dr. Francisco M Mugiolo and his staff and covered many aspects of the Argentina State and Federal prison systems, he gave his knowledge unreservedly and expressed great interest in establishing contacts with like minded people in our country.

During my time in Buenos Aires, all areas of the justice system was made available for me to visit (limited time permitting due to distance etc.) view and hold informal talks with all involved in this countries under-funded, under resource criminal justice system.

Itauna, Brazil

Itauna prison via Belo Horizonte is situated 700 road kilometres north from Rio De Janerio it conducts the original form of the IFI program called APAC (Associacao de Protecao e Assistencia aos Condenados) as was created by Dr. Mario Ottoboni twenty six years ago.

Valdeci Ferreira, was instrumental in ensuring us full and free access to all sections of Itauna prison and encourage our participation in every facet of the APAC / InnerChange Project. His considerable knowledge of the methodology and facilitation of the project gave an insight that was instrumental in ensuring the fullest details were understood throughout the balance of the study tour in the USA During the week which I was privilege to spend in this small poverty stricken prison the daily activities commenced at 0600 through to 2200.

Washington DC USA

Meetings with personnel of Prison Fellowship International covering all aspects of Restorative Justice programming including APAC- IFI- Sycamore Tree and Kainos.

Met with Dan Van Ness Vice President PFI who is a member of the United Nations Working Party on the Basic Principles of Restorative Justice, An outcome of this meeting was the visit to Perth in late November 2001 by Dan Van Ness to support my endeavours to establish a IFI program in a Western Australian prison within three years.

Meetings with Prison Fellowship Ministries, Director of Rehabilitation Services Mr. Steven Varnam and discussed many aspects of recidivism and post release programmes carried out in the USA and their involvement with the community aspect of the IFI project

Meetings with Pat Nolan President and CEO, Justice Fellowship USA and received many documents on Restorative Justice issues and current trends.

Houston, Texas USA

Spent a week undertaking the methodology and concept of the IFI program in Carol Vance 11 prison in Jester unit, Houston. and had open access to all participants and staff involved in the project

Participated in all areas of the in-prison 2 phase section of the project supervised by Phillip Doutrich the manager of the IFI unit and spent a full day in the final post release phase in the community with Larry Franks After Care Manager IFI Houston and 6 newly released prisoners to experience first hand the community mentoring concept.

Larry Franks has forwarded on to me all data relating to his area of the IFI program to assist in establishing the project in Perth.

Winfield Kansas USA

Undertook a week facilitation of the IFI course within the Winfield Correction Facility under the supervision of Rev. John Byrne IFI Program Manager. Met with all team members and participant and discussed at length the various sections of the program and how it interacted with each individual person circumstances.

Had the fullest cooperation and access to all material associated with IFI. I found this facility to be run on the closest parallel to our Western Australian system of prison management Rev. Byrne was transferring to another Kansas prison within three months to commence another IFI program within that prison based on the success experienced at Winfield.

Newton Iowa USA

Under the supervision of Christopher Geis, Program Manager, IFI Newton Correctional Facility studied the course structures and spoke with all participants of the program. There was a limited amount of activities at this time due to the summer holiday period and the facility operating on a minimal staffing level. This unforeseen situation had many benefits as it allowed long and uninterrupted communication with the prisoners on all aspects of their participation in IFI. To a man the responses were enthusiastic and unreservedly positive, to the point of stating "There is no other program like it in any prison they have been incarcerated in".

During our time in this 1200 men facility of which 180 were participating in the IFI study the Governor of Iowa contacted the warden of Newton Correction Centre and instructed him to expand the IFI program to take in the entire prison population because of its successful reduction in recidivism within Iowa.

Detroit Michigan USA

Robert Vann truly proved the saying "Leave the best to last" The Detroit Top programmes reinforced my belief in the urgent need to have established an after care or post release program built around the community (churches) to ensure a smooth and structured reinforced support base is available to those who have undergone the InnerChange program and have experienced a life changing transformation.

INNERCHANGE FREEDOM INITIATIVE (IFI)

What is InnerChange?

History:

InnerChange Freedom Initiative is a prison program based on the successful Brazilian APAC Program: Association for the Protection of the Condemned.

Around 26 years ago, Brazilian businessman Mario Ottoboni, responding to what he believed was a call from God, made a commitment to serve and minister to “the condemned” or imprisoned of his society. Inspired by his understanding of God’s unconditional love for him, he developed a program to actively demonstrate that same unconditional love in the darkness of a prison.

Once local officials were persuaded of the merits of his APAC program, Mario established it in Humaita Prison in Sao Paulo. Over the next 15 – 20 years, APAC overcame some giant hurdles and has developed into an affective, tested program that is expanding to other regions of Brazil with many commencing in South and Latin America, during the past five years it has also being implemented in the United States of America.

APAC /InnerChange in America

In 1995, Prison Fellowship Ministries after an extensive feasibility study regarding conducting an APAC prison in the USA. Agreed in October 1996 to the opening of the first “Western Refined ” InnerChange Freedom Initiative in Carol Vance 11 Jester Unit, Houston, Texas, and the hiring of a National Director for the program in the USA.

By 2001 the InnerChange Freedom Initiative has spread from Texas to prisons operated by the States of Kansas and Iowa with further States conducting studies at this time to decide if they will create areas of their prisons system to become an IFI prison.

The Problem

It’s certainly no secret, not only in Australia but also the American system is in trouble. Increasing crime rates have collided with short sighted public policy in producing runaway correctional costs and revolving door justice for offenders. These offenders leave prison a greater threat to themselves and society than when they first arrived.

The crime problem throughout the “Western World” has steadily worsened over the past 35 years. And as citizens, we are paying a high price. In the early ‘90s the total number of crimes reported to authorities in Australia and the USA reached over 18 million this translates into one reported crime for every 20 adult citizen.

In the year ending December 31st 2000, the number of Australian and American adults behind bars, on parole or probation reached a record 6.75 million – or one in 33 adults from the combined countries.

No Room At The Inn

Responding to the increasing number of offenders sentenced to prison both the Australian and USA has tried building its way out of the prison problem. Many millions or even billions of tax dollars are being used to plan or construct new prisons both public and private. Yet, with all this new construction both our countries cannot keep up with the demand for new prison beds.

The fundamental flaw in the argument that the answer to crime is to build new prisons is there is no statistical evidence that high incarceration rates causes low crime rates. In truth, incarceration is ineffective and very expensive. Between 1985 and 1994 in Australia incarceration rate rose by approximately 64% and the overall crime rate by 16%, worse yet, violent crime rose 27% in the same period.

“ InnerChange Freedom Initiative” Is A Prison Like No Other. Its:

- **A 24 hour a day** Christ centred, biblically based, pre-release program that promotes personal transformation of prisoners through the power of the Gospel.
- **Focuses on the need** to be restored by God and for His Transforming Grace to change each participant from the inside out.
- **A joint effort** between Prison Fellowship and the Department of Justice in Western Australia to be the foundation of this life changing program.

Three Phase Program:

Phase 1

The re-establishment of core values learning about oneself, understanding ourselves, learning different ways to correct ourselves, learning about a life plan or improving our education if required. It is about a new life in Christ.

Phase 2

Life Skills and Work Programmes - understanding the ethics associated with work, attitudes to work and employers. Skill base training through community work programmes and the need for restitution. Introduction to mentors and the creation of an offender's exit plan.

Phase 3

Community-based after care and graduation.

Core Program the four program areas are:

- Work
- Education
- Supporting groups (including family and victims groups)
- Mentoring (church volunteers)

Confronting Prisoners with the choice of embracing a new life in Christ and personal transformation, or remaining in the grip of despair and crime.

Providing community support for prisoners while in prison and upon their return to society reaching out to prisoners and families.

Advancing the state's objectives of rehabilitation and recidivism reduction by exposing prisoners to work, education, support groups, mentoring, victims-offenders reconciliation – with everything grounded in the Word of God.

Possibly the only hope for many offenders an integral component of Prison Fellowship's Ministries with tremendous prospects for the future.

The first program of its kind that immerses volunteers', prisoners,-participants in around the clock, Christ centred programming. IFI relies on church volunteers, community support, and private funding to operate this unique, powerful ministry that prepares inmates for a successful transition back into society.

George W Bush, when he was Governor of Texas in 1995 said

"InnerChange Freedom Initiative is an exciting program because it does more than preach the Gospels; it encourages people to stay involved with prisoners, changing one life at a time."

And again in 1996 on Faith in Action...A New Vision For Church-State Cooperation in Texas said;

"Government can hand out money, but it cannot put hope in our hearts or a sense of purpose in our lives. It cannot bring us peace of mind. It cannot fill the spiritual well from which we draw strength day to day. Only faith can do that.

In the final analysis, there is no overcoming anything without faith – be it drugs or alcohol or poverty or selfishness or flawed social policy."

" Therefore if any man be in Christ, he is a new creation; old things are passed away; behold, all things become new." Corinthians 5: 17

A SOLUTION

As long as there have been prisons, there has been religious training and education for prisoners. In fact, not only is religious programming for prisoners the oldest, but also it continues to be one of the most common forms of rehabilitative programming found in correctional institutions today.

It is reported that among all type of personal – enhancement programmes offered in correctional settings (except academic education programmes), religious activities attract the most participation 32% of all prisoners are involved in some religious activities such as Bible studies and worship services. But what kind of impact does this form of faith based programming having on prisoners?

A recent study has shown that faith helps prisoners cope with many aspects and stresses associated with being incarcerated. It found faith was related to both improved inmate adjustment and fewer infractions.

The bottom-line is religious faith based facilitates:

- prison adjustment,
- improves prisoner self image
- helps prisoners assume personal responsibility,
- give hope and meaning to a difficult and stressful imprisonment, and
- most of all reduces recidivism.

Reality – Fragmented, Random Doses

Sadly, most prisoners are insufficiently involved in faith programmes to make any difference in their lives at all. Simple exposure to faith programming is not enough. Johnson, Larson and Pitt's study in 1997 found that faith programming does not make a positive difference in prisoners who are only minimally committed to such programmes. The key seems to be the provision of comprehensive and pervasive faith programming for prisoners and to encourage their attendance.

IFI – Saturates Prison With What Works

InnerChange Freedom Initiative is a biblically based, Christ centred correctional programme that operates 24 hours a day 365 day a year in a correctional facility. Built on the values and principles the programme provides prisoners with a comprehensive and pervasively Christian environment with multiple opportunities for faith training, education, fellowship and worship.

InnerChange Freedom Initiative is not a new program; it is a ***new approach*** to delivering programmes that we know to be already effective. It provides the organisation coordinating the course the ultimate delivery platform, enabling them to deliver the full-program package in prison every single day of the year. InnerChange Freedom Initiative saturates a prison with Christ, with more of what I knows works.

InnerChange Freedom Initiative – Why It Works

InnerChange Freedom Initiative is an opportunity for Prison Fellowship and the Western Australian State Government through its Department of Justice to join hands for the first totally faith based prison program in Australia.

Our prisons today are revolving doors and whilst the programmes operated by the state's Justice systems such as drug treatment, anger management and sex offenders treatment are good initiatives. Yet without

life changing power of Jesus Christ, change will come more slowly and not nearly as often. Jesus is the key and Jesus is the inventor of the life changing business. He came not only to save us but to clean us up and then used for His purpose (Romans 8-28).

InnerChange is the God inspired laboratory and the place where change can take place. It is the place where the church, represented by a diverse group of volunteers and staff, come together to minister, mentor and teach the greatness and love of God to those in prison.

InnerChange Freedom Initiative is the great prison experiment in Brazil and the USA it will prove that all men are redeemable and of great significance to their loving Father, who made them and wants the best for them.

InnerChange Freedom Initiative works for Christ in all it touches to replace our anxiety, hopelessness, dissatisfaction, anger and hate with love, joy, patience, goodness, peace, gentleness, self-control and faithfulness, we see each of us participating or involved in the program drawing more and more on His strength and not our own. We all find purpose and direction as we let Him do major surgery on our basic character as we come closer and learn to know and love the Master.

InnerChange Freedom Initiative makes it happen, makes it happen in the darkness that is our prisons today. Those who take part as facilitators, mentors, volunteers or participants are doubly blessed by God and with the privilege of knowing those core values today become *the Leaders for their tomorrows*. They in turn will then reach out to make new Leaders for the following tomorrows to bring positive benefits to the community and a major reduction in crime and recidivism.

RECOMMENDATIONS

The reality of commencing the InnerChange Freedom Initiative Program in a Western Australian Prison.

The InnerChange Freedom Initiative is without doubt one of the most exciting faith based programmes ever to be conducted in prisons and it is essential for Prison Fellowship Western Australia to ensure they are well placed to implement it as its core life changing program in our correctional system in the future.

Prison Fellowship Western Australia is well placed to begin negotiations to become a joint partner with the State Government and Department of Justice to implement in Riverbank Prison a three-year pilot program of InnerChange Freedom Initiative. This would allow the facilitation of two complete eighteen-month programmes to be carried out and be fully evaluated by an independent organisation. It is the writers belief this evaluation would again show the results that are occurring in every prison which has implemented InnerChange Freedom Initiative - a major reduction in recidivism to the benefit of all in the community and "Live Eyes" in all the prisoners participating.

The following outlines what I believe should be the strategic approach for developing the first InnerChange Freedom Initiative in Western Australia and possible expansion to other Australian states.

Strategic Approach

Year One

- Establish a working party of no more than five members to undertake the feasibility of conducting an InnerChange Freedom Initiative in one of the 15 prisons in Western Australia.
- Generate a line of communication with other like minded Christians and churches to create a core base of interested people in pursuing further discussions on involvement with Prison Fellowship and the InnerChange project in various capacities from supervisors, facilitators through to mentors long term.
- Promote awareness and interest in the InnerChange project to government and departmental heads to ensure the fullest details and knowledge of the program are known and available to them.
- To implement a newsletter for selected decision-makers and corporations to place Prison Fellowship to the forefront of life changing rehabilitation programmes in prison.
- Conduct awareness days for all current Prison Fellowship volunteers and supporters to determine their interest in being part of the community process of InnerChange. Lobby Government and the Department of Justice to provide the facility to conduct InnerChange Freedom Initiative and begin an extensive review on the costing involved in this project.

The overall objective in year one is to develop a sound core base within the community and churches to ensure our ability to bring about the desired result of a long term InnerChange Project operating in a Western Australian prison within three years.

Year Two

- Continue to grow and expand the gains made from the initial twelve months ensuring to develop and test run phase three of the program “Post Release” mentoring in the community through churches and in parallel with submitting a formal proposal to the Department of Justice to implement in conjunction with Prison Fellowship the InnerChange Freedom Initiative program in a designated prison.
- To have signed a term of agreement with government to provide the facility, utilities, medical care, food and prison officers for security purpose.
- Create a committee of dedicated business leaders and religious leaders to profile Prison Fellowship’s InnerChange Project and ensure the necessary financial resources are in place and a management structure has been establish.
- Put into place a sound evaluation process of InnerChange that will assist us with projecting both our successes in the reduction of recidivism and its cost-effectiveness.

Year Three

- Position Prison Fellowship to begin operation of InnerChange Freedom Initiative through the selection of personnel to facilitate the program within the allocated prison.
- Ensure preparations take place that will put this project to the leading edge in rehabilitation in Australia.
- Begin preparing an expansion program for a second prison in Western Australia to conduct InnerChange Freedom Initiative.

APPENDIX

(Photos – Held at Trust – Hard copy only)