

## Memorandum to ELT Strategy

<b>Title:</b>	Endorsement of high-level approach for network rebalancing to respond to critical staffing pressures across the prison network			
<b>Author:</b>	Kirsty Macdonald, Principal Policy Adviser			
<b>Group/Service:</b>	National Coordination Centre			
<b>Meeting date:</b>	18 August 2002			
<b>Noting</b>	<b>Approval</b>	<b>Endorsement</b>	<b>X</b>	<b>Discussion</b>

### Sponsoring manager sign off:

<b>Name</b>	Leigh Marsh	<b>Title</b>	NCC Controller/Deputy National Commissioner
<b>Signature</b>		<b>Date</b>	

### Sponsoring DCE/National Commissioner sign off:

<b>Name</b>	Ben Clark	<b>Title</b>	Acting National Commissioner
<b>Signature</b>		<b>Date</b>	

### Recommendations:

It is recommended that the ELT Strategy		
<b>a</b>	Notes that the significant staffing pressures being felt across the prison network, particularly at Mt Eden Corrections Facility and Spring Hill Corrections Facility, are unsustainable without intervention.	<b>Yes / No</b>
<b>b</b>	Endorses a high-level approach to undertake a programme of network rebalancing to manage prisoner numbers more efficiently across the entire prison network.	<b>Yes / No</b>

## Purpose of paper

1. This paper seeks your endorsement of a high-level approach to manage current critical staffing pressures at Mt Eden Corrections Facility and Spring Hill Corrections Facility through a network rebalancing.

## Key points

2. Corrections has experienced significant shortages of staff across our prisons as resignations exceed recruitment. This has placed significant pressure on operations, particularly at Mt Eden Corrections Facility (MECF) and Spring Hill Corrections Facility (SHCF).
3. An inability to ensure safe staff numbers is negatively impacting staff and prisoner wellbeing and has impacted minimum entitlements. It has led to reduced unlock hours, reduced or no access to programmes, and a move to virtual visits for whānau and legal representatives.
4. It is not necessary to be fully staffed in order to operate our prisons safely; however, the current significant shortages are unsustainable without intervention.
5. A three-pronged approach - recruit, retain and respond - has been developed to respond to the current nationwide staffing shortages. However, the recruitment and retention plans are more medium-term solutions, which means a more immediate response plan is needed in the interim.
6. The most viable option is to undertake a programme of network rebalancing to manage prisoner numbers more efficiently within current staffing levels and infrastructure. This option is designed to take off some of the pressure being experienced at MECF and SHCF by moving approximately 230 prisoners to other sites across the network.
7. Robust monitoring of site wellbeing is critical to ensure service degradation is prevented at all impacted sites. The current indicative plan is outlined in **appendix one** and timeline in **appendix two**.
8. There is still a significant amount of work to be done on the details of all the moves including key dependencies before implementation can take place.
9. Subject to your endorsement of the high-level approach outlined in this paper, we will keep you regularly updated on the progress of the implementation of the plan and seek agreement from you as appropriate.
10. This rebalancing is expected to take place from August to October 2022 and positive impacts are already being seen as a result of stage one configuration. It is proposed that this plan will be in place until staff resource demands change by either prison population change or recruitment makes a material impact, which is currently projected to trend up from late September 2022.
11. The Inspectorate is aware of the plan and we propose that other key stakeholders such as the Ombudsman are engaged with urgency.

## Background

## **Staffing shortages are creating significant pressure on prison sites nationally, with some sites impacted more than others**

12. Over the past year, we have seen a sixfold increase in Corrections Officer vacancies (from 91 FTE to 537 FTE vacancies). If fully staffed, Corrections would employ 4,066 FTE Corrections Officers. As of 5 August, 3,002 FTE (74%) were available to work. Based on our forecasts, which consider turnover, new starters and unplanned absences, we expect this number to continue dropping incrementally: by 31 August 2022, we estimate we would be operating with 71.5% of FTE. We are also experiencing shortages with health staff across all sites.
13. The impact of COVID-19 has had a cumulative impact on staff shortages over the past 2.5 years, which is impacting both recruitment and retention. For example, over the past year turnover averaged 109 new starts per month and 152 exits per month nationally. The rolling 12-month average for turnover is considerably higher than at any other point over the past five years.
14. These staffing pressures are not unique to Corrections and are impacting a number of sectors. International border restrictions as a result of the pandemic, and cost of living pressures, have also contributed to the tight labour market conditions.

*These shortages are disproportionately impacting Mt Eden Corrections Facility and Spring Hill Corrections Facility and are unsustainable*

15. In addition to low staff numbers, MECF and SHCF have characteristics that place pressure on these sites. Both sites are high volume remand sites with significant numbers of prisoner movements. SHCF is also the transit hub for prisoner movements down the main trunk line in the North Island. Both sites are also consistently experiencing high numbers of unplanned absences (UPAs).
16. Since 2020, recruitment activity in South Auckland has been highly restricted due to community outbreaks of COVID-19 and because the region was in Alert Level 4 for significant periods of time. As South Auckland is the recruitment catchment for staff working at MECF and SHCF, this had significant flow on effects for staffing numbers at those sites.
17. Staffing Level Response (SLR) rosters<sup>1</sup> are enabling both sites to provide sufficient unlock time to meet minimum entitlements but limited additional services such as in person private visits or activities. A key indicator of the staffing pressures is that the sites also have no ability to effectively respond to unplanned absences from staff or requirements such as providing Corrections Officers to transport prisoners and supervise them while in hospital.

*Prisoner welfare and wellbeing is being impacted as a result of the staff shortages (do we want to include health services impacts?)*

18. For sites to manage low staff numbers it is sometimes necessary to make changes to how prisoners are managed including impacts on minimum entitlements, reduced unlock hours, reduced or no access to programmes, limited access to health services, and a move to virtual visits for whānau and legal representatives. This can have a

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<sup>1</sup> A SLR roster is a full roster change for a site that matches the number of available staff, rather than matching to a particular level of service provision. This is also impacting staff members ability to take leave.

significant impact on prisoners and their wellbeing, especially in relation to their mental health and plans for their rehabilitation and reintegration into society.

19. There is also a risk of negative prisoner behaviour resulting in incidents occurring that impacts the safety and security at sites. Some sites have been experiencing incidents of increased tension, but to date there have been no significant or widespread adverse reactions to the restrictions being imposed on them as a result of staff shortages. There has been recent correspondence from the Ombudsman and increased media attention as a result of current actions to manage staffing levels safely.
20. Corrections is committed to improving the wellbeing of the people that we manage including ensuring access to visits and other minimum entitlements where it's safe to do so. However, access to these entitlements is constrained by having sufficient staffing and the need to meet our responsibilities to keep prisoners and staff safe.
21. Resuming face-to-face visits for family and friends is a priority for us, but the safety of our staff, people in prisons and visitors to our sites is a critical consideration. We can only resume activities, such as visits, where it is safe to do so.
22. To mitigate the impact on prisoner's wellbeing we have been using alternative solutions to improve prisoners' day-to-day experiences, and this work will continue. This includes enabling prisoners to keep in regular contact with whānau by providing phone cards and facilitating digital visits with audio-visual technology. We are also able to facilitate whānau connection where there are compassionate grounds. In addition, to help keep people in prison occupied and engaged, we have expanded the range of television channels available to prisoners and have provided more in-cell activities.

*Corrections has already implemented a range of initiatives at a local, regional, and national level in response to staff shortages*

23. While some sites have been operating on SLR rosters since March 2022, sites such as MECF and SHCF have staff working excessive hours to enable the sites to operate. For example, at MECF, in June 2022 there were 220 instances of a staff member working over 14 hours per day and 40 instances of working over 70 hours per week.
24. It is important to note that it is not necessary to be fully staffed in order to operate our prisons safely; however, the current significant shortages are unsustainable without intervention. This is due to the duration and impact of the restricted regimes on prisoners, and the impacts on staff welfare including fatigue and ability to take leave.

9(2)(g)(i)

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

9(2)(g)(i)

[Redacted]

[Redacted]

[Redacted]

[Redacted]

30. Deep dives were undertaken at MECF and SHCF and it was found that both sites are reporting significant stress levels, constraints on delivery of core services, and are experiencing a moderate level of impact on key indicators. The indicators developed by the NCC to give an indication of site wellbeing including the health and safety of prisoners, security of the prison, humane treatment of prisoners (including the provision of minimum entitlements), and the effectiveness of sentences.

9(2) [Redacted]

**Corrections is considering all possible options to sustainably manage the current staffing pressures**

32. The most recent National Coordination Centre (NCC) closure report following the Omicron outbreak noted that there were ongoing risks around staff shortages, which were likely to continue for the foreseeable future. For this reason, Corrections has maintained weekly monitoring of staffing levels even following the closure of the

6 [Redacted]  
( [Redacted]  
2 [Redacted]



NCC in early 2022. However, as the shortages at a number of sites continue to be severe, in particular MECF and SHCF, the NCC was reactivated on 19 July 2022.

33. The NCC is heavily focussed on this issue at present, and have developed a three-pronged approach to respond to current shortages nationwide:
- a **retention package** is being developed to reduce the number of staff choosing to leave roles
  - **recruitment plans** are live and are expected to begin increasing staff numbers by December, and
  - a **response plan** focused on surge support in the short term and potential network balancing is under development to enable us to manage prisoners within current staffing levels.

*Retention and recruitment are a critical focus for getting Corrections back to safe and sustainable staffing levels*

34. Corrections is currently working through a series of options to incentivise current Corrections Officers to stay in their role at a national, regional and site level. Some sites are already implementing local retention initiatives. We have been in discussion with the Public Service Commission regarding the retention planning to ensure compliance with good employment and public sector practices.
35. We also have plans to recruit more people into custodial roles. Over the past three months, we have increased our recruitment activity, with website traffic growing by 22 percent each month. Applications for Corrections Officer roles have also increased from an average of 330 applications per month in January and February 2022, to 420 per month in July. We are also planning further social media campaigns, videos and a mainstream TV campaign.
36. On average, it takes eight weeks to get from application to employment, and an additional 17 weeks until someone can be deployed as a Corrections Officer. We believe we should see an improvement in staffing levels by late-2022 or early-2023.

### **Issue for consideration: immediate and short-term response**

37. The benefits of the recruitment and retention packages will take a while to be realised so these are considered to be medium to longer term solutions. This means there needs to be an immediate and short-term response to relieve the pressures being experienced across the network, in particular at MECF and SHCF.

### **Network rebalancing has the potential to take pressure off MECF and SHCF through more efficient use of the network, but there are trade-offs**

38. The NCC has been considering all the possible short-term options to take the pressure off MECF and SHCF. The most viable option is to undertake network rebalancing by moving prisoners to free up staff to move to other sites.
39. The plan would involve moving a number of prisoners out of MECF and SHCF to other sites around the country, which would impact Auckland Prison, Auckland South Corrections Facility, Manawatu Prison, Hawkes Bay Regional Prison, Waikeria,

Rimutaka Prison, Arohata Prison, Christchurch Women's Prison, Christchurch Men's Prison, Rolleston, and Otago Corrections Facility.

40. The exact scale of the rebalancing is yet to be determined, but the current approach is outlined in **appendix one** and an indicative timeline is outlined in **appendix two**. Any network reconfiguration would see a sizable number of prisoners being displaced, to potentially less suitable accommodation, and more sites having restricted regimes than is currently the case. This will have an impact on prisoner wellbeing as well as staff workloads. However, this plan would enable us to better support our staff to safely enable prisoners to receive minimum entitlements until retention and recruitment have an impact on staffing numbers, particularly at sites such as MECF and SHCF.
41. A rebalancing of this nature and scale is a significant undertaking with a number of interdependencies. There is further work needed on the planning and implementation over the coming days and weeks which means the exact details and numbers will shift in response to the operational reality at sites.
42. For these reasons, this paper is seeking your endorsement of the high-level strategy for rebalancing with the view to coming back to you over the coming weeks as the planning and implementation progresses.

**It is recommended that you endorse network rebalancing as overall six key conditions we have developed show that these conditions can be met or mitigated**

43. To support your decision making the NCC developed six key conditions that need to be met before you approve implementation. These are:
  - One: high-level stress test
  - Two: the outcome of initial site impact assessments
  - Three: the population rebalancing is achievable
  - Four: the planned rosters changes will generate the FTE required to support the rebalancing
  - Five: there will be a positive impact on MECF and SHCF
  - Six: significant negative impacts from rebalancing on receiving sites or elsewhere in the network can be avoided or adequately mitigated
44. There is a more detailed discussion of each of these conditions below, but overall, it is recommended that you endorse the proposed approach as each of these conditions have either been met, are completed, or are able to be mitigated through further work underway.

#### **One: The high-level stress test has been met**

45. Following the activation of the NCC, work commenced on what options are available to manage the staffing shortages and to relieve the pressure on MECF and SHCF. Alongside the provision of initial surge support, as mentioned, a critical part of the response is to undertake network rebalancing by moving prisoners to ensure optimisation of the network and to free up staff to move to other sites.

46. The initial work involved high level discussions with Prison Directors, Regional Operations Directors Health, and Regional Commissioners on the potential for prisoner movements as a short-term solution.
47. This was discussed and agreed to as an approach with the Chief Executive on 3 August 2022, thereby meeting the condition of the high-level stress test.

**Two: Initial Site impact assessments have been completed**

48. For each of the sites impacted by the proposed rebalancing<sup>3</sup> an initial assessment has been undertaken into the impact of the moves and any mitigations required at a site level. These assessments looked across all aspects of prison operations including health, staff and prisoner welfare and wellbeing, programmes and services, and community/stakeholder engagement.
49. Workshops were attended by representatives across sites and national office including; Prison Directors, Assistant Prison Directors, Health Centre Managers, Mental Health and Addiction, Health and Wellbeing, Digital, Programmes and psychologists.
50. These workshops drilled into site impacts against the proposed plan, highlighting numerous operational considerations.
51. This is a key piece of work as we work through the planning and implementation and will feed into the monitoring and prevention of service degradation. While these site impact assessments have been completed, there will need to be further detailed assessment and planning once there is a better picture of the exact movements, timing and scale.
52. We can provide you with further details on this work as it progresses in the coming weeks.

**Three: The population rebalancing is in theory achievable at a practical level**

53. For any rebalancing to take place it needs to be practical and achievable with the ultimate goal being that prisoners are placed in sites that have appropriate infrastructure for their security classification and staffing levels. This workstream is looking specifically at the logistics to support the movements, for example do we have sufficient staff and transportation to move the prisoners, and do the receiving sites have the infrastructure to receive the prisoners and accommodate them on arrival.
54. This work has been completed as part of the site impact assessments, and it is the view of the NCC that the population rebalancing is practically achievable in theory.
55. However, it is worth noting this assumes the movements outlined in appendix one take place. As we work through the planning and implementation phase these numbers will fluctuate, but current planning suggests that any logistical impacts will be able to be managed within current operations.

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<sup>3</sup> MECF, SHCF, Auckland Prison, Auckland South Corrections Facility, Manawatu Prison, Hawkes Bay Regional Prison, Rimutaka Prison, Arohata Prison, Christchurch Women's Prison, Christchurch Men's Prison, Rolleston, and Otago Corrections Facility.



56. 9(2)(b)(ii)

**Four: The proposed staffing changes will result in FTE being freed up, but further implementation work is required before the full impact is understood**

57. Significant work has been undertaken at impacted sites to look at the practicalities and implications of making changes to current rostering and work patterns and/or moving to an SLR roster. The goal is to free up as much resource as possible to support the overall rebalancing, while maintaining critical operations.
58. On a theoretical level it is possible to achieve the FTE gains from the anticipated roster changes, but there is still work to be done at each site to determine the impact on our people and their wellbeing. For example, some staff may be unable or unwilling to accommodate the significant change to their work location or routines.
59. There is still a substantial amount of work to be done at each site to work through what is achievable at the individual sites level, while being mindful of the overall national picture. As part of this work there are workstreams in progress looking at how to support the welfare and wellbeing of our staff and prisoners as we manage these challenging circumstances.

**Five: There will be a positive impact on MECF and SHCF that will relieve some of the negative impacts on staff and prisoners**

60. The need for these changes is to relieve the pressure at MECF and SHCF. Without any positive and measurable improvements at these sites it would not be worth progressing with the movements given the significant impact on prisoners and other sites across the network.
61. As part of the site assessments, it is predicted that by reducing the prisoner numbers at MECF and SHCF there will be a positive impact on:
- the likelihood of minimum entitlements being met due to safer staffing levels
  - staff fatigue levels due to a reduction in overtime and an increased ability to take leave
  - prisoner access to health services
  - prisoner wellbeing due to increase access to opportunities for activities outside of their cell.
62. The current high level plan is expected to provide the following positive impacts at SHCF and MECF:
- SHCF:
- OpCap reduction of 120 (to 628)
  - 29 FTE demand reduction
  - Roster fulfilment increase from 70% to 78%
  - Increased leave lines (reduce fatigue)
  - Increased prisoner activity (reduce tension)

- 50% reduction in movements through the site

MECF:

- OpCap reduction of 114 (to 822)
- 24 FTE demand reduction
- Roster fulfilment increase from 62% to 68%
- Increased leave lines (reduce fatigue)
- Increased prisoner activity (reduce tension)

63. While there have been no significant or widespread adverse reactions to the restrictions being imposed on them as a result of staff shortages, there is always a risk of increased tension at sites where there are significant staff shortages. The above expected benefits collectively will have a role in reducing any tension and mitigating these safety risks.

**Six: Robust processes will be needed to ensure that significant negative impacts on receiving sites or elsewhere in the network can be adequately mitigated or prevented**

64. While it is important that we do everything possible to manage the safety and security at MECF and SHCF resulting from the significant staffing pressures, it cannot have a disproportionate negative impact on the other sites across the network.

65. There is a stream of work underway to develop a dashboard to monitor the wellbeing at all impacted sites with a focus on the criteria for determining if a prison emergency exists. This will be critical in ensuring that any negative or unintended consequences are surfaced early and are able to be mitigated as appropriate. You will shortly be receiving further information on the progress of this work.

9(2)(h)



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### Risks and interdependencies

75. This high-level plan to undertake significant prisoner movements across the estate is a complex logistical challenge with a number of interdependencies. As a result, the plan will continue to evolve as we work through implementation. If you endorse the direction outlined in this paper, we will continue to keep you updated on progress. .
76. One of the key challenges we are currently working through is in relation to supporting staff welfare and wellbeing to ensure we are able to get the support of staff for the proposed changes without negatively impacting on retention. As discussed above there is a workstream actively working through what this might look like at a site level and what support is needed from the centre. Without the goodwill of our staff for this work we will be unable to realise the full benefits of the plan of freeing up staff across the network. We will continue to work with our union partners as this work progresses.
77. We also need to ensure that prisoner welfare and wellbeing is protected throughout this process. Alongside any initiatives to mitigate the impacts on prisoners discussed above it is important to note that there will be careful consideration given as to whether it is appropriate to move each prisoner or not. This will consider factors such as current court proceedings, placement on external health waitlists, access to programmes and services, and the individual circumstances of the prisoner including their mental health status. It is important that we get this right to mitigate any negative impacts on the person considered but also the safety and security of our prisons.

78. 9(2)(b)(ii)

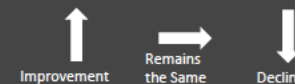
### Consultation

79. Unions have been engaged throughout the development of the high-level planning and CANZ and PSA are seated at the NCC table. Consultation with union delegates and other impacted stakeholders at site level will take place as planning and implementation work continues to develop.

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# System Balancing Weekly ELT Report



01 September 2022 | Stage: Phase 1 Planning | Senior Responsible Owner: Leigh Marsh | Project Manager: James McDonnell | Programme: Prison Population  
Project Lead: Cam List

## PROJECT STATUS

PREVIOUS	OVERALL CURRENT STATUS					OUTLOOK
Schedule	Financials	Scope	Resources	Dependencies		
Quality	Stakeholder	Issues	Risks	Health & Safety		

### Overall Commentary

- The System Configuration and Prison Population Team are leading the system balancing implementation as a Project under the Operations Manager System Configuration. To support the team moving forward, the Deputy National Commissioner approved a memo to recruit a Project Manager. This position will be advertised shortly.
- Planning is underway for a long-term solution to deliver DTP at CWP and ARWCF given the impact to the DTP at Arohata. Conversations are underway with Odyssey House and CareNZ who have shown interest in expanding services. It has been confirmed that current women undertaking DTP at Arohata will be able to complete their programme at CWP and work is in train for establishing remote programme delivery as a short term option.
- Following more detailed planning after impact considerations, it has been agreed that the STU units will now no longer be impacted as part of the plan. CareNZ will look to pivot at Arohata and deliver to the remand population.
- Kowhiritanga – Psychologists are planning how to deliver the upcoming Kowhiritanga programme at CWP, that was scheduled in Oct/Nov at Arohata.

### Risks, Issues and Dependencies

- 6x Health FTE down at HBRP which significantly impacts the plan to move prisoners to HBRP as they are already struggling to meet service requirements. The Implementation Team is currently identifying an alternative solution to remove HBRP from the plan and utilise Waikeria Prison. A workshop will be undertaken on Monday with Waikeria to understand any impacts to this alternative option.
- With the current population growth, the overall benefit may not be realised in its entirety, we may just see a levelling out.

### Progress

- Site Implementation Plans were distributed to Arohata, CWP, HBRP, Rimutaka and Manawatu on Friday 26 August. This activity was to identify what the sites needed to plan for to enable system balancing. The information received is currently being worked through with sites and will feed into a national Implementation Plan that will collate all activities and timelines for impacted sites.
- At this stage Manawatu will not be affected and might be in a position to provide surge support to Rimutaka or HBRP.
- EOI's have been distributed for staff to support Rimutaka and to undertake the escorts between Auckland and Tongariro.
- Flights have been confirmed for week commencing 19 September (x2) and week commencing 26 September (x1) for the transfer of women between Arohata and CWP.

### Contingency Planning

- Resource from HIIP have been engaged to review and validate previous alternate staffing options (initially identified through prior COVID modelling). This work includes 9(2)(h) modelling and development of a 'tiered deployment' of non-custodial staff to specific identified functions. This work provides contingency to the Network Balancing currently underway, but may also identify medium and longer term deployment options, subject to close stakeholder engagement.

- Initial work is underway to understand commercial scope for further use of First Security transports.

9(2)(b)(ii)

- Discussion is underway regarding transition of NCC. EPMO have been engaged to provide advice on return to BAU operation and governance oversight. A draft transition plan is expected in the coming week(s).

### Upcoming Key Activities for Week Commencing 05 September

- Working with sites on their individual site Implementation Plans, identifying gaps and feeding into a national Implementation Plan.
- Continued work with the 3 Women's prisons to ensure all those affected have the right support wrapped around them.
- Progress with communications planning including the development of comms templates for staff, prisoners and whanau at impacted sites.
- Workshop with Waikeria Prison to discuss new movements plan and potential impacts.
- Deep dive into site technology requirements and ability to relocate existing stocks across sites.

## CURRENT ISSUES AND RISKS

#	TYPE	STATUS	DESCRIPTION	ACTION/MITIGATION	OWNER
R1	Resources	Red	There is a risk that there are not enough Health staff on site at HBRP to provide care for the additional numbers being received.	1. Health Teams to confirm site Health numbers 2. Alternative plans underway to utilise Waikeria Prison as a solution	Implementation Team
R2	Resources	Yellow	There is a risk that we don't get enough Custodial and Health staff from Arohata to transfer to Rimutaka to allow for the additional prisoner transfers, resulting in staff pressures at Rimutaka.	1. SLR's can be enacted at other sites (OCF) to free up more staff for surge support. 2. Support package for surge support staff needs to be created. Milage/hotel etc. 3. Personal touch from PD's 4. Comms to staff to get interest	Implementation Team
R3	Service Delivery	Yellow	Risk that we get negative media/Public interest as a result of prisoner/whānau complaints resulting in reputational risk.	1. Develop early comms, be upfront with prisoners/whānau 2. Creating national talking points, partners will be contacting 3. Having a clear comms plan developed if we enact the plan	Implementation Team
R4	Safety and Wellbeing	Yellow	There is a risk that the increase in prisoner movements, and relocation of prisoners away from their home prisons will result in increased violence and aggression, use of force, damage to property or props.	1. Early communications with those selected to be relocated. Robust selection criteria. Enablement of virtual technology to enable video calls with Whānau 2. Smooth processes... e.g. property	Implementation Team

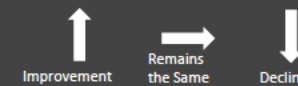
## DEPENDENCIES

#	DESCRIPTION	STATUS / OUTCOME
D1	Dependent on identifying staff to undertake escorts	Open
D2	Dependent on sufficient Health staff numbers, including Mental Health	Open
D3	Dependent of 5x staff from CWP to CWP for the increase in population	Open
D4	Dependent on sufficient seats and vans being available for escorts	Open

## ASSUMPTIONS

#	DESCRIPTION
A1	Closing 14B Delta at SHCF (60 beds) will realise sufficient relief benefit
A2	No STU's will be impacted
A3	Māori Pathway's will not be significantly impacted
A4	Due to the growth in population, benefits may not be realised

# System Balancing Weekly ELT Report



08 September 2022	Stage: Phase 1 Planning	Senior Responsible Owner: Leigh Marsh	Project Manager: James McDonnell Project Lead: Cam List	Programme: Prison Population
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## PROJECT STATUS

### Overall Commentary

- Due to health staff constraint at HBRP, Waikeria will now receive 60RMT2 from Spring Hill - An updated plan is provided as part of tonight's pack
- Planning is underway for a long-term solution to deliver DTP at CWP and ARWCF given the impact to the DTP at Arohata.
- Women undertaking DTP at Arohata will complete their programme at CWP
- Work is underway to establishing remote programme delivery as a short term option.

### Progress

- Site implementation plans are outstanding for Rimutaka and Waikeria. Once received, the Implementation Team will be consolidating findings to put together a national Implementation plan that will be brought to ELT for endorsement.
- A workshop was held with Waikeria Prison and National Office representatives on 05 September to understand the impacts of receiving 60 RMT2 from SHCF. Timelines for transfer of prisoners to Waikeria Prison is provided as part of this pack.
- EOI's have been distributed through the Southern Region to identify staff to support CWP in order to begin the relocation of Women from Arohata.
- Kowhiritanga and SRP programme facilitators at Arohata have made themselves available to travel to CWP for up to 2 weeks to engage in handovers with the Women to the new facilitators
- Ben Storey is working closely with recruitment and HR to fast track any Health recruitment activity in the pipeline ( focused on immigration pathways)
- Arohata and CWP ready for the movements with good korero between HCMs and PDs of each to ensure Women are all safe to move
- Transferability constraints (Health and MHA) updated – new checklist in to PTR and accessible to all teams to screen all movements across sites

### Risks, Issues and Dependencies

- Previous risk (R1) relating to the low numbers of Health staff at HBRP has been removed and the plan has been amended to no longer impact HBRP. This has improved the overall RAG status for Risks to Amber.
- With the current population growth, the overall benefit may not be realised in its entirety, we may just see a levelling out. This will continue to be monitored across the network.

### Contingency Planning

- Work is underway to review and validate previous alternate staffing options (initially identified through prior COVID modelling). This work includes 9(2)(h) modelling and development of a 'tiered deployment' of non-custodial staff to specific identified functions. This work provides contingency to the Network Balancing currently underway, but may also identify medium and longer term deployment options, subject to close stakeholder engagement.
- Resource from HIIP have been confirmed. A commissioning memo is being drafted for agreement next Wednesday. Discussion occurring with Northern Region to release identified probation staff to support alternate workforce modelling.
- Discussion is underway regarding transition of NCC. EPMO have been engaged to provide advice on return to BAU operation and governance oversight. A review across our recruitment pathway has commenced, with findings used to inform ongoing governance and delivery approach. Initial findings of the review will be available for ELT next week.
- Initial work is underway to understand commercial scope for further use of First Security transports.

### Upcoming Key Activities for Week Commencing 12 September

- Continue working with sites on their individual site Implementation Plans, identifying gaps and feeding into a national Implementation Plan.
- Continued work with the prisons to ensure all those affected Men and Women have the right support wrapped around them.
- Continue progress with communications planning including the development of comms templates for staff, prisoners and whanau at impacted sites.

PREVIOUS	OVERALL CURRENT STATUS				OUTLOOK
Schedule →	Financials →	Scope →	Resources ↑	Dependencies →	
Quality →	Stakeholder →	Issues →	Risks →	Health & Safety →	

### CURRENT ISSUES AND RISKS

#	TYPE	STATUS	DESCRIPTION	ACTION/MITIGATION	OWNER
R2	Resources	Amber	There is a risk that we don't get enough Custodial and Health staff from Arohata to transfer to Rimutaka or staff from CMP to transfer to CWP to allow for the additional prisoner transfers, resulting in the inability to transfer prisoners per the timeline.	<ol style="list-style-type: none"> <li>EOI has been released to identify staff willing to transfer</li> <li>SLR's can be enacted at other sites (OCF) to free up more staff for surge support.</li> <li>Support package for surge support staff needs to be created. Milage/hotel etc.</li> <li>Personal touch from PD's</li> <li>Comms to staff to get interest</li> </ol>	Implementation Team
R3	Service Delivery	Amber	Risk that we get negative media/Public interest as a result of prisoner/whānau complaints resulting in reputational risk.	<ol style="list-style-type: none"> <li>Develop early comms, be upfront with prisoners/whānau</li> <li>Creating national talking points, partners will be contacting</li> <li>Having a clear comms plan developed if we enact the plan</li> </ol>	Implementation Team
R4	Safety and Wellbeing	Amber	There is a risk that the increase in prisoner movements, and relocation of prisoners away from their home prisons will result in increased violence and aggression, use of force, damage to property or props.	<ol style="list-style-type: none"> <li>Early communications with those selected to be relocated. Robust selection criteria. Enablement of virtual technology to enable video calls with Whānau</li> <li>Smooth processes... e.g. property</li> </ol>	Implementation Team

#	DEPENDENCIES	STATUS / OUTCOME
D1	Dependent on identifying staff to undertake escorts	Open
D2	Dependent on sufficient Health staff numbers, including Mental Health	Open
D3	Dependent on an initial 7x staff from CMP to CWP for the opening of Avon Unit	Open
D4	Dependent on sufficient seats and vans being available for escorts	Open

#	ASSUMPTIONS
A1	Closing 14B Delta at SHCF (60 beds) will realise sufficient relief benefit
A2	No STU's will be impacted
A3	Māori Pathway's will not be significantly impacted
A4	Due to the growth in population, benefits may not be realised

### BAU PRISONER MOVEMENTS

Completed WE 2/9/22		
From	To	#
SHCF	Waikeria	1
MECF	Rimutaka	6
Rimutaka	ASCF	7
SHCF	Tongariro	3

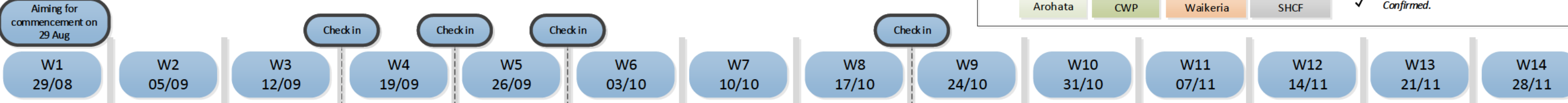
Planned WC 5/9/22		
From	To	#
SHCF	Waikeria	12

Planned WC 12/9/22		
From	To	#
SHCF	Tongariro	2
Rimutaka	ASCF	4
MECF	Rimutaka	5

# Delivery Plan to Support MECF and SHCF

**Key**

- Time when relief at MECF & SHCF experienced.
- National planning
- Rimutaka
- MECF
- Arohata
- CWP
- Waikeria
- SHCF
- GO No GO Decision SLR – Critical decision for maintaining timelines.
- 28 day roster change notification period.
- Confirmed.



**Implementation planning & review**

- EOI 2x staff to drive vans
- Work with sites re imp plans IT to all sites

Workforce Planning Team to update roster and prepare CWP for receiving 48 new women (timeframe could reduce depending on approach, resource support from other sites, and union buy in)

**CWP**

- 1 x health FTE
- .5 x health admin
- X5 CO uplift (TBC)
- Surge support

CWP opens Avon unit

Transfer up to 48 sentenced prisoners from Arohata to CWP

<b>1<sup>st</sup> Plane</b> ✓ 12 x Prisoners 4 x staff CWP collect	<b>2<sup>nd</sup> Plane</b> ✓ 12 x Prisoners 4 x staff CWP collect	<b>3<sup>rd</sup> Plane</b> 12 x Prisoners 4 x staff CWP collect
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Workforce Planning Team to update SLR\* Roster at Arohata

7 staff from Arohata transfer to Rimutaka

Rimutaka open 75 HS beds

7 staff from Arohata transfer to Rimutaka

Workforce Planning Team to transition Rimutaka to SLR\*

MECF transfer up to 75 long term Remands prisoners to Rimutaka

MECF to Rimutaka – 2 x staff via road, 4 x per week, 8 x prisoners – transfer via Manawatu

Plane to Rimutaka 12 prisoners from MECF

Health surge support req at Rimutaka 4-5 health staff

MECF relief experienced

MECF relief experienced

SHCF transfer up to 60 RMT2 prisoners to Waikeria

Waikeria transfer some low security mainstream prisoners that can't be absorbed into vacancies onsite to sites across the North Island with vacancies

SHCF relief experienced

**DRAFT**

Released under the Official Information Act 1982



# PHASE 1: PRISONS IMPACTED BY MECF AND SHCF SUPPORT PROPOSAL

**DRAFT**

*Aim: To improve service delivery levels and staff welfare at MECF and SHCF while monitoring and preventing service degradation and deterioration in staff welfare at the support sites.*

## MECF:

- Up to 75 high Sec remand prisoners to Rimutaka
- Unit will be closed - Delta
- OpCap reduction of 74 (to 861)
- 24 FTE demand reduction
- Roster fulfilment increase from 62% to 68%
- Increased leave lines (reduce fatigue)
- Increased prisoner activity (reduce tension)

## SHCF:

- 60 RMT2 mainstream men to Waikeria
- Close 14B
- OpCap reduction of 75 (to 673)
- 29 FTE demand reduction
- Roster fulfilment increase from 70% to 78%
- Increased leave lines (reduce fatigue)
- Increased prisoner activity (reduce tension)

## Waikeria Prison:

- Puriri unit will accommodate both RMT2 remand convicted prisoners and low security sentenced prisoners
- Receive up to 60 RMT2 Remand Convicted from SHCF to Puriri Unit
- Current prisoners in Puriri/Rata absorbed into Waikeria vacancies and up to 30 prisoners from Puriri/Rata will transfer to other sites across the North Island

## Arohata Prison:

- Transition to further reduced roster however this enables them to achieve full operations
- Transfer up to 48 Low Sec women to CWP (noting ARWCF may take some women but at no impact to them)
- OpCap reduction of 88 (to 76) through temporary closure of unit (enabling up to 13 staff to transfer on secondment to support Rimutaka)

## Rimutaka Prison:

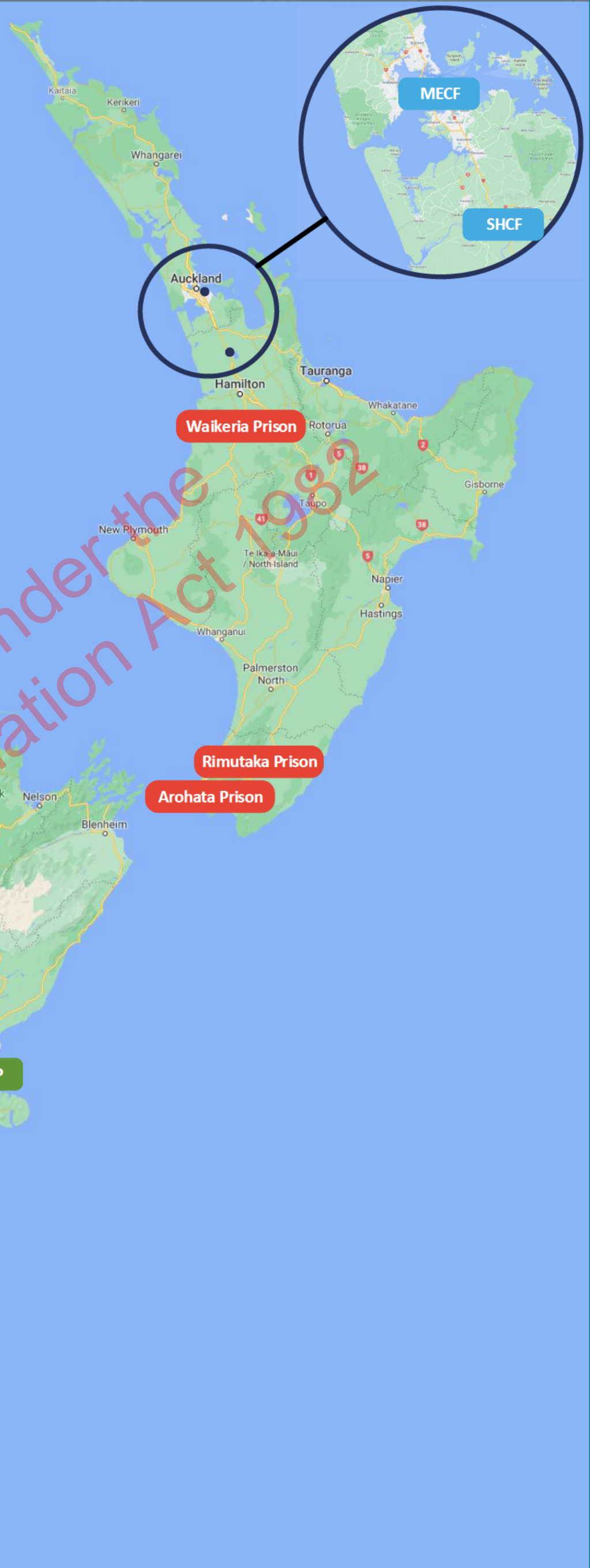
- Transition to reduced roster
- Receive up to 75 High Sec remand prisoners from MECF
- OpCap increase of 75 (to 765)
- While moving to a reduced roster will release capacity at the site to manage the increase in prisoner population, the site also requires an additional 43 staff through secondments and surge support (the majority of which would ideally come from Arohata and Manawatu)

## CWP:

- Receive up to 48 Low Sec women from Arohata
- OpCap increase of 40 (to 160)
- This requires an additional 5 custodial FTE which will be managed through recruitment and within the region

## South Island Prisons:

- Provide surge support for Receiving Office, Health and Movement teams at North Island prisons during high pressure periods (e.g. when receiving prisoners as part of this plan) as well as longer term secondment support (e.g. up to a year); and could receive additional prisoners as they recruit and deliver on the in-flight network consolidation work
- Enable activation of new modular accommodation should further support of the prison population for the North Island be needed



## AROHATA PRISON IMPLEMENTATION PLAN

To improve service delivery levels and staff welfare at MECF and SHCF whilst monitoring and preventing service degradation and deterioration in staff welfare at the support sites.

### PLAN

- Transition to further reduced roster however this enables them to achieve full operations
- Transfer up to 48 Low Sec women to CWP (noting ARWCF may take some women but at no impact to them)
- OpCap reduction of 88 (to 76) through temporary closure of unit (enabling up to 13 staff to transfer on secondment to support Rimutaka)

GENERAL IMPACTS				
AREAS	IMPACT	ACTION <i>Please state action required by site</i>	TIMEFRAME <i>Date action will be completed by</i>	National notes to follow up on
<b>STAKEHOLDERS ENGAGEMENT</b> <i>For example:</i> Health Case Management Psychology Custodial Iwi Mana Whenua Facilitators Volunteers Forensic Services Downers Unions Any others	<b>Mana Whenua</b> Pou Tuhono to touch base to hand over the women	<ul style="list-style-type: none"> <li>• Early communication to Mana Whenua has been completed.</li> <li>• Iwi chair leaders, Pōari by NO</li> <li>• Arohata Pou Tuhono is in contact with CWP Pou Tuhono for handover of our women when deemed appropriate.</li> <li>• Local iwi has been advised for Mami and Pepi Integration Service.</li> <li>• Will continue to work with Arohata woman no matter their classification.</li> </ul>		
	<b>Unions</b>	Both PSA and CANZ site delegates are aware and working with us all on preparations for transition of the women.		
	<b>Downers</b>	Downers have been advised		
	<b>Comms with key local stakeholders e.g., local community, Mayor, OCC (MBU)</b> <ul style="list-style-type: none"> <li>• Office of Children's Commission (OCC) for Arohata – should be managed through MAR team (Rob Jones manages this).</li> <li>• Human rights commission etc.</li> </ul>	MAR team and Women's Network to manage. Revisit existing stakeholder list. Women's Network can follow up through their existing channels.	<b>29/8</b>	Catch up with Louise MacDonald. Confirmation that all has been done.
		Inspectorate (and Early Resolution Team) Louise MacDonald have been advised of the proposal to move women to CWP.	<b>29/8</b>	AP: Ester Brady providing a list of specific providers for each site.

	<ul style="list-style-type: none"> <li>• Need to ensure all stakeholders are informed to take pressure off the sites.</li> <li>• Arohata staff moving to Rimutaka</li> <li>• Needs some comms to providers around different ways they might need to engage with change to population e.g., more people on remand</li> </ul>			
	<b>Comms for wāhine, and their families inc.</b>	Phase 1 – wāhine Wahine comms Detailing movement plan including Info booklet – Induction to CWP Face 2 face korero with wāhine by Arohata and CWP PDs		
	<b>Comms for staff</b>	Staff Comms re wāhine movement is done on Tues Thurs briefing or when required Phone cards – increase number so they can make contact with immediate whanau once a date has been given. Offering additional support i.e., Chaplaincy, kaiwhakamana, Ngati Toa Integration Service.		
TECHNOLOGY	Spare Tech to be provided to Rimutaka as necessary	<ul style="list-style-type: none"> <li>• Technology requirement to be managed at national level.</li> <li>• Any spare whanau laptop will travel with our wāhine to CWP.</li> </ul>		Check with IT that this plan is acceptable.
PROGRAMMES	<b>Programmes/Psychologists</b> <ul style="list-style-type: none"> <li>• Kowhiritanga (no offence mapping done yet) is in progress with 7-woman, end date is still 10 weeks away.</li> <li>• 3 women finishing up DTP (all from Arohata originally). Have a number of women lined up to start the upcoming programme who are currently at Arohata. Graduation is on the 16<sup>th</sup> of September.</li> <li>• Handover for Psychologists needs to be done (BAU task) and MPS is aware of this proposal and has plans to transition service list to Chch.</li> <li>• 5 wahine on SRP-W due to finish in 6 weeks.</li> </ul>	<ul style="list-style-type: none"> <li>• CWP may be able to assist with SRP AND consider project work on STU/psych op model in progress which may assist.</li> <li>• If the proposed date is prior to 26/09/2022 preference is to move 7x Kowhititanga women first, if implementation is after this date then preference would be to keep them as long as possible to finish the last 5x weeks.</li> </ul>		Do we need to increase the AVL?  Check in with Pippa to see if the 3 will stay until they have graduated.

	<p><b>Contracted providers</b></p> <ul style="list-style-type: none"> <li>• Programmes – women being transferred who might be on list for DTP – given there is not DTP at CWP or Auckland women’s – Arohata is the only one.</li> <li>• DTP programme will be significantly impacted on site. This is the only available DTP for women in the country. As part of the AOD Needs Analysis Project, discussions are underway with both Christchurch and Auckland Women’s Prisons around which site is best placed to host a DTP for the women in the future. There will be financial and timeframe implications to convert/setup a DTP at one of these sites in the future. There are currently 3 women undertaking the programme with a further 33 waitlisted. Removing sentenced women from Arohata would impact the contract with CareNZ as they would no longer be able to run the DTP at Arohata for upcoming cohorts.</li> <li>• Kowhiritanga Programme is currently underway with 7 women. This is scheduled to run until November 2022. The Programme will need to transition from the Arohata site</li> </ul>	<ul style="list-style-type: none"> <li>• Discussion re AVL support for the 3 women to finish the CareNZ programme. Follow up about end date of programme.</li> <li>• CareNZ have indicated they would be willing to discuss running a DTP in Christchurch if it were possible to host this Onsite,</li> <li>• Parenting Programme. Mere Elkington has been informed and will continue in the remand space at Arohata</li> </ul>		<p>Could be a contractual issue. Odyssey House are delivering DTP in Christchurch and CWP have already engaged. If CareNZ have been engaged to delivery virtually this may risk contracts. Push to Sandy Finnigan.</p>
<p>STAFF RESOURCING <i>Case Management</i> <i>Health</i> <i>Custodial</i></p>	<p><b>Health workforce</b></p> <ul style="list-style-type: none"> <li>• No health staff freed up with movements, given staff sickness etc. they are already struggling. Also expecting retirements in the next couple months.</li> <li>• Still a critical mass of staff needed to run health centre.</li> </ul>	<ul style="list-style-type: none"> <li>• NA for Health</li> <li>• RN vacancy and a person to Rimutaka and CWP (vacancy only)</li> </ul>		
	<p><b>Custodial</b></p>	<p>Pending SLR for Arohata, consultation and EOI out to staff once phase one of moving the women is completed.</p>		<p>EOI for custodial staff</p>
	<p><b>Case Management</b></p>	<p>CM will have capacity to support Rimutaka possibly 2x CM</p>		<p>Follow up with Pippa and Mary Sue or APD at Rimutaka on level of CM engagement and responsibility on board plans</p>

				etc. (only 10 people with board reports in the next 4 months)
		<ul style="list-style-type: none"> <li>Arohata CM can support CWP with handover documents and if Arohata can retain the management of cases which are due to come before NZPB soon and have NZPB reports due soon.</li> <li>Profiles for each sentenced woman is being completed due by week ending 04/09</li> </ul>		What is the timeframe that they need to be considering board reports. Any board report up until Jan 23 will be by Arohata.
	<b>Health – Pre-existing health conditions</b> Resources for people transferring out	<ul style="list-style-type: none"> <li>Would need surge support to assist with this. There is a minimal resource model which can help to understand the resources needed. Hard to estimate this model given different health needs.</li> <li>Prison Population team would work with site around placing women into appropriate locations for their health needs. Specific high needs will need to be worked through before any transfers take place.</li> <li>Sentenced women template has been completed with both Health and programmes for Arohata – currently held by APD Ash Little.</li> <li>Not shared in this template – privacy of health information.</li> </ul>		Follow up with Kate, Health surge support for transferring out of Arohata – Why? can this be done ahead of time and supported by Ngaruna
	<b>Health – Pre-departure admin</b> <ul style="list-style-type: none"> <li>Will be busy but manageable. Will need Health admin staff. Would require more recruitment, an additional 0.5FTE.</li> <li>Extra admin tasks.</li> </ul>	Some can be done remotely, may also be able to get other sites to do this.		Added to checklist at review date.
	<b>Health transfers</b> Staff capacity to process increased numbers of transfers at one time.	Surge support when transfers scheduled.		Added to checklist at review date.
	<b>Health COVID 19</b> <ul style="list-style-type: none"> <li>Pre-transfer RAT (18 hours prior)</li> <li>Not moving people on red/orange pathways.</li> <li>Not changing receiving from court process – Arohata will still do separation.</li> <li>Refusals asked again at transferring prison, or separate</li> </ul>	Surge non-health workforce required for RAT testing at Arohata (no issues with resource for this).		

	<b>Mental health support</b> <ul style="list-style-type: none"> <li>CNS and IMH engagement earlier on will be essential. No CNS or IMH at Arohata – would need help from Rimutaka (this has already been happening)/Manawatu (possible)</li> <li>MH assessment pre-transfer – capacity to undertake these by solo CNS will be difficult as both sites are currently vacant.</li> </ul>	<ul style="list-style-type: none"> <li>Some MH CNS roles at both Arohata and CWP are vacant and so that will not assist with the transfers of prisoners with mental health concerns. Would put together region team to assess the people who may be moved, to assist with consistency. This could be done remotely.</li> <li>MH may need to consider if the IMH clinicians can assist but there's a vacancy for this role at Arohata.</li> </ul>		Follow up with Kate/ROD's what is this regional team? – follow up with Robert Ford.
	<b>Mothers &amp; Babies unit</b> <ul style="list-style-type: none"> <li>Currently 3 pregnant women at Arohata, one woman is 30 weeks pregnant. May have implications if more woman come in, won't have staff to manage the MBU.</li> <li>If new arrival is pregnant and eligible, would we have staff to support this? – N/O would need to at rosters. We need to make sure we can still offer this as its possible anytime.</li> <li>Suggestion we consider not moving these women</li> </ul>	<ul style="list-style-type: none"> <li>Self Care Unit utilised as the Mother and Babies Unit will be kept in a warm state.</li> <li>4x pregnant women currently on site, nil applications for MBU</li> </ul>		
CONTRACTOR OBLIGATIONS	<b>DTU</b> Running remotely, therapeutic community is being managed by one person currently. This would disrupt therapeutic community – 3 women currently. Some graduates also part of therapeutic community but numbers are low.	Grant to check if CWP can facilitate via AOD or DTP aftercare.		
BAU INCREASES E.g., Bedding, Prisoner Kit, Meal trays etc.		As per below ground and cleaning services will increase		
PROPERTY & FACILITIES	<b>Education, training, employment, volunteers</b> Need to consider prisoners that do painting and grounds etc.	Grounds maintenance by Arohata needs to be uplifted by Downers		Understand financial implications of Downers taking over grounds at Arohata.
		Ability to provide painting OE with remand women being explored		
		Cleaning Require OCS cleaner in admin block		
	<b>Kitchen, laundry, grounds</b>	5 wahine and 1 instructor currently run Laundry so transition to Remand being explored.	Ash	Check in required between Wk5 and 6 to see what the

	<ul style="list-style-type: none"> <li>Need to consider impact of more people on remand (Arohata). Arohata does some laundry for Rimutaka.</li> <li>Need to consider how to induct remand women, learning outcomes will have an impact but this shouldn't mean things can't be delivered. Will require thinking in losing workforce.</li> <li>Running Rimutaka laundry (impact). There will be no impact on this. This will still be able to be delivered.</li> <li>Running remand in these services and roll over in workers.</li> </ul>	<p>Delivery of NZQA is minimised and scope of NZQA is impacted of scope of assessment so short term qualifications.</p> <p>AP: document the transition of people already engaged in learning (i.e. self-directed learning) to CWP – Melissa Nielson &amp; Amber (PMET) contact.</p> <p>AP: explore opportunities for remand prisoners to engage in education and cost.</p>		<p>impact of remands running kitchen and Laundry</p> <p>Amber J Valez – NZQA impacts – Establishing something for them once sentenced? Wider impacts need to be assessed.</p>
		Structured handover/desk files for workforce kitchen/laundry in place currently and can transition to remand population		
	<b>Reintegration</b>	Need to follow up with providers to understand if reintegration services can be provided to understand if they can be delivered, or what alternative options can be explored.		AP: Ester Brady providing a list of specific providers for each site.
	<b>Fleet Management</b>	Review of fleet management		Check in with Pippa, what does she mean by review of fleet management
	<p><b>Facilities</b> Need to keep units ready, and make sure they can receive women at any point</p>	<p>Planning to take the opportunity to tend to maintenance and keep the unit in a warm state.</p> <p><u>All Units</u></p> <ul style="list-style-type: none"> <li>Bird netting over unit</li> <li>Deep clean required</li> <li>Appliance check</li> <li>Paint</li> <li>Stripping of floors</li> <li>Door locks, slides, padlocks full review required</li> <li>Guardroom paint</li> <li>Pest Control</li> </ul>		
<b>HEALTH PROVISIONS</b>	<p><b>Health – Outstanding appointments</b> There is an assumption that a review of pending appointments will occur prior to transfer– and that prisoners will either not be moved or will be transferred back for these appointments. So, don't cancel any appointments given movements team can</p>	<ul style="list-style-type: none"> <li>Don't move people with upcoming appointments or move and transfer back for appointments</li> <li>Consider wait times if transferring between DHB's or other external service providers</li> </ul>		

	<p>manage this. However, health note you are meant to notify the hospital that someone has moved, and this moves them out of the catchment area – we could consider this as a temporary move to circumvent this</p>	<ul style="list-style-type: none"> <li>Comms strategy to external providers to assist with this e.g., Te Whata Ora + Maori health authority</li> </ul>		
	<p><b>Projects or initiatives that may be impacted</b></p> <ul style="list-style-type: none"> <li>Mental Health and Addictions.</li> <li>Body scanner – still further away.</li> </ul>	Currently there is no body scanner nor identified location to fit scanner		
	<p><b>Mental health forensics</b></p> <ul style="list-style-type: none"> <li>On waitlist for inpatient forensic bed</li> <li>Transfer of those under forensics may be difficult especially those waiting for beds as beds may not be available at the receiving DHB area. This could present a risk as access to inpatient care may be delayed for forensic patients. There can be risks in terms of transferring women</li> </ul>	Careful consideration taken before selecting prisoners for transportation.		
STAFF/PRISONER WELLBEING	<p><b>Prisoner health, safety and well-being &amp; whānau</b></p> <ul style="list-style-type: none"> <li>We know engagement in meaningful activity reduces tension.</li> <li>What is the comms to women for this? Needs to be done well to limit impact on staff. how do we coordinate this and support sites?</li> <li>Some women are engaged with local Iwi</li> </ul>	<ul style="list-style-type: none"> <li>Women are aware of the moves that are proposed – nil adverse reactions currently</li> <li>NO could support sites with comms templates.</li> <li>Would need support to contact families prior to women leaving. Women can do their own phone calls but also need support to contact families which could be done remotely.</li> </ul>		<p>NO comms template support</p> <p>Is there an increased cost on people moving to call their family.</p>
	<p><b>Staff health, safety, and well-being</b></p> <p>Van may need to be put on for staff going over to Rimutaka</p> <p>Training before secondees transfer to Rimutaka (a week)</p>	<p>Could also pay for mileage to staff going to Rimutaka - Logistics to look into.</p> <p>Travel allowance for those staff going to Rimutaka on secondment</p> <p>Staff that move prison are contacted by staff welfare team (automatic) – welfare coordinator – action for Rimutaka Welfare team</p> <p>Follow up regrading support to health staff transferring sites – James.</p>		<p>National incentive package. EOI incentives?</p>
STAFF TRAINING CERTIFICATIONS		Once decant takes place, use this opportunity to run 2 Tac Op and FFA days on site		



		Revise once new SLR is done  After changes, less flexibility in roster for health staff		
ESSENTIAL SERVICES		No impact		
OPERATIONAL PLANS		Arohata Ops Plan to be completed once greenlight given		

RISKS	
RISKS	MITIGATIONS
	<i>Risks have been identified through site impact assessments at a National level</i>
Risk on maintaining kitchen and laundry functions  Unlikely to realise any Health staff to support at other sites. Minimum model = approx. 6FTE RN – currently budgeted 7.7FTE with actual of 6.6. Very lean, less flexibility for leave, training, sickness etc.	Roster is being reviewed to free up FTE at CWP and Rimutaka. Oster at Arohata will be lean.  Relief cover staff from region.
Remote delivery or DTP is not equivalent to the usual mode of face-to-face delivery. During restrictive lockdowns and remote delivery Therapeutic Community (TC) is not operating. At many sites across the country TCs have not been able to operate for some time. The evidenced positive impact of DTPs is directly related to the residential nature of the programme, and the ability to use 'community as method' as a mechanism of change. There are likely to be significant implications in terms of reduction in positive outcomes if we are not able to reinstate functioning TCs in our DTPs across the network, including for our women.	Solutions being identified through Addictions Services  Arohata DTP - BAU has been by remote delivery for the past year Current supporting 3x women

BARRIERS TO IMPLEMENTATION	
BARRIERS	MITIGATIONS
	<i>If these barriers aren't mitigated, the plan won't succeed.</i>
Resistance by wāhine to move	Comms to wāhine, well informed, offer of increased communication with whanau Arohata and CWP PD face to face korero with wāhine
Restrictive timeframes	Having clear communication from NO with timelines

	<p>Comprehensive wāhine movement plan by CWP and Arohata</p> <p>Property process site training on Wednesday. Focus on AWP-CWP transfer for Property training. Preparation for move. Lead Facilitator Stacey and Lyal</p> <p>Comms to wāhine highlighting what they can take onhand what will be couriered to CWP. Ensure mail address to CWP is included</p> <p>Phone lists transfers/Trust Accounts/ P119          Prepare names to CWP once known          Where possible, have P119 couriered to CWP or made up at Christchurch prior the arrival of wāhine. Request P119 orders manually</p>
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DEPENDENCIES	DEPENDENCIES
DEPENDENCIES	MITIGATIONS
<p>Dependent on staff opting in to provide surge support to Rimutaka (TBC)</p>	<p>SLR further reduction to support</p> <p>EOI to be advertised to site with clear secondment details which may include a transportation allowance</p>

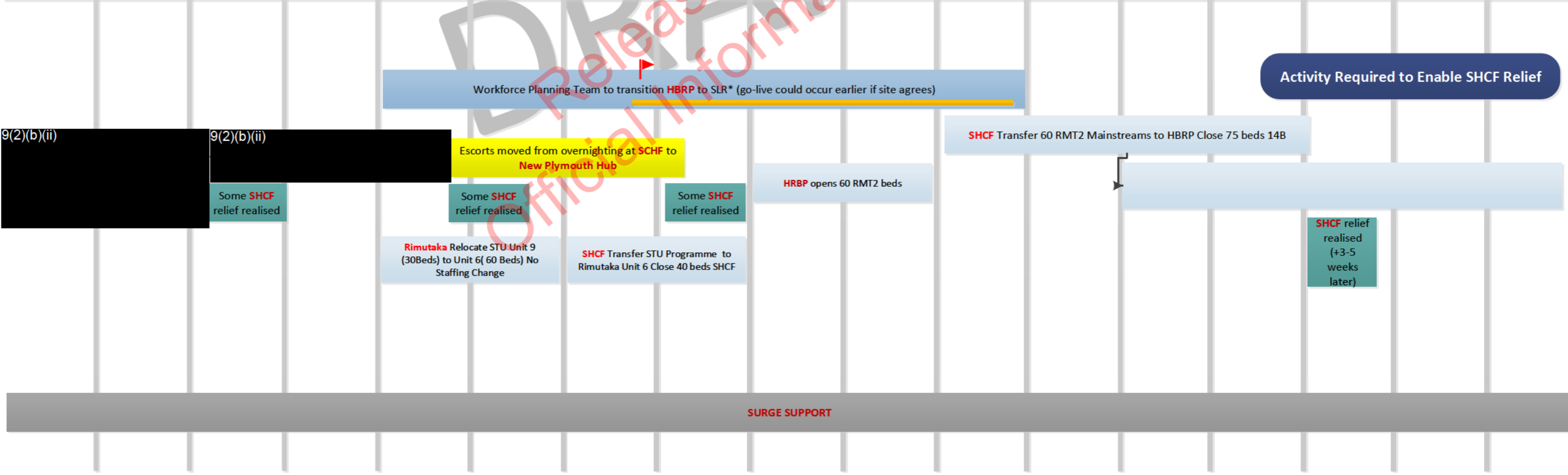
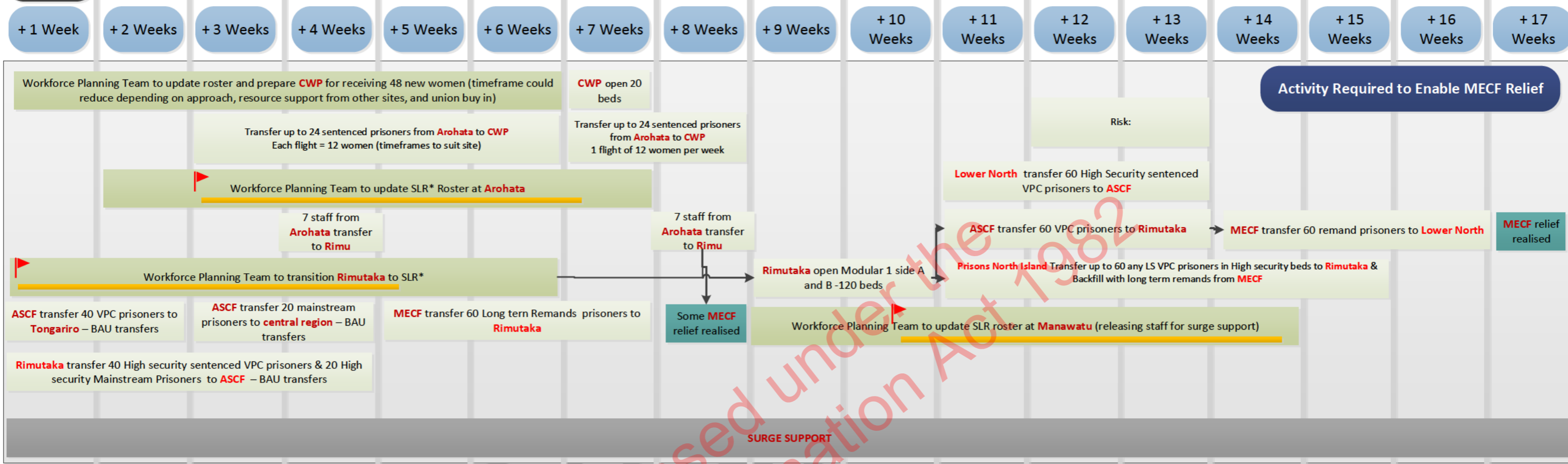
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# Delivery Plan to Support MECF and SHCF

Aiming for commencement on 22 Aug

**Key**

- Time when relief at MECF & SHCF experienced.
- Contractual changes to enable site relief (SERCO & First Security)
- Rosters & prisoner movements to enable relief at MECF
- Surge support
- Rosters & prisoner movements to enable relief at SHCF
- GO No GO Decision SLR – Critical decision for maintaining timelines.
- 28 day roster change notification period.



\*Transition to Staffing Level Response Rosters must occur on a pay week. Any delays to the Go /No Go Decision Date for the Workforce Planning Team to commence site transition to the SLR will result in a two week delay to the implementation.

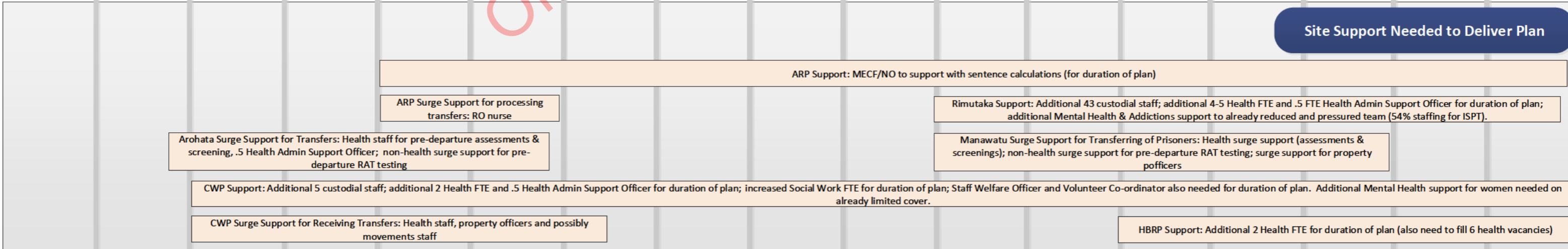
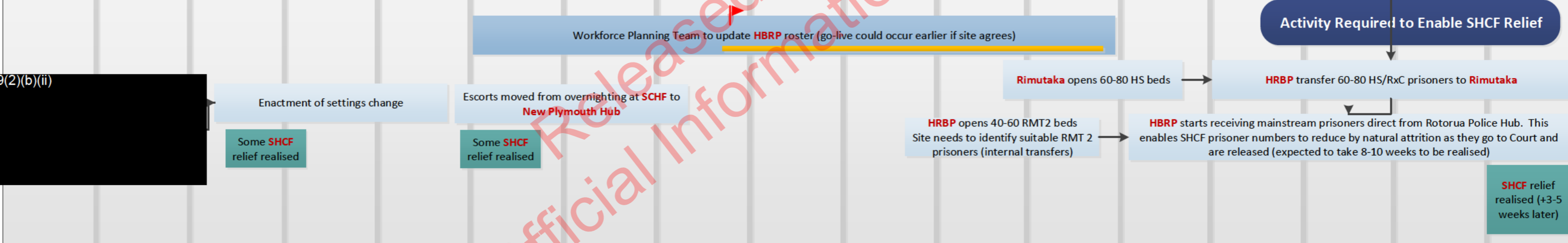
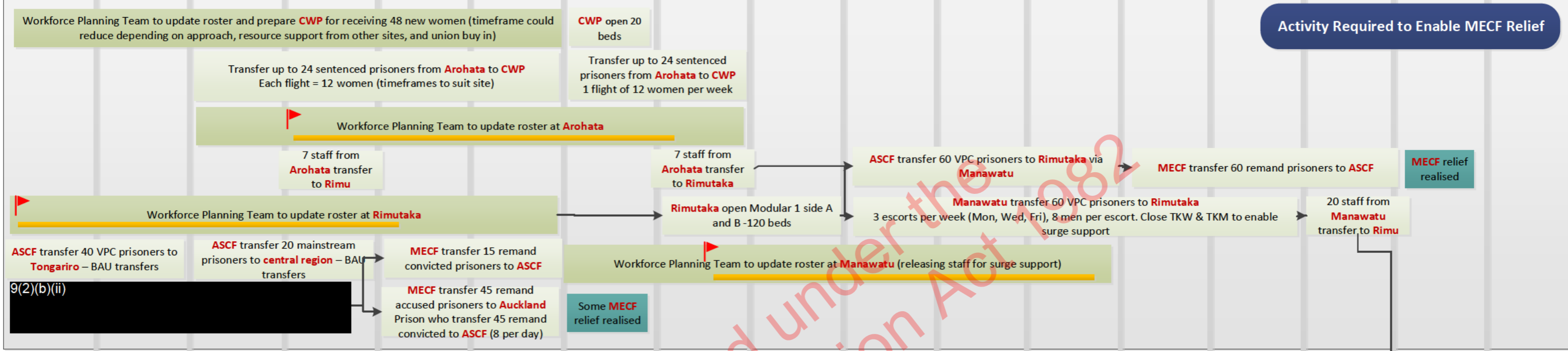
# Delivery Plan to Support MECF and SHCF

Aiming for commencement on 22 Aug

**Key**

- Time when relief at MECF & SHCF experienced.
- Commercial changes to enable site relief (SERCO & First Security)
- Rosters & prisoner movements to enable relief at MECF
- Site support needed to execute plan
- Rosters & prisoner movements to enable relief at SHCF
- GO No GO Decision SLR – Critical decision for maintaining timelines.
- 28 day roster change notification period.

+ 1 Week + 2 Weeks + 3 Weeks + 4 Weeks + 5 Weeks + 6 Weeks + 7 Weeks + 8 Weeks + 9 Weeks + 10 Weeks + 11 Weeks + 12 Weeks + 13 Weeks + 14 Weeks + 15 Weeks + 16 Weeks + 17 Weeks



Official Information Act 1982

# Delivery Plan to Support MECF and SHCF

**Key**

- Time when relief at MECF & SHCF experienced.
- National planning
- Rimutaka
- MECF
- Arohata
- CWP
- Waikeria
- SHCF
- GO No GO Decision SLR – Critical decision for maintaining timelines.
- 28 day roster change notification period.
- Confirmed.

Aiming for commencement on 29 Aug

W1 29/08	W2 05/09	W3 12/09	W4 19/09	W5 26/09	W6 03/10	W7 10/10	W8 17/10	W9 24/10	W10 31/10	W11 07/11	W12 14/11	W13 21/11	W14 28/11
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**Implementation planning & review**

- EOI 2x staff to drive vans
- Work with sites re imp plans IT to all sites

**Workforce Planning Team to update roster and prepare CWP for receiving 48 new women (timeframe could reduce depending on approach, resource support from other sites, and union buy in)**

**CWP**  
1 x health FTE  
.5 x health admin  
X5 CO uplift (TBC)  
Surge support

**CWP opens Avon unit**

Transfer up to 48 sentenced prisoners from **Arohata** to **CWP**

1 <sup>st</sup> Plane	2 <sup>nd</sup> Plane	3 <sup>rd</sup> Plane
12 x Prisoners 4 x staff	12 x Prisoners 4 x staff	12 x Prisoners 4 x staff
CWP collect	CWP collect	CWP collect

Workforce Planning Team to update SLR\* Roster at **Arohata**

7 staff from **Arohata** transfer to **Rimutaka**

**Rimutaka** open 75 HS beds

7 staff from **Arohata** transfer to **Rimutaka**

Workforce Planning Team to transition **Rimutaka** to SLR\*

**MECF** transfer up to 75 long term Remands prisoners to **Rimutaka**

**MECF to Rimutaka** – 2 x staff via road, 4 x per week, 8 x prisoners – transfer via Manawatu

Plane to **Rimutaka**  
12 prisoners from **MECF**

Health surge support req at **Rimutaka**  
4-5 health staff

**MECF** relief experienced

**MECF** relief experienced

**SHCF** transfer up to 60 RMT2 prisoners to **Waikeria**

**Waikeria** transfer some low security mainstream prisoners that can't be absorbed into vacancies onsite to sites across the North Island with vacancies

**SHCF** relief experienced

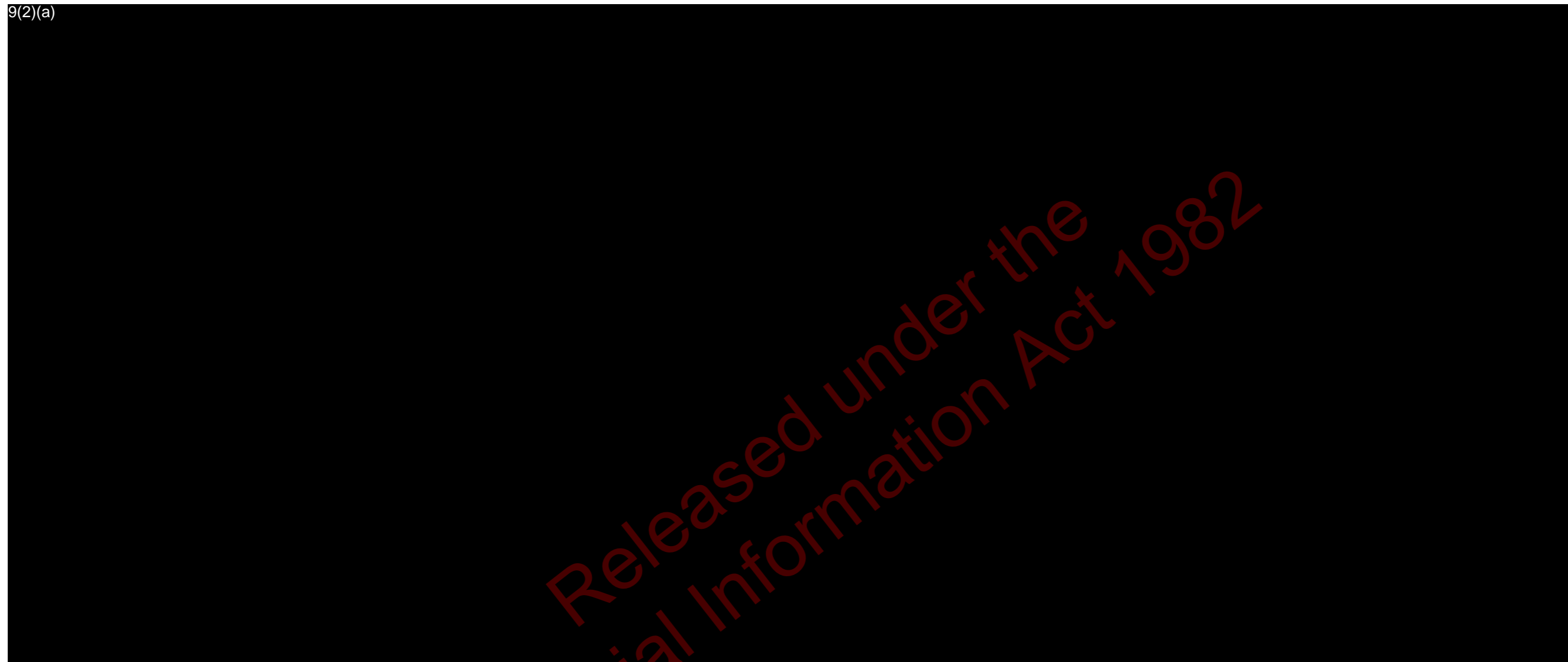
**DRAFT**

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Planned transfers from Arohata to CWP and ARWCF

**1<sup>st</sup> Phase**

9(2)(a)



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Official Information Act 1982

2<sup>nd</sup> Phase

9(2)(a)



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3<sup>rd</sup> Phase

9(2)(a)



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9(2)(a)

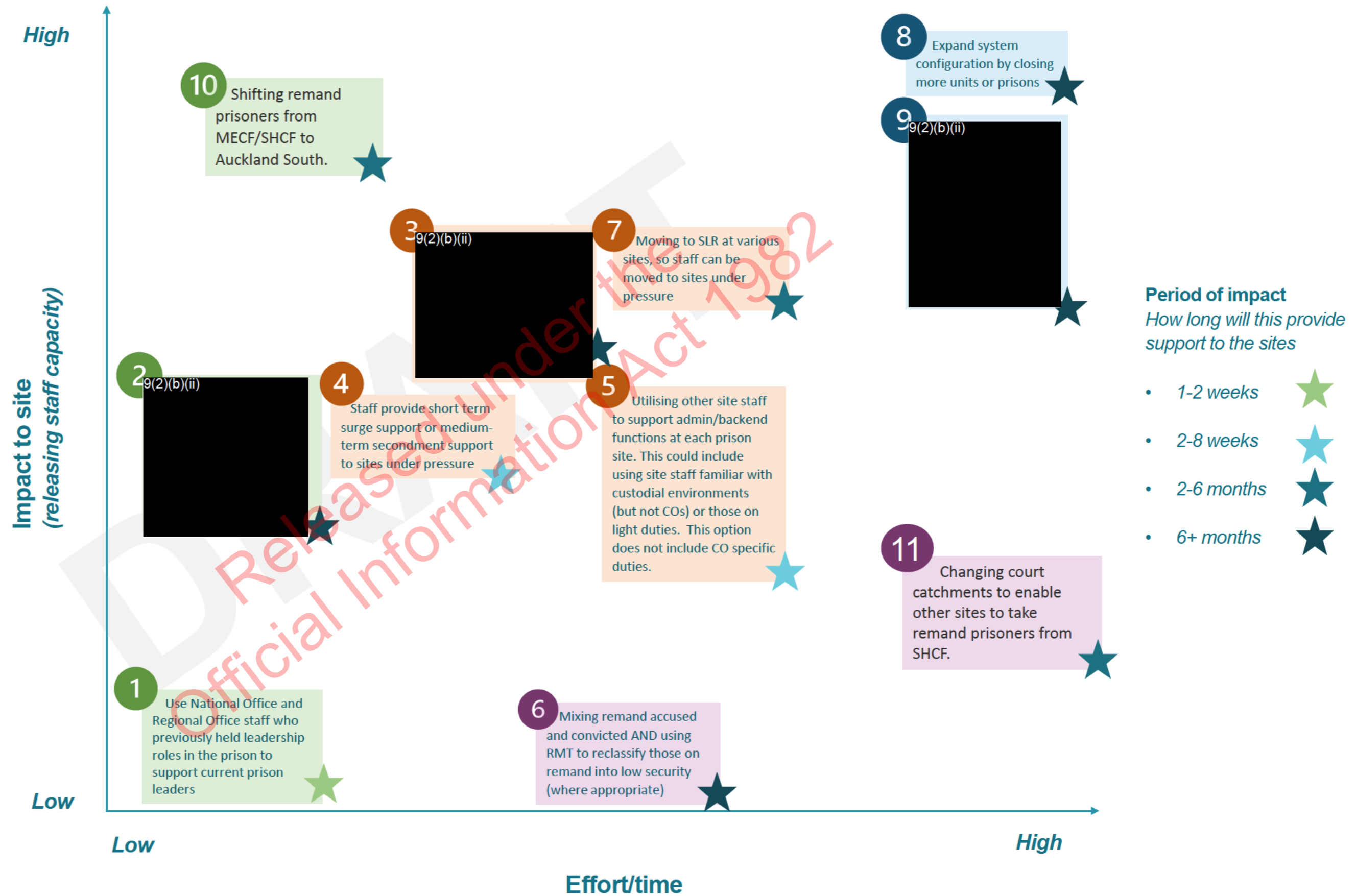
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# Overview of options

A range of tactical options to support prison sites were initially identified through the NCC. These were then added to and elaborated on via a workshop on 26 July 2022 with an expanded stakeholder group.

While some of the options offer shorter term impact, there will be a larger impact when combining options.

As each option is deployed, it changes the current state and may prompt a review of the sequencing of the options being implemented e.g. moving a large site to SLR will enable staff from that site to be deployed to struggling sites, and enable additional prisoners to be transferred to the SLR site.





1

2

10

**1:** Use National Office and Regional Office staff who previously held leadership roles in the prison to support current prison leaders.

**Why:** This could help to support sites with the implementation of related options along with providing additional support to site leaders who have been dealing with the effects of covid and reducing staffing for a long time while providing a fresh perspective. **Considerations:**

Impact on workplan for staff that want to help

**Next steps:** Identify former prison leaders at national office and regional offices and ascertain their willingness to support prison leaders.

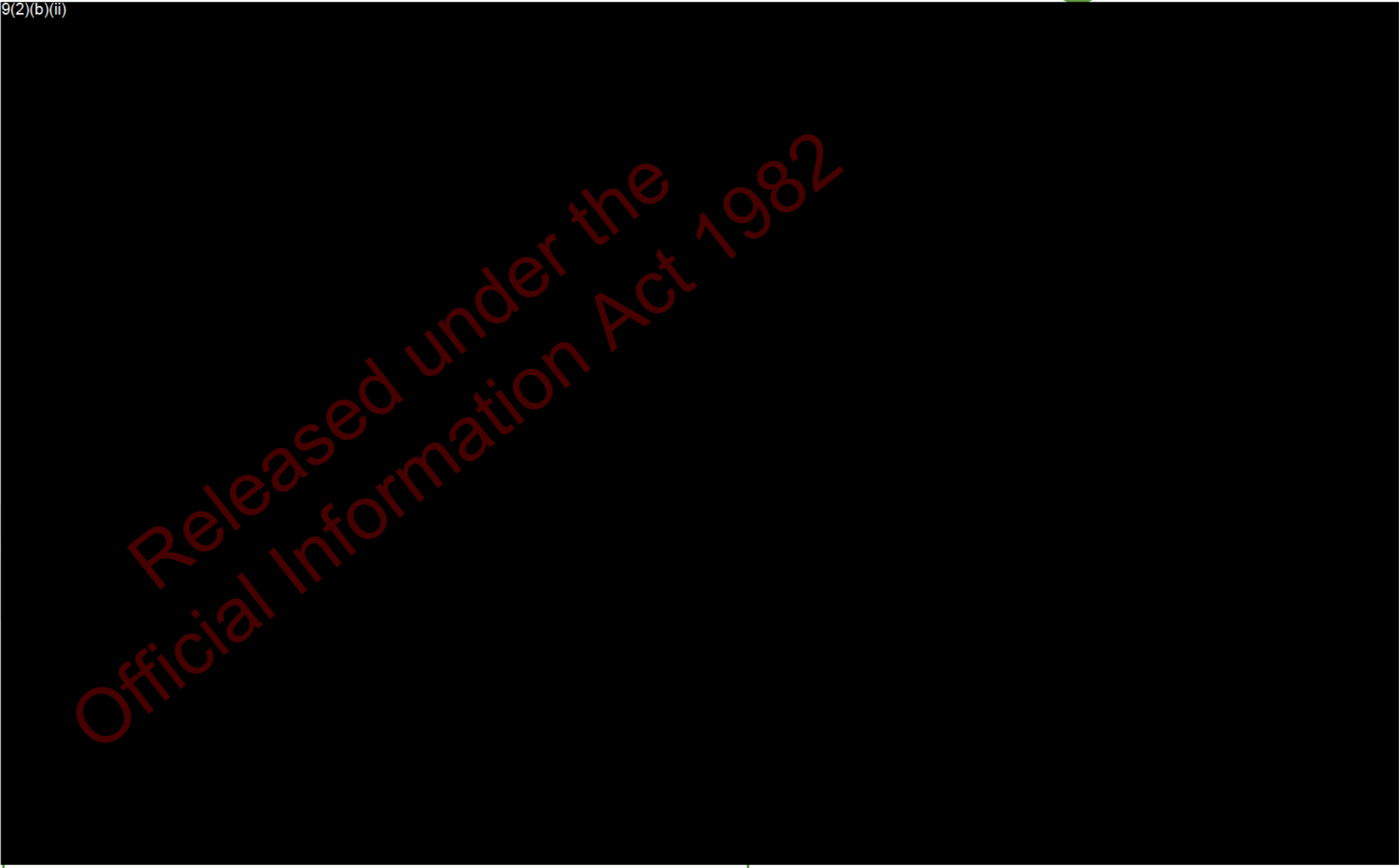
**Lead:** People and Capability (HR)

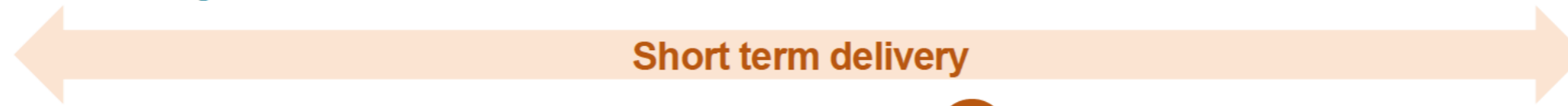
**Crisis Response options which area already in place**

1. Temporarily redeploy AC&R staff to priority prisons in critical/emergency situations
2. 9(2)(b)(ii) [REDACTED]

- Considerations:**
- Processes are already in place to action this and no further work is needed
  - High reputational risk
  - Minister needs to be informed
  - This is crisis support only (supporting days not weeks)

**Lead:** CCO





3

4

7

9(2)(b)(ii)

**4:** Staff provide short term surge support or medium-term secondment support to sites under pressure.

**Why:** Provides quick and targeted experienced relief and support to sites experiencing difficulties

**Considerations:**

- Centralised team would be needed to coordinate logistics
- Accommodation can be difficult to source in certain locations and at certain times (school holidays/large events etc.)
- Incentives/allowances are highly recommended (noting the issues it can cause for staff at the receiving site)
- Effort to coordinate versus the positive impact this has at receiving site may will likely have diminishing returns over time
- Needs engagement with unions
- Health are currently looking into options for their other health staff to support prison staff.

**Next steps:**

- Follow up with previous surge support project team to understand effort. This as an on-going option (rolling requests for surge support and secondments as site needs arise)
- Run a Lessons Learned workshop to improve past experiences and improve process
- HR engagement regarding allowances/incentives
- Expression of Interest to go out
- Logistics of travel and accommodation, site induction etc

**Lead:** P&C (HR) with Corrections Services

**7:** Moving to SLR at various sites, so staff can be moved to sites under pressure or prisoners can be relocated to sites with the released capacity

**Why:** This could potentially free up a significant number of staff to support sites under pressure, or support the transfer of prisoners from pressured sites, releasing tension.

**Considerations:**

- This would result in activities being turned off at the supporting prison which may be especially challenging for sites which may have just begun running activities again.
- It's difficult to ascertain how many staff would take up this offer, an Expression of Interest (EoI) at the sites likely to move to SLR would support modelling on this
- Needs further understanding of the unit/site capacity to accept prisoners from other sites
- Option could be mixed with prison configuration programme allowing for improved utilisation of prison capacity
- Lead-in time is approximately six weeks per site
- Rimutaka and CMP (and possibly Waikeria) are the sites that could release the most capacity by moving to SLR
- This supports option 4

**Next steps:**

- Engage with Ben Whittaker and Cam List to identify the plan to action this

**Lead:** Ben Whittaker (workforce planning)

**Supporting:** HR, payroll, CS, IT, CANZ and PSA

5

Medium term options

6

**5:** Utilising other site staff to support admin/backend functions at each prison site. This could include using site staff familiar with custodial environments (but not COs) or those on light duties. This option does not include CO specific duties.

**Why:** Release CO's from administrative activities so they can focus on custodial duties.

**Considerations:**

- This option has previously been canvassed and was not progressed due to Union response
- Unions would prefer to have this sort of support formalised as a secondment so it can be recognised within the collective agreement along with ensuring staff have adequate training
- This could be trialled at certain sites to understand the benefits of this approach
- Needs consultations with the Unions
- This would need good communication, so people are aware of it
- Role specific training required

**Next steps:**

- Review work previously done in this space (see document 'Covid 19 response scenario planning: redeployment of staff')
- Engage with Unions
- Workshop or work directly with struggling sites to identify appropriate work and then identify suitable roles that may be able to provide support

**Lead:** People and Capability (HR)

**Supporting:** Union lead, training and regional/site HR co-ordination

**6:** Mixing remand accused and convicted AND using RMT to reclassify those on remand into low security (where appropriate)

**Why:** While this will not free up staff, it will free up beds in high security and provides easier to manage conditions for staff, which may reduce tension and result in prisoners being classified in the correct security classification. It may also mean high security units could be closed.

**Considerations:**

- The Central Region is already doing this and a memo is in progress for ARWCF to begin this as well. However, the experience in the central region is that this leads to other challenges given the remand population then becomes spread out across the entire site and they require a lot of resource, particularly for movements for court appearances, lawyers etc.
- This needs to be signed off by the PD and Regional Commissioner (with oversight of the CCO) and plans in place to mitigate any risks this may create)
- RMT needs staff training and time but it can be completed from any computer as long as the site is also involved (could consider a flying squad to support this)
- Requires education for sites as some are resistant to RMT
- Consider trialling in the women's estate given more may be reclassified to a lower security classification

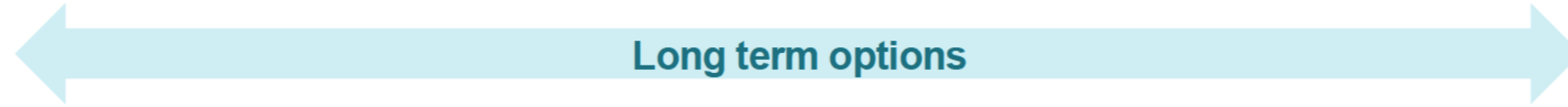
**Next steps:**

- Staff are training in the RMT assessment
- Communication to get buy in from staff given risk adversity to this at some sites previously

**Lead:** Regional leads

**Supporting:** National office support (risk and co-ordination)

# Long term options



8

**8:** Expand system configuration by closing more units or prisons

**Why:** This would free up significant staff resources to support other sites

**Considerations:**

- There is a significant amount of work involved in this option
- Staff relocation and redundancy options
- Reputation risk
- Iwi relationships
- There is already work happening in the network consolidation space however further investigations could occur to effect greater impact through the closure of a site if necessary

**Next steps:** ??

**Lead:** Cam List and HR (initial planning)

**Supporting:** Union lead, regional HR , property, commercial, Digital, finance, legal etc.

9



11

**11:** Changing court catchments to enable other sites to take remand prisoners from SHCF. This would result in SHCF not receiving remand prisoners and moving these to Waikeria (they could open Miro unit). HBRP could also receive remand population and Tongariro could utilise Cedar units.

**Why:** Reduces pressure on SHCF.

**Considerations:**

- Need to understand the state of the proposed units and what work may need to be completed
- This may put other prison sites under higher pressure
- Unknown impact about how much staff time this will save, further modelling work need to be completed
- Tongariro/Waikeria haven't received prisoners in a long time
- Would require movements of prisoners to other locations, specially at HBRP. Can open up further beds at HBRP as long as extra staff are provided (16 staff could open 40 bed unit)
- Would require staff surge support and HBRP may be preferred by staff given its geographical location.
- HBRP would service central courts which may lead to increasing use of AVL/time to court/bail.

**Next steps:**

Given the substantial changes suggested here this needs further workshopping

**Lead:**

**Supporting:**

# Recommendations

- 4 Commence surge support for MECF and SHCF (noting as other options are actioned surge support for other sites will become an option and are more likely to be taken up)
- 10 <sup>9(2)(b)(ii)</sup> [Redacted]
- 2 [Redacted]
- 3 [Redacted]
- 7 Implement SLR at Rimutaka and CMP and investigate impact of implementing SLR at other sites
- 11 Investigate the impact and implications of changing court catchments to enable other sites to take remand prisoners from SHCF in order to inform a decision as to whether this is a viable option
- 1 Identify NO and RO staff to support prison leadership