

## Monitoring Entity Recommendations Themes Dashboard – Nov 2024

This dashboard provides a progress update against open themes from monitoring entity recommendations. Themes will be removed from this list once they no longer appear consistently in monitoring entity recommendations and findings. Some themes are significant issues across numerous reports. Others are issues raised via a single thematic report or through other channels by monitoring entities.

Existing theme	Progress update
Prosecution Support	We have commenced a prosecution data review to support the uplift of frontline practice. We are working on initiating a trial for an independent prosecutions role in Wellington, to support quality prosecutions that align with the Solicitor General’s Guidelines. We are developing a training prosecution package, and reviewing and updating practice guidance and the Probation Officer and Case Manager pathways. We have added a breach assurance screen in our Integrated Offender Management System to provide further quality assurance. We are exploring options for recording evidential interviews.
Improved separation	The Segregation and Use of Force in IOMS project is expected to enter the delivery phase in August 2025. Data stored in IOMS will be used to publicly report information related to segregation and use of force in Corrections’ Annual Report and Performance Framework. An Action Owner Working Group has been established to ensure progress against the seven overarching recommendations in the Office of the Inspectorate’s thematic report. A delivery plan has been drafted including project timeframes and required resource, as well as identifying in-progress or planned work and gaps. Members of the Working Group met with the Inspectorate in October to update them on progress. We are training staff from two prisons as specialised Unit Activity Officers (UAO). They will be qualified to organise and run regular exercise sessions in their unit with individuals or small groups. The Mental Health Quality Practice Team has developed procedural guidance to support staff with decision making in relation to applications for assessment under section 45 of the Mental Health Act.
Monitoring & Assurance	Corrections has several initiatives in place to enhance our organisational approach to monitoring and assurance through Te Ara Whakamua and our response to the Chief Ombudsman’s investigation. <ul style="list-style-type: none"> <li>Assurance – The new Organisational Resilience, Learning, &amp; Assurance (OR&amp;S) group is working on the development of an Enterprise Assurance Policy and Framework. The Internal Audit Plan for 2024-25 has been approved. It comprises a mixture of core organisational assurance activities (for example, conflicts of interest, and delegations), as well as reviews and audits aimed at strategic enhancement and risk protection.</li> <li>Governance – We are now in a phase of embedding our governance arrangements post-Te Ara Whakamua and adjusting where needed. Our Operational Performance Committee regularly receives and considers reports from external monitoring agencies, in line with our agreed process.</li> <li>Performance Monitoring – While in the early stages of implementation, internal monitoring and reporting against Corrections’ new organisational performance framework has commenced. The measures will have a phased implementation and be refined as we learn what is most appropriate for assessing our performance.</li> <li>Kia Whaitake response – The virtual team responsible for responding to the Chief Ombudsman’s Investigation report into Corrections has completed the workshops for all key recommendations (including those related to monitoring/assurance) to confirm delivery actions under our new structure. Work is ongoing to detail the benefits of these actions and ensure alignment to the organisational roadmap and performance framework. The Ara Poutama Aotearoa Oversight Bodies Advisory Board continues to meet and consider Corrections’ progress against the Ombudsman’s recommendations.</li> </ul>
Emergency management and planning	Significant efforts are underway to address our emergency management capacity and capability, aligned to the principles of risk reduction, readiness, response, and recovery. This includes: <ul style="list-style-type: none"> <li>A two-day Coordinated Incident Management System (CIMS) training program tailored to Corrections has been rolled out to all seventeen Corrections prisons.</li> <li>In July we held an Emergency Coordination Centre workshop for key operational leaders from our custodial, community, and Pae Ora (health) functions.</li> <li>An updated Hostage Response Policy. Work continues to update Corrections’ Emergency Management Capability Development Framework and Emergency Management Workforce Capability Plan.</li> <li>Co-designing a more resilient internal distribution system for the National Warning System.</li> <li>Creating a contingency plan for industrial action.</li> <li>Beginning work on our Preparedness Policy for emergency management and business continuity.</li> </ul>
Clothing and bedding	The issues of access and hygiene of clothing and bedding have been long-standing. Work at a regional level remains ongoing to ensure that there are significant volumes of clothing and bedding available, not only in the receiving office but across all units within a prison.
Needs of women	Progress is continuing across Wāhine – E rere ana ki te pae hou: Women’s Strategy 2021-2025 and associated action plan. Twenty-nine of the <i>Do Now</i> and four of the <i>Do Next</i> actions have now been completed with the remaining <i>Do Now</i> actions, on average, over 70% complete. Our key areas of focus include: <ul style="list-style-type: none"> <li>implementing the Learning and Development Pathway and Support Framework for custodial staff working in women’s prisons,</li> <li>being responsive to the rising women’s prison population and ensuring we are adequately prepared to respond to future capacity increases, and</li> <li>increasing access to healthcare through additional health escort resources to support the disproportionately high number of medical escorts women need.</li> </ul> Full body scanners are providing an alternative option for strip searching at Christchurch Women’s Prison and Auckland Region Women’s Corrections Facility. Using this less-intrusive form of searching provides a more dignified, humanising approach to searches for both people in prison and our staff. Work to introduce this technology at Arohata Prison is due to commence soon.
Access to quality complaint resolutions	The programme of work to implement the recommendations from the thematic review into the complaints system is shifting to a business-as-usual delivery of complaint support. Current work includes the integration of staff complaints and IR.07 Allegations against staff into the new complaints case management database (Resolve) and reviewing IR.07 allegations lodged through prison kiosks. Dedicated Complaint Support Lead roles are connecting with specific prisons to provide capability uplift and assurance activities designed to meet the site’s needs.

Access to interventions	The offender population has changed over time, which means the services Corrections delivers need to adapt. Corrections has gathered good evidence about what works in terms of treatment, and we want to ensure we are delivering programmes and services that provide the strongest outcomes in reducing reoffending and keeping the public safe. To support this, we are undertaking a stocktake of over 100 programmes and services to identify which of these are the most effective and efficient, and what changes we can make to deliver these outcomes while ensuring we are getting best value for money.
Prisoner property	Common prisoner concerns about property relate to delays in processing, property damage, and reviews of property claims. Property processes have been amended to limit the volume of property that was able to be stored on behalf of the prisoner. The Authorised Property Rules were updated on 7 June 2024. This change focused mainly on radios and the removal of volume constraints. We are considering opportunities to update IOMS to support accurate registration and accounting of property in FY25/26.
Increased unlock hours Normalised Mealtimes	Funding has been approved to implement new rosters at Auckland Region Women’s Corrections Facility and Auckland Prison. This will support an increase in unlock hours and delivery of mealtimes in line with the principles of variable shifts. The workforce planning team are in the process of preparing these sites (including increased recruitment) for expected go live dates in the first half of 2025. Work on transitioning Northland Region Corrections Facility, Mt Eden Corrections Facility, and Spring Hill Corrections Facility to new rosters continues.
Prison Inductions	Improvements to inductions are planned in the 2024/25 Integrated Systems work programme following the enactment of the Corrections Amendment Bill.
Access to culture	<p>Work is continuing on the development of our Cultural Capability Framework. This framework provides a pathway for staff to advance in cultural confidence and capability. Whāinga Amorangi, phase two of the implementation plan, strengthens competencies in Māori, Intercultural, and Pasifika areas and aligns with Te Arawhiti guidelines to match justice sector standards. Initiatives in place (Our Te Reo &amp; Tikanaga Allowance; Ara Tika – introductory learning programme for new staff; E Toru Ngā Mea - foundational programme empowering staff with an understanding of the Te Ao Māori worldview and mātauranga Māori practices; Pacific Identity Programme - a cultural motivational programme developed by a group of Pacific Island Corrections’ staff; and our Te Tiriti Analysis wānanga) have driven high engagement and received positive feedback, with attendance and demand growing steadily.</p> <p>Our Tumu Herenga team is creating guidance to support responses to deaths in custody in a culturally appropriate way, aligned with Tikanga.</p> <p>Supervision work is underway with approximately 200 psychology and programmes staff to ensure they are engaging with people under our management in a more culturally appropriate way.</p> <p>A number of initiatives within Pae Ora are underway to improve provision of health care for people in prison, including Te Mataiki o te Oranga.</p> <p>The Māori Pathways Programme to improve access to culture and provide staff and people in our management with cultural support to ensure their wellbeing and oranga has now transitioned into BAU operations.</p>
Needs of disabled people	<p>Work on completing the actions in the Disability Action Plan 2023 – 2027 continues to progress well. We have completed three of the four Immediate Actions 2023/2024. Work on the final action to improve our disability data capture at a population level continues. The Ageing Well Health Assessment has undergone a refresh to strengthen opportunities to support people’s independence, health, and wellbeing. Next steps include piloting the tool in a small number of sites over the next few months. Key highlights include:</p> <ul style="list-style-type: none"> <li>• In October 2024, the Social Worker Disability and Older Persons operating model was launched to support the four dedicated Social Worker Disability and Older Persons roles. The model provides core focus areas of service delivery for disabled and older persons in prison with high, complex, and interconnected needs to facilitate early interventions, advice and support and reintegration support inclusive of specialist accommodation.</li> <li>• Following the Disability Deep Dive exercise completed in May 2024, we have developed a reporting mechanism that enables our Social Workers Disability and Older Persons to identify people who have significant functional impairments. This process then instigates a rapid case review to ensure they have access to the support, services, and equipment they need.</li> </ul>
Medication Management	The MedTech32 Replacement project continues. A number of functional configuration documents have been approved and workshops to progress next steps will be held in the first half of next year.
Access to dental services	Ensuring continued access to dental services remains a priority. An extension of dental contracts until November 2025 has been approved to ensure continuity of service provision and local options continue to be explored to best meet the demand for services at different sites. Work has begun on the detailed design for the dental suite at Christchurch Women’s Prison with an indicative timeframe for completion in July 2025.
Access to Prison Health Care Focus on: - Mental Health -AOD - End of Life/Palliative care	<p>Initiatives are underway to enhance healthcare access in prisons. These include:</p> <ul style="list-style-type: none"> <li>• Te Matatiki o te Oranga is a programme of work to identify key areas of change and improvement in how health services are to be delivered to all people in our management. This includes a redesign of screening and assessment tools to improve access and health service options for people in prison.</li> <li>• An assessment of immunisations for measles, mumps, rubella (MMR) has been completed for the women’s prisons. Work is underway with the men’s prisons with site-based Immunisation portfolio holders. Corrections will work to identify and offer vaccination to all those people who qualify for the vaccination.</li> <li>• A report outlining the findings of a comprehensive review of Corrections’ prison-based mental health services (with a focus on Māori health equity given the over-representation of Māori in our prisons) has been finalised. Work is now focused on progressing those recommendations that are most pragmatic and will have the greatest impact.</li> <li>• A review of the Assisted Dying Pathway will be completed in August 2024.</li> <li>• Implementation of new pathway of care for AOD services continues with full implementation planned by June 2025. The pathway will improve outcomes for participants by introducing comprehensive AOD assessments and the matching of AOD need to programme intensity. The new comprehensive assessments process will be in place at six prisons this quarter. Tailored programmes delivered by kaupapa Māori providers for those with moderate and high AOD need have been established at six prisons.</li> </ul>

<p>Provision of healthcare</p> <p>Focus on:</p> <ul style="list-style-type: none"> <li>- Assessments</li> <li>- Clinical Care</li> <li>- Documentation</li> </ul>	<p>Initiatives are underway to improve provision of health care for people in prison. These include:</p> <ul style="list-style-type: none"> <li>• The new Triage of Health Request Forms (HRF's) Policy was introduced earlier this year, supporting access to assessments and health care prioritised by clinical need.</li> <li>• The Virtual Nurse Education Programme runs weekly sessions available to all health staff across Ara Poutama. These sessions are also used in response to recommendations highlighting gaps in practice or opportunities for improvement. A schedule has been completed until the end of 2024, the programme recommences 18 January 2025.</li> <li>• The Clinical Documentation e-module is included in the orientation programme for new staff.</li> </ul>
<p>Reduced suicide and self-harm</p>	<p>Work on completing the actions laid out in the Suicide Prevention and Postvention Action Plan continues to progress well. Highlights include:</p> <ul style="list-style-type: none"> <li>• An updated reporting system has been developed allowing mental health staff to input more detailed data on mental health service delivery. This dashboard is now live and in use. Delivery of relevant training including mental health literacy workshops (MH101) remains ongoing. As of 17 September 2024, 2,410 staff have attended these workshops.</li> <li>• Work is continuing on ISU environment enhancements via soft interior refurbishments and providing specialised furniture and televisions across identified sites. The Christchurch Men's Prison pilot site detailed designs were finalised and procurement process currently underway. Following the completion of procurement process, work anticipated to begin on the ISU in April 2025.</li> <li>• An updated internal review of suspected suicides and of episodes of self-harm where there was a threat to life is being undertaken. This thematic review will look at potential contributing factors for those who died and relevant factors in instances of self-harm where interventions by staff prevented death. This review is expected to be delivered in mid-2025.</li> <li>• An eight-hour, evidence-based trauma-informed-care training programme for custody officers was developed and piloted in Christchurch Men's Prison, Otago Corrections Facility and Christchurch Women's Prison with over 120 officers trained to date. Feedback has been overwhelmingly positive and anecdotal reports from management suggest noticeable shifts in perspective and behaviour. As a result, a second pilot, including training of additional trainers, is scheduled.</li> <li>• The health team is working on guidance for managing chronic pain, including developing a pain assessment tool, to address chronic pain given this has been identified as a risk factor for suicide in prisons.</li> <li>• Guidance for suicide assessment and management has been developed within the Mental Health Operations Manual to support the Intervention and Support Practice Teams. Rollout of the manual is expected in November.</li> <li>• A gap analysis is underway on the Suicide Prevention and Postvention Action Plan actions to determine next steps. This includes mapping out where the Action Plan and recommendations from the Inspectorate's reports (Suicide and Self-harm and Separation and Isolation) overlap and identifying where work is either done or already underway.</li> <li>• Our Asset Management team continues to address and mitigate ligature risks across the estate through wider prison and cell design, business-as-usual works (facilities maintenance), network planning (the closure of poor-quality beds/facilities including consideration of ligature points in cells) and other specific programmes of work that have been completed or are currently underway.</li> </ul>
<p>Staff training – Health</p> <p>Specific focus on:</p> <ul style="list-style-type: none"> <li>- Mental Health</li> </ul>	<ul style="list-style-type: none"> <li>• Nursing staff are required to complete Deteriorating Patient training and Primary Mental Health (PMH) training. Deteriorating Patient sessions have been scheduled for 2025 with all courses fully booked.</li> <li>• The Registered Nurse Orientation Programme has been formally reviewed and updated, including mental health modules. The HCM Orientation Manual has been completed. The Medical Officer Orientation manual is now in draft.</li> <li>• A Substance Withdrawal module has now been introduced and is a component of Core Training for Health staff. 50 staff have completed since June 2024. Courses have been scheduled for 2025.</li> </ul>
<p>Reduced Use of Force</p> <p>Improving Prison Safety</p>	<ul style="list-style-type: none"> <li>• Our Safer Prisons Plan has been endorsed. It focuses on four key areas of wider prison safety, Consistent Prison Operations, Supporting our Staff, Understanding our Prisons and Managing Gangs and relationship dynamics. Prison sites continue to focus on core training (Hostage Suicide, First Aid and Tactical Options) completion levels.</li> <li>• The Security, Custodial and Tactical Operations team have reviewed the communication and de-escalation components of the tactical options core training to better focus our efforts on de-escalation and increased communications. The team plans to undertake targeted training with Tactical Instructors who deliver this content, commencing February 2025.</li> <li>• Senior Advisers De-escalation and Negotiation have developed the two-day Communication and Active Listening Module (CALM) for the Corrections Officer Development Pathway and have commenced piloted delivery. Feedback has been strongly positive.</li> <li>• The Segregation and Use of Force Project Investment Case to enable the digitisation of Use of Force paperwork to a central repository in IOMS to support oversight and ease administrative burden, is ongoing. This will also enable better reporting and analysis.</li> <li>• Our Tactical Operations and Emergency Management Group continues to lead an initiative, with the support of CANZ and PSA, to ensure staff have the right operational support available when they need it. The focus is on staff safety and incident prevention through building capacity, capability, and confidence of prison staff.</li> </ul>
<p>Staff Training – Custodial, whole of organisation</p> <p>Focus on:</p> <ul style="list-style-type: none"> <li>- Duty of care</li> <li>- Cultural Capability</li> </ul>	<p>Significant work is underway to help lift staff capability and training opportunities across the Department. Key actions are outlined below:</p> <ul style="list-style-type: none"> <li>• The Learning Pathways initiative aims to create more deliberate, structured, and accessible learning pathways for staff across community, custodial, Pae Ora and in our enabling services, with an initial focus on CPP and Custodial. Several initiatives underway aim to address historical and emerging learning gaps, particularly for our custodial workforce.</li> <li>• New Corrections Officers receive significant training via the Corrections Officer Development Pathway (CODP). They are then supported through on-the-job learning from more experienced Corrections Officers. We are piloting a post-CODP supervised practice initiative at Spring Hill Corrections Facility due to the high number of new recruits. This initiative will focus on creating a formalised 'buddy system', which pairs new recruits with more experienced staff members to ensure exposure to the key technical skills they need on the job.</li> <li>• Certification levels for custodial core training have been improving as numbers of staff improve at prison sites. As at November 2024, 4,201 staff have completed Fire and First Aid, 4,058 staff have completed Hostage and Suicide training, and 3,629 staff have completed tactical options certifications.</li> <li>• Work on the Cultural Capability Framework is included under the 'access to Culture' section of this document.</li> </ul>

Information Management	<p>The Programme Investment Case for Information Management will be deferred due to financial constraints.</p> <p>We are exploring the option to employ two fixed-term specialists, one for data management and one for information management to support activity in this space.</p>
Recording minimum entitlements.	<p>In June 2024, Corrections reviewed its current reporting approach in the Minimum Entitlements Application. It was proposed we move towards an exception-based capture model and transitioning the data capture into our existing Prison Tension Assessment Tool (PTAT). These changes were agreed in principle and will be considered amongst other work for prioritisation by our Offender Management Product Group. Proposed changes to PTAT are being evaluated by our Digital Solutions team. Exception-based reporting of Minimum Entitlements is expected to commence in the first half of 2025.</p>
Strategy and Planning	<p>The Enterprise Planning team is working on the development of the Organisational Roadmap with support from a working group including representatives from across the organisation and the five Portfolios. It will provide a three-year rolling view of our key initiatives. This will allow us to better prioritise and sequence our efforts so we can successfully deliver initiatives that contribute to achieving our organisational outcomes. The Organisational Roadmap is now scheduled to launch in December 2024.</p>
Fit-for-purpose prison facilities	<p>The Long-Term Network Configuration Plan is a 20-year plan designed to address anticipated prisoner population growth, quality issues within the existing prison network, and inform all future significant capital investments in the prison network. It will enable Corrections to make strategic investment decisions to ensure the prison network has sufficient, fit-for-purpose capacity to meet anticipated demand, and environments that support rehabilitation and reintegration outcomes for those in prison. This will also ensure that staff, service providers and partners have safe, fit-for-purpose facilities required for their work. The Long-Term Network Configuration Plan was endorsed by the Cabinet Expenditure and Review Committee in October.</p> <p>The new facility at Waikeria Prison is on track to open mid next year. We are very close to construction completion, and there will then be a period of commissioning for several months to carry out final assurance and security checks before new prison units are brought into operation. Corrections is focused on opening the new beds as quickly as possible, but also on ensuring the site is safe and secure for operating for staff, prisoners, and visitors.</p>
Improved prison maintenance	<p>The annual Downer maintenance plan refresh for 2024/25 is now complete. Reactive maintenance continues to trend down. Our Planned Asset Replacement (PAR) programme is a three-year programme. Works within PAR 2025 have begun and quotes are currently under review. Minor Capital to replace assets required for continuity of operations, or to undertake minor work in response to environmental/operational need for 2024/25 has now been fully allocated.</p>
Enhanced privacy (cameras and barriers)	<p>Privacy screen regulation for segregated individuals, effective from July 2023, allows for a five-year adjustment period across all prisons. The Asset Management project team continues to work with the Policy team in relation to amendments to the Corrections Regulations, including amendments that impact the requirements for privacy screens for appropriate observation of the most at-risk people in prison. The Privacy Screens project has a prototype developed and arranging testing at Rimutaka Prison for the end of November.</p> <p>Following a successful pixelation trial in early 2023, around 475 CCTV cameras across 14 sites now offer this feature, enhancing privacy in cells. These measures aim to improve privacy for people in prison who are at-risk and those under mental health care or cell confinement. Limitations in CCTV technology prevent pixelation at four sites.</p>
Access to ventilation and temperature control	<p>The Temperature Control and Ventilation programme is continuing feasibility work. This programme aims to identify and implement long-term temperature control and ventilation solutions. The team is working to understand the options to address issues at a pilot site. All future works remain subject to funding, governance approvals, and future intentions for each site. The project team will be testing the validity of the project across the network prior to commencement of an investment paper.</p>