



DEPARTMENT OF
CORRECTIONS
ARA POUTAMA AOTEAROA



Everyone Safe

Every Day

OUR STRATEGY
YEAR THREE
2018-19

***Kotahi ano te kaupapa;
ko te oranga o te iwi***

*There is only one purpose
(to our work); it is the wellness
and wellbeing of the people*

Foreword from Ray

We are now in Year Three of our Everyone Safe Every Day strategy and we're proud of what we've achieved so far.

I take our duty of care seriously. Corrections has over 9,000 staff and manages around 10,500 prisoners, not to mention the 30,000 or so offenders we look after within the community. Health, safety and wellbeing is entwined in everything we do.

Our focus so far has been on improving the physical safety of our staff. In this year's strategy we're moving into a stronger focus on mental health, because we understand that the unique challenges of our work can have a real impact on our staff's mental and emotional wellbeing.

My expectation is that every person in a leadership role has the safety and wellbeing of their team at the top of their agenda. Nothing is more important. But it's not just the responsibility of our leaders. We need everyone at Corrections to be actively engaged in looking after the health, safety and wellbeing of themselves and their colleagues.

Together we can make sure that everyone is safe, every day.



Ray Smith
Chief Executive

Our Vision

***A department in which everyone
is healthy and safe, every day***

How We Do It

Rangatira (Leadership)

We demonstrate leadership and are accountable

Manaaki (Respect)

We care for and respect everyone

Wairua (Spirituality)

We are unified and focused in our efforts

Kaitiaki (Guardianship)

We are responsive and responsible

Whānau (Relationships)

We develop supportive relationships



Background

Everyone Safe Every Day is our four-year health, safety and wellbeing strategy.

The strategy creates a strong platform to lift our health, safety and wellbeing performance by aligning our efforts, targeting our highest risk areas and identifying solutions that can have considerable reach organisation-wide.

Corrections wins at the Safeguard NZ Workplace Health and Safety Awards 2018



Ray Smith won the **Business Leaders' Health and Safety Forum Leader of the Year** award on behalf of the Department of Corrections

_____ and _____

The Government Health and Safety Lead 'Summer Intern Programme' was a finalist for the **ACC Best Leadership of an Industry Sector or Region** award

How We Govern Health, Safety and Wellbeing

We recognise the importance of effective governance in achieving good health, safety and wellbeing performance.

We have an established governance structure with clear roles and responsibilities at each level. Our approach focuses on setting clear direction from the top whilst enabling issues to be raised from the frontline.

Health, Safety and Wellbeing Risk Governance Group

Provides organisational governance and holds management to account for strategic health, safety and wellbeing performance

National Health, Safety and Wellbeing Steering Group

Manages national progress towards strategic health, safety and wellbeing goals and provides assurance on high-consequence risk management and learning

National Health, Safety and Wellbeing Engagement Committee

Provides national-level engagement between management and worker unions on health, safety and wellbeing matters

Other health, safety and wellbeing-related groups, projects or initiatives

Northern Region Health, Safety and Wellbeing Committee

Local Health, Safety and Wellbeing Committees

Central Region Health, Safety and Wellbeing Committee

Local Health, Safety and Wellbeing Committees

Lower North Region Health, Safety and Wellbeing Committee

Local Health, Safety and Wellbeing Committees

Southern Region Health, Safety and Wellbeing Committee

Local Health, Safety and Wellbeing Committees

National Learning Centre and National Office Health, Safety and Wellbeing Committee

Local Health, Safety and Wellbeing Committees

What We Achieved in 2017/18

The Department of Corrections is committed to building upon the major successes of the previous years of the Everyone Safe Every Day strategy.

Key outcomes from the previous year include:

Priority 1: Safety Leadership & Culture

- > We developed a Safety Leadership Programme to enhance the health, safety, and wellbeing capabilities of our leaders.
- > We continued to strengthen our health and safety governance and engagement structures. This included improving the purpose of our National Health, Safety, and Wellbeing Engagement Committee and providing our staff and union representatives more opportunity to be involved in strategic-level discussions.
- > We tripled the size of the Health, Safety and Wellbeing Function to enhance the health and safety direction of the organisation.

Priority 2: Equipping Staff to be Safe

- > We rolled out stab resistant vests to our frontline prison staff to keep them safe against common weapons and violence.
- > We equipped our frontline prison staff with pepper spray to allow them to defend themselves in dangerous situations.
- > We upgraded site safety at 42 Community Corrections sites to reduce the potential for violence or abuse.

- > We developed a national mobile and towable plant policy and processes to keep our staff safe when driving.
- > We upgraded the Spring Hill visits counter to reduce the potential for violence and abuse.

Priority 3: Health & Wellbeing

- > We created a Mental Health Working Group, bringing union representatives and staff together to plan and implement our approach to improving the mental health of our staff.
- > We began work to trial an increase in the number and capability of specialists to support the mental health and wellbeing of staff.
- > We continued to offer EAP services, vaccinations, and health assessments to our staff.

Priority 4: Offender Safety

- > We reviewed and enhanced the process and training on the prisoner telephone monitoring system, improving the quality of intelligence gathered to keep our offenders and staff safe.
- > We continued to provide a number of programs which teach prisoners and offenders valuable life skills which keep them, and their families safe.
- > We implemented the Community Work New Start Programme to improve safety processes we use every day.
- > We modified the ratio to provide more supervision and enable more safety oversight and enhanced processes to identify potential risks at community work earlier.

Priority 5: Partnerships for Safety

- > We improved health and safety on our construction sites through new health and safety clauses in contracts, regular Site Safe audits, and enhance the health and safety focus in the planning stages.
- > We established a team to take the lead on health and safety throughout the Public Sector.
- > We developed and implemented a new framework to enhance the health and safety management and monitoring of our Major Contracts.

Wellbeing

People work better when they feel good. Simple.

People are at the centre of everything we do, and as an organisation we want to improve how wellbeing is considered and prioritised.

While there is clear evidence that employment can have a positive effect on personal wellbeing, poor health in the workplace can present significant safety risks.

We want to build a mentally healthy organisation and we are working hard to improve how our people are better supported in their mental health and wellbeing.

In order to do this, wellbeing must be considered as surrounding everything we do, and it is a strong focus of this year's strategy.



<https://worksafe.govt.nz/topic-and-industry/work-related-health/work-related-health-updates/health-isnt-just-physical/>



We are committed to establishing a much stronger platform that considers the physical (Tinana), mental (Hinengaro), social (Whānau) and spiritual (Wairua) wellbeing of our people.

Our Guiding Health and Safety Principles

Our three guiding principles shape our approach to achieving our vision:

Health and safety is at the core of everything we do.

Principle	What this actually means
People are the solution	We will trust our people to work safely, share ideas and come up with solutions for how we can continue to improve. We recognise that managers aren't the only ones with answers and that leaders make it possible for work to be done in a healthy and safe way by empowering their teams.
Learn from what we do well	Our aim is for things to go well at work. We can learn just as much from what went right as we can from what went wrong. By sharing good practice, celebrating success and learning from previous experiences, we promote healthy and safe work across our organisation.
Do the right things	We ensure our people feel free to speak up when they see unsafe practices. We act in good faith to provide a safe workplace for our people and recognise that paper and processes only support the real work we do. In return, we ask our people to carry out their work with care, be responsible, and keep themselves and others healthy and safe.

Four Pillars

Our Year Three plan is
informed by four pillars:

1

LEADERSHIP

2

ENGAGEMENT

3

RESOURCES

4

RISK

**Our
Vision**

Everyone Safe

Benefits

Healthy, Safe and

**Our
Strategic
Goals**

Active and meaningful
health and safety
LEADERSHIP

A just learning culture
built on empowerment and
proactive **ENGAGEMENT**

**Our
Strategic
Priorities**

LEADERSHIP

ENGAGEMENT

**Our
Strategic
Focus Areas
for 2018/19**

- » Health and safety knowledge and capability of our Executives
- » Leaders' management of health, safety and wellbeing in their teams
- » Leaders' management and support of their team's stress, mental wellbeing and resilience

- » 'Speak Up' culture
- » Enhancement of the Health and Safety Representative role
- » Regional Health, Safety and Wellbeing governance and engagement structures
- » Management and oversight of our contract providers

**Our
Guiding
Principles**

People are the solution

Learn from

Every Day

Engaged People

Quality **RESOURCES** that build capability and guide healthy and safe work

Effective management of high-consequence **RISKS**

RESOURCES

- » Enhanced health, safety and wellbeing guidance
- » Capability of Industry Instructors and Community Work Supervisors
- » Supporting and guiding our external contractors
- » Support available to our injured staff
- » Mental and physical health of prisoners

RISK

- » Risks related to violence and aggression
- » Causes and consequences of fatigue, psychological trauma, and stress
- » Risks related to vehicles
- » Management of hazardous substances
- » Care for prisoners vulnerable to self-harm and suicide

what we do well

Do the right things

Leadership

We'll increase our leaders' health, safety and wellbeing capability to enable them to champion a strong health and safety culture across all areas of the organisation.

We'll help them understand their responsibilities so that they can confidently understand, and take ownership of, our health and safety performance.

We will:

- > Build on the health and safety knowledge and capability of our Executives through the Officer Due Diligence Training Programme
- > Embed the Positive Safety Leadership training to enable leaders to better manage health, safety and wellbeing in their teams
- > Provide training and resources to our leaders to help them manage and support their team's stress, mental wellbeing and resilience.



Engagement

Our people are the solution to developing a healthy, safe and resilient workplace.

Our organisation will foster a culture that promotes opportunities for our people to be involved in forums, activities and developments that celebrate health, safety and wellbeing issues and enhances their knowledge.

Our people will be empowered to take responsibility for their health and safety, and to identify where improvements are required.

We will:

- > Foster a culture where staff can confidently raise health, safety and wellbeing concerns
- > Strengthen our Health and Safety Representatives by enhancing the role and support provided
- > Implement regional Health, Safety and Wellbeing governance structures that enable better engagement with our staff and representatives
- > Work with our contract providers to ensure effective oversight of their health and safety management and performance.



Resources

Our people will be supported to do their job safely every day.

We will improve the accessibility and quality of our information, training and resources so that our staff and external partners can best manage their health, safety and wellbeing.

Our people will be empowered to own health, safety and wellbeing processes, resources and the ongoing improvements to these.

We will:

- > Improve our staff's access to quality health, safety and wellbeing guidance, focussing on areas of highest risk
- > Provide our Industry Instructors and Community Work Supervisors with the resources and capabilities they need to support offenders and teach them to work safely
- > Provide guidance and support to our external contractors to assist them in working safely
- > Trial four Health Promotion and Rehabilitation roles to lift the support available to our injured staff
- > Develop and implement resources to support the mental and physical health and wellbeing of prisoners.



Risk

We will focus on what matters most and target risks which have the greatest potential to affect our people.

We will improve our understanding of our organisation's risk profile and have increased visibility of those risks that are critical, to ensure they are effectively controlled and the health, safety and wellbeing of our people and others within our workplace is protected.

We will:

- > Improve our management of risks related to violence and aggression
- > Equip and support our people to manage the causes and consequences of fatigue, psychological trauma, and stress
- > Improve our management of risks related to vehicles
- > Improve our management of hazardous substances to mitigate the risk to the health and safety of our staff and offenders
- > Design and pilot a prison-wide model of care for prisoners vulnerable to self-harm and suicide.



How We Measure Our Progress

Being able to measure success and identify where we might need to adjust our approach in achieving our long-term vision is an important part of our strategy.

Our measures for 2018/19

To monitor the impact of our strategy, we will measure the:

- > % of Tier 2 and Tier 3 leaders that complete safety leadership training
- > % of our Industry Instructors that complete health and safety training relevant to their industry
- > % of increase in near miss reporting
- > % of Health and Safety Representatives that complete formal Health and Safety Representative training
- > Ratio of Health and Safety Representatives to staff numbers
- > Willingness of our people to report health and safety concerns
- > Comfort our people feel in discussing their mental health at work.



Our targets for 2018/19 are:

- > 100% of Tier 2 leaders and 85% of Tier 3 leaders complete safety leadership training
- > 80% of our people say their leader prioritises their safety and wellbeing
- > 85% of all Industry Instructors complete relevant training
- > 25% increase in reporting of near miss incidents using Tracker
- > 10% increase in Health and Safety Representatives.



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