

Monitoring Entity Recommendations Themes Dashboard – Aug 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 are adding a breach assurance screen in our Integrated Offender Management System to provide further quality assurance and exploring options for recording evidential interviews.
Improved separation	The Segregation and Use of Force in IOMS project investment case was approved in July. The implementation partner has been engaged and the Design and Build phase has started. 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. Action Owners for four of the recommendations have completed scoping exercises to confirm work leads, resource requirements and timeframes for delivery on key pieces of work.
Monitoring & Assurance	<p>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.</p> <ul style="list-style-type: none"> • Assurance – The new Organisational Resilience, Learning, & Assurance (OR&S) group has been in place since 1 April. A draft approach for 1st and 2nd line assurance is in the process of being developed which aims to bring common language, simplification, and a risk-based approach to assurance activity. • 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. • 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. • 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.
Emergency management and planning	<p>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:</p> <ul style="list-style-type: none"> • The introduction of a two-day Coordinated Incident Management System (CIMS) training program tailored to Corrections has been rolled out to seven prisons to date. • Work to get incident/emergency management and CIMS into the Corrections Officer Development Pathway for new officers. • Follow-up Emergency Operations Centre exercises have been held on site to embed learning for staff who have completed CIMS training. • Updated Incident/Emergency management guidelines and Prison Emergency Response Manual (PERM). • Updates to the Department’s Emergency Management Capability Development Strategy and Emergency Management Workforce Capability Plan. • Looking at the early identification of highly skilled, trained and experience staff for assignment to support emergency response teams.
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	<p>Progress is continuing across Wāhine – E rere ana ki te pae hou: Women’s Strategy 2021-2025 and associated action plan. Twenty-eight 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, alongside progressing the action plan, include:</p> <ul style="list-style-type: none"> • The Learning and Development Pathway and Support Framework for custodial staff working in a women’s prison, with the initial focus on leadership development well underway. • Further enhancing our approach to working with women in maximum security. • Increasing access to healthcare through additional health escort resources to support the high number of medical escorts women need alongside better analysis and targeted interventions for medical screening. <p>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 imminently.</p>
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. We are scoping the integration of staff complaints and IR.07 Allegations against staff into the new complaints case management database (Resolve) and completing a review of IR.07 procedures. Dedicated Complaint Support Lead roles are connecting with specific sites 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. Changes to the property function on IOMS is on the capital plan (likely 24/25 Financial Year) with the purpose of modernising the system to enable accurate registration and accounting of all property.
Increased unlock hours Normalised Mealtimes	The National Workforce Planning Team is supporting this by ensuring oversight of roster changes required to support planning and increases to operational capacity. This work will be ongoing for the next 1-2 years. Funding has recently been approved for Auckland Prison and Auckland Region Women's Corrections Facility (ARWCF) to transition to variable shifts. Work on transitioning the three remaining sites is continuing. Recruitment levels are improving at the 11 sites that are already live on variable shifts. We have a separate piece of work being reviewed on the measurement of benefits to ensure the delivery of unlock hours and enable normalised mealtimes.
Prison Inductions	Ongoing initiatives are enhancing prison inductions. These include: <ul style="list-style-type: none"> The He Ara Whānau pilot with Te Pā (formerly PARS) at AWRCF, Auckland Prison, and MECF has been live since August 2023, with the primary aim to assist with whānau needs. A review is underway to identify benefits and outcomes. We are exploring options to expand this initiative to additional sites. Our external website has created a whānau space where information whānau may need is easily accessible. You can access the page here. We are working through the brochures and information packets to ensure the message is easy to understand and accessible via phone, tablet, or computer.
Access to culture	Work is continuing under the various initiatives established as part of the Māori Pathways Programme to improve access to culture and provide staff and people in our management with cultural support. Many of these initiatives are now well-established at several sites and are transitioning into business-as-usual operations at Pathways sites. These developments are further enabled by the changes made under Te Ara Whakamua, which provide an opportunity for General Managers to continue to foster, or establish, relationships with iwi. Information on each initiative will be available for General Managers at other sites to introduce to their regions if they choose. Three initiatives have been picked up by Integrated Pathways to look at rolling out nationally, or weave through the current Integrated Pathways designs and development. These relate to how we work together and how we plan for the people in prison or on a community sentence or order.
Needs of disabled people	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. Other key areas of progress include: <ul style="list-style-type: none"> 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. A Social Worker Disability and Older Persons operating model has been developed to support the four dedicated Social Worker Disability and Older Persons roles. An extended consultation period was completed early August. If endorsed the model will be implemented early October 2024. Over the next few months, will develop a reporting mechanism to help us identify people as having significant functional impairments and enable rapid case reviews to ensure they have access to the supports and services they need. We completed a New Zealand Sign Language (NZSL)/deaf culture session in July as part of Disability Pride Month. We are now exploring options for ongoing NZSL education opportunities within Corrections. Data collection for the neurodiversity study is now complete and we are making preliminary findings.
Medication Management	The MedTech32 Replacement project continues. An implementation project kickoff meeting is due to take place shortly.
Access to dental services	Ensuring continued access to dental services remains a priority amidst a national shortage of dentists. 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.
Access to Prison Health Care Focus on: - Mental Health -AOD - End of Life/Palliative care	Initiatives are underway to enhance healthcare access in prisons. These include: <ul style="list-style-type: none"> Needs assessments for improved services (phase two is planned for completion by the end of this year) and ongoing quarterly health dashboard deep dives. A review of access to screening for Sexually Transmitted Infections and Blood Borne Infections is underway with work on HIV completed and a review of Hepatitis C planned. An assessment of immunisations for measles, mumps, rubella (MMR) is underway and will identify and offer vaccination to all those people who qualify for the vaccination. Processes have been established to offer women access to self-testing for cervical cancer (HPV) with an expected increase in those being screened. A report outlining the findings of a comprehensive review of Corrections' prison-based mental health services (with a focus on Māori health equity) is being finalised. We expect to share this with stakeholders in September 2024. A review of the Assisted Dying Pathway will be completed in August 2024. Progress on the Ageing Well Action Plan has slowed due to available resourcing. However, the Ageing Well and Living Well Assessments have been developed to better target the health needs of older people and those who may be living with chronic health conditions. Implementation of new pathway of care for AOD services continues with full implementation planned by June 2025. Tailored programmes delivered by kaupapa Māori providers for those with moderate and high AOD need have been established at six sites. Brief psycho-educational interventions for those on remand are now in place at seven sites.
Provision of healthcare Focus on: - Assessments - Clinical Care - Documentation	Initiatives are underway to improve provision of health care for people in prison. These include: <ul style="list-style-type: none"> Ageing Well and Living Well assessments and guiding policy have been developed for these new comprehensive assessments and will be in practice by October 2024. 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. This process is to be audited in December 2024. An education session on Clinical Documentation was delivered in June 2024, with a focus on documentation to support health assessment processes. All staff were also required to review our new Clinical Documentation and Communication Policy. An audit of clinical documentation has since been undertaken and findings will be available this month. The Virtual Nurse Education Programme runs weekly sessions available to all health staff across Corrections. This programme includes sessions on specific health conditions and assessments (with recent sessions covering ear health, hepatitis, bowel cancer, mental health topics, advanced care planning, sexual health). Further sessions are planned through to mid-October 2024.

	<ul style="list-style-type: none"> The Pae Ora Adverse Event management process provides opportunities to review events (such as a death in custody or a clinical concern) within a multidisciplinary peer review session. This process helps identify any gaps to address, including those that may have a high level of risk, as soon as possible.
Reduced suicide and self-harm	<p>Work on completing the actions laid out in the Suicide Prevention and Postvention Action Plan continues to progress well. This work includes:</p> <ul style="list-style-type: none"> An updated reporting system has been developed allowing mental health staff to input more detailed data on mental health service delivery. A dashboard to summarise this data has now been developed and will be rolled out for user testing in August 2024. Ongoing delivery of relevant training including mental health literacy workshops (MH101). Since the rollout in May 2021, 2,022 staff have attended these workshops. Work on progressing on detailed designs for ISU environment enhancements (cosmetic and environmental upgrades, including furnishings) at six priority sites and to initiate enhancements in Christchurch Men’s Prison’s ISU, as the pilot site. A Suicide Risk Assessment and Management policy has been developed to support Intervention and Support Practice Team staff. Training on the Columbia Suicide Severity Rating Scale has been recorded and is now accessible to all new health and mental health staff, and to previously trained staff for re-fresher training.
Staff training – Health Specific focus on: - Mental Health	<p>We are investing in our staff to ensure they have the capability to meet the high and complex needs of the people in our management. This is progressing well in the context of staffing pressures.</p> <ul style="list-style-type: none"> We are updating our contract for provision of Primary Mental Health Training. The course specifications will be reviewed to ensure the delivery of the programme meets the needs of our staff and health services. The Registered Nurse Orientation Programme has been reviewed and updated, including mental health modules. Our Health Centre Manager Orientation Manual has been completed. A Substance Withdrawal module has now been introduced and will also be a component of Core Training for Health staff. 50 staff have completed since June 2024. Mental health staff working in our Intensive Support and Practice Teams (ISPT) complete regular specialist training including in areas such as complex trauma and dialectical behaviour therapy. Training on the Columbia Suicide Severity Rating Scale was delivered for all ISPT staff in July 2024.
Reduced Use of Force Improving Prison Safety	<p>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. We have created four new regionally based positions for De-escalation and Negotiation to ensure we lift our capability to prevent incidents from escalating, in addition to work underway to give staff the confidence and tools required to resolve incidents early. The Security, Custodial and Tactical Operations team are working to improve practice around use of force incidents, including ensuring these can be recorded in our Integrated Offender Management System (IOMS) to support oversight and ease administrative burden. Our Tactical Operations and Emergency Management Group is leading an initiative, with the support of our unions, 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.</p>
Staff Training – Custodial, whole of organisation Focus on: - Duty of care - Cultural Capability	<p>Significant work is underway to help lift staff capability and training opportunities across the Department. Key actions are outlined below:</p> <p>Duty of Care:</p> <ul style="list-style-type: none"> The rollout of Corrections Officer Development Pathway Version 2 has been paused due to operational demands and the high volume of new recruits the National Learning Centre is supporting presently. New officer cohort evaluations continue, and this is informing the future state of initial training. The Senior Corrections Officer development pathway is in development. We plan to pilot this development at our women’s prisons, with evaluation built into each stage. The timeline for delivery is yet to be confirmed. On 1 March 2024, the first Custodial elective training – Working with Young Adults – was released. This training focuses on building baseline capability for working with under 25’s and includes an online module and professional development session. As of 7 August 2024, 3,259 (93%) of eligible staff have completed this course. Certification levels for custodial core training have been improving as numbers of staff improve at prison sites. As at July 2024, 4058 staff have completed Fire and First Aid, 3,584 staff have completed Hostage and Suicide training, 3,362 staff have completed tactical options certifications. <p>Cultural Capability:</p> <ul style="list-style-type: none"> People who attend Ara Tika, our initial learning programme for new staff, begin their journey with a whakatau at the National Learning Centre. Before the whakatau, staff are guided through the tikanga associated with the process and everyone’s role within it. The Māori cultural capability component of Ara Tika runs on Day 2 with a focus on whanaungatanga, Hōkai Rangi, the Ara Poutama story, our values, and cultural identity. A Tikanga/Te Reo language competency framework has been introduced to recognise and encourage development regarding te reo Māori and tikanga. Eligible frontline staff can apply to be paid an allowance upon completing the requirements of a competency level. Over 4,301 staff have completed our online learning module.
Information Management	<p>We have developed a three-year Programme Investment Case for Information Management work which will be considered for internal funding in the second quarter of this financial year.</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.</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 will be available in November 2024.</p>

Fit-for-purpose prison facilities	The Long-Term Network Configuration Plan (LTNCP) has been endorsed and is being presented to Cabinet in Q4 2024. The Waikeria new build is expected to be completed in November 2024 and commissioning work will take a further six months. Budget 2024 funding has been announced for an expansion at Waikeria.
Improved prison maintenance	The annual Downer maintenance plan refresh for 2024/25 is now complete. Reactive maintenance continues to trend down. Our Planned Asset Replacement (PAR) Investment Case has been approved for a three-year programme. The Facilities Management team is reprioritising and issuing a final list to Downer. Our Minor Capital Programme of Works addresses the need to replace assets that prematurely fail and/or are uneconomical to repair but are required for continuity of operations, or to undertake minor work to reflect the changing environments and purpose of certain operational spaces.
Enhanced privacy (cameras and barriers)	Privacy screen regulation for segregated individuals, effective from July 2023, allows for a five-year adjustment period across all prisons. The Privacy Screens project is currently undertaking procurement with the aim to start design of a prototype in September 2024. A key stakeholders workshop has been undertaken to confirm roles and responsibilities. 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.
Access to ventilation and temperature control	The Temperature Control and Ventilation programme has commenced through funding from the FY 23/24 Capital Plan. Feasibility stage for the Temperature Control and Ventilation programme continues at Pilot Site, Hawke's Bay Regional Prison.