

Monitoring Entity Recommendations Themes Dashboard – May 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. Our next step is developing a plan for lifting Probation Officer capability over the next 12 months. We are building revised learning material into initial training for Probation Officers and a module for staff required to present in Court. We are also considering a trial for an independent prosecutions role in Wellington, to support quality prosecutions that align with the Solicitor General’s Guidelines.
Improved separation	The Executive Leadership Team (ELT) has agreed to reallocate Corrections’ response to the Inspectorate’s Separation and Isolation Thematic Review to new owners under our new organisational structure, Te Ara Whakamua – The Pathway Forward. The Review Response Team is managing the handover and sharing information and insights gathered to date. Corrections has a project underway to introduce segregation and at risk (and use of force) processes into IOMS. The investment case is going through the review cycle ahead of consideration for approval in July. We anticipate having these processes in IOMS will significantly reduce the burden on staff, improve timeliness, support more effective assurance and escalation processes, enhance national oversight of complex and lengthy cases, and assist us to identify common themes and gaps in practice.
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"> Assurance – On 1 April 2024, a new Organisational Resilience and Safety Group (OR&S) was established to enhance delivery of critical activities and to better anticipate, monitor, and respond to critical operational risks, and understand and learn from undesirable events. We have recruited for several key roles. A number of roles still need to be filled. Governance – Between June 2023 and February 2024, we undertook a review of Corrections’ governance arrangements. This included key outcomes such as membership principles, agreeing and refining purpose and scope of executive governance groups, and beginning to develop governance training. We are developing new processes to govern our responses to external monitoring entity reports/recommendations. The OR&S group have begun discussions on developing governance over internal reports/recommendations. Performance Monitoring – Corrections is continuing to identify and refine impact measures to monitor and support reporting. The virtual team responsible for responding to the Chief Ombudsman’s report is conducting workshops for all key recommendations (including those related to monitoring/assurance) to confirm delivery actions, benefits and alignment to our future plans and priorities.
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"> The introduction of a two-day Coordinated Incident Management System (CIMS) training program tailored to Corrections has been rolled out to three 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, 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	Progress is continuing across Wāhine – E rere ana ki te pae hou: Women’s Strategy 2021-2025 and associated action plan. Twenty-two of the <i>Do Now</i> and two of the <i>Do Next</i> actions have now been completed with the remaining <i>Do Now</i> actions, on average, over 75% complete. Our key areas of focus, alongside progressing the action plan, include: <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.
Access to quality complaint resolutions	Since April 2022, the Director Complaint Resolution has been leading a programme of work to implement the recommendations from the thematic review into the complaints system. Ongoing work includes scoping the integration of staff complaints and IR.07 Allegations against staff into the new complaints case management database (Resolve) and reviewing the IR.07 Allegations against staff procedures now these can be lodged via prison kiosks.
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 depending on the recruitment and funding at the remaining sites to move variable shifts. Auckland Prison and Auckland Region Women’s Corrections Facility (ARWCF) are the next two sites we expect transition. 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	<p>Ongoing initiatives are enhancing prison inductions. These include:</p> <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. Subject to budget decisions, implementation will be expanded to four more 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.
Needs of disabled people	<p>Work on completing the actions in the Disability Action Plan 2023 – 2027 continues to progress well. We have completed actions to establish a joint Disability and Ageing Well Advisory Group and to make the Disability Action Plan available in (six) accessible formats. Other key areas of progress include:</p> <ul style="list-style-type: none"> The recruitment of four dedicated Social Worker Disability and Older Persons roles. An operating model is under development and is expected to be endorsed in July 2024 and implemented early August 2024. Completing a Disability Deep-Dive analysis in May 2024. This has provided greater understanding of the functional impairment needs of the people we manage, which will enable us to better target support and programmes. Work to improve our disability data capture at a population level is on-track for completion 1 June 2024.
Medication Management	<p>The pilot of the E-Administration Project (MediMap) at Whanganui Prison and Christchurch Women’s Prison has been paused. Additional work and testing is taking place prior to pilots recommencing. IOMS integration will follow other integration work across the department.</p> <p>The MedTech32 Replacement project continues. Change management and recruitment of change champions across Pae Ora is a project priority.</p>
Access to dental services	<p>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.</p>
Access to Prison Health Care	<p>Initiatives are in motion to enhance healthcare access in prisons. This includes needs assessments for improved services (phase two is planned for completion by the end of this year), ongoing quarterly health dashboard deep dives (recent focus areas were access to screening and Diabetes), refreshing the Healthcare Pathway (progress dependent on ongoing recruitment efforts), and reviewing mental health services with a focus on Māori health equity.</p> <p>The procurement process for replacing alcohol and other drug (AOD) services has been completed at six sites. The new pathway of care ensures the AOD needs of participants are matched to a programme of appropriate duration and intensity. The pathway also includes provision for health promotion and harm reduction education sessions for those on remand. The annual capacity of our day and residential programmes is 1,170 participants, with an additional 1,370 estimated for remand. We have commenced procurement for pharmaceutical services.</p>
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 includes a dashboard to summarise data in the enhanced reporting system for mental health service delivery in development and scheduled for completion by July 2024, ongoing mental health literacy workshops, and work on the delivery of additional furniture to all Intervention and Support Units to improve the environment with funding to support progress on detailed designs for refurbishment at six priority sites and initiated construction at Christchurch Men’s Prison. Designers and quantity surveyors have been procured for the next stage. Our Suicide Prevention Lead Advisor is focusing on the implementation of the Suicide Prevention and Postvention Action Plan and the response to the recommendations in the Inspectorate’s Thematic Report.</p>
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 care. This is progressing well in the context of staffing shortages and significant pressure on our frontline. Nursing staff are required to complete Deteriorating Patient training and Primary Mental Health training. Further training is planned for 2024.</p> <p>Our Primary Mental Health training courses have continued to be well attended over the past six months. Staff have returned positive feedback on the relevance of this training to their work.</p> <p>Mental health staff working in our Intensive Support and Practice teams complete regular training including in areas such as complex trauma and dialectical behaviour therapy.</p>
Reduced Use of Force Improving Prison Safety	<p>The next iteration of the Joint Reducing Violence and Aggression Action Plan is in development for signing in 2024/25. We have now had 3,377 frontline custodial staff complete the violence and aggression capability uplift training - 90% of the eligible cohort. We have completed 24 of the 32 deliverables from the Joint Reducing Violence and Aggression Action Plan. The current programme is in its closing stage and the remaining eight deliverables will be picked up in the Capability Pathways and the Safer Prisons Plans.</p> <p>Prison sites continue to focus on core training (Hostage Suicide, First Aid and Tactical Options) completion levels. As of 30 April, staff are 84% Fire & First Aid, 71% Tactical Options and 65% Hostage Suicide compliant nationally.</p> <p>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.</p>
Staff Training – Custodial, whole of organisation Specific 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. 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 14 May 2024, 2,401 staff have completed this course. The SCO 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.

	<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, with the training and assessment framework going live in April 2024. Over 1000 staff have completed the online learning module.
Incentives Scheme	In April 2024, our Executive Leadership Team decided to delay the next phase of the Prisoner Incentives Allowance Framework (PIAF) review to ensure the right sequencing with other interconnected workstreams, including Optimising Our Services. When this work resumes, the focus will be on testing a weekly allowance option.
Fit-for-purpose prison facilities	A Draft Long Term Network Configuration Plan (LTNCP) was presented to ELT Strategy in March 2023. Further work, internal consultation and endorsement of the Plan is required prior to a planned Cabinet submission 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 underway. Reactive maintenance is trending down with the continued focus on planned maintenance and commencement of the proactive prison inspection regime. The project delivery reset undertaken this year has set us up well for delivery of Planned Asset Replacements for next year. Quoting and planning activity for FY25 Planned Asset Replacements is well advanced.
Access to ventilation and temperature control	The Temperature Control and Ventilation programme has commenced through funding from the FY 23/24 Capital Plan. Hawke’s Bay Regional Prison will be the pilot site. Feasibility works are anticipated to begin in May 2024.