Client:
New Zealand Department of Corrections

Project Company:
SecureFuture

Contract term:
25 years

Capex value:
NZ$300m

SecureFuture Consortium:
Serco (operations and maintenance), / John Laing / InfraRed / ACC Fletcher Construction Company (design and construction contractor)

Construction period:
September 2012 – January 2015

Facility opened:
May 2015

Our role:
Equity provider

Wirî Prison
A project outcomes approach to PPP

This project was an important opportunity for investors such as John Laing to participate in a new way of approaching Public Private Partnerships. The New Zealand government took a more rounded view of the PPP market than many other governments, seeing it as a vehicle to push social change rather than just awarding a contract to the lowest bidder. The tender required private partners to bring creativity and innovation to the project in order to achieve long-term positive social outcomes.

Men who follow the rules, complete educational and vocational programs, and keep a positive attitude can move from the more traditional housing units into six-room cottages designed to prepare them for life outside prison. The residences... resemble dorm-room suites with desks and bookshelves in the bedrooms, carpeted living spaces, windows without bars, microwaves, refrigerators, cooking utensils and a flat-screen TV. The men cook their own meals and do their own laundry.


This aligns clearly with our own which are to invest in projects that leave communities more engaged and better served than we found them.

The Auckland South Corrections Facility
The New Zealand government had a focus on reducing re-offending, particularly amongst Maori offenders. Maori have a disproportionate representation in the prison sector in comparison to their representation in the general population. Specifically, bidders were charged to:

1. Reduce recidivism among the Māori prisoner population by at least 10 percent more than other prisons in New Zealand
2. Maintain prison safety
3. Achieve reintegration and social outcomes for Māori prisoners

The SecureFuture consortium was chosen to deliver the project, based on the strength and experience of the consortium members. We also focused on meeting the required social outcome goals and need for reduced offending. Working closely with the design and construction team, and using the Serco Responsible Prisoner Model as the basis for the operator-led design, John
Laing was part of the team that delivered the finished facility on budget and five weeks ahead of schedule.

**Designed for change**
The design of the prison focused on rehabilitation – giving prisoners more autonomy and support as they go through their sentence. Inmates begin their sentence in a standard prison block. If their behaviour improves and they engage with education programmes and training, the prisoner gradually moves to improved accommodation comprising residential style units and start to live in an environment which is more aligned to outside life. Symbolically, they move from the back of the prison site towards the front gate as they come closer to their release date. The prison is managed by a dedicated Serco team on a 25 year contract, and John Laing has two directors appointed to the governance board.

**Design-at-a-glance**
The ASCF buildings are deliberately positioned to give views to the Maunga, a significant landmark for Maori people in the area.

- The project included a wide range of culturally-specific design features to help Maori prisoners connect with their heritage.
- The Visitors’ Centre has access to the outdoors and a play area for visiting children.
- Furnishings are soft and brightly coloured, and not fixed to the ground (with the exception of high-risk prisoner areas).
- Inmates have access to technology to help with socialisation and training.
- The design introduced cooking and self-care facilities to encourage independence and confidence before release.

**Size:** 18 hectares  
**Capacity:** 960 beds  
**Category:** High, Medium and Minimum  
**Awards:** IJ Awards Social Infrastructure Deal of the Year 2013 / International Public/Private Partnership Awards 2013; Highly Commended