

Phase One Report Recommendation status

Recommendation	Response	Status
<p>1. Custodial staffing arrangements should be reviewed urgently by MECF management, to ensure there are sufficient numbers of staff and unit Supervisors actively managing prisoners in the units at all times.</p>	<p>Since the July 2015 Step-In at MECF, the Department has been providing custodial staff to supplement Serco custodial staffing numbers in order to sustain the Serco staffing model of 2:1:2 in the units. Where the Department cannot provide sufficient staff to achieve full 2:1:2 coverage on a day, the prison operation is adjusted to ensure that the 2:1:2 coverage in units is maintained while prisoners are unlocked.</p>	<p>Completed</p>
<p>2. MECF management should urgently review the Policy and Procedures Manual currently in place to ensure that it is fit for purpose and it relates specifically to the operations at MECF.</p>	<p>From 01 April 2016, MECF is operating using the Department of Corrections Prison Operating Model (POM). The Chief Custodial Officer has developed desk files for use at MECF which the site is currently reviewing and providing feedback on. All Serco custodial staff have begun training in key aspects of POM.</p>	<p>Ongoing It is expected that the bulk of training will be completed when Serco custodial staff transition to the Department.</p>
<p>3. MECF management should ensure that cell doors are locked behind prisoners who are unlocked for association, to prevent unauthorised behaviour out of the range of CCTV cameras or direct staff supervision.</p>	<p>This is agreed in principle. However the new building at MECF is designed such that cell doors are to be kept open to allow for air flow through the units. Through the summer, alternative cooling options were considered, but no reliable alternative was found. It is still the overall operational plan to implement a Cell Closure Plan with the implementation date being subject to the completion of new air conditioning, the opening of yards and the onsite availability of transition staff to support the door closing regime.</p>	<p>Ongoing</p>
<p>4. MECF management should ensure that staffing arrangements across the prison are adequate to allow staff to carry out prisoner movements without unit staffing arrangements dropping at any time below the number sufficient to manage prisoners in each unit.</p>	<p>Rosters have been designed so that there are sufficient numbers of staff on shift to enable movements of prisoners without compromising staffing on units. The Deputy Prison Director checks the number of staff at work at MECF each day, and if necessary, the regime is amended to allow for sufficient staff to carry out prisoner movements without taking staff off the units.</p>	<p>Completed</p>

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<p>5. Unit Supervisors at MECF should closely monitor the performance of their staff, and provide appropriate training and re-training where required.</p>	<p>The Department's team is assessing the performance of Serco custodial staff at MECF and putting remedial training plans in place where necessary. A Learning and Development expert has been sent to MECF to lead this work. In addition, approximately 80 Serco custodial staff were assessed as not having had their Control & Restraint refresher training. The Department is rectifying this to ensure that all custodial staff at MECF are current with mandatory training.</p>	<p>Ongoing</p>
<p>6. The frequency of cell searches should be increased beyond the current requirement of the 2014/2015 MECF Search Plan of searches of each individual cell every operational quarter.</p>	<p>Cell searches are now conducted ^{Section 6(c)} [REDACTED] which is in alignment with Corrections POM standards. Targeted searches are also conducted over and above the minimum requirement.</p>	<p>Completed</p>
<p>7. MECF management should ensure that staff are sufficiently competent in completing incident reports and that reports are accurate, fully detailed and correctly classified when recorded on IOMS and notified to Corrections. This includes incident reports on suspected activities such as violence.</p>	<p>All incident reports are monitored daily by the Operations Support Advisor. These are sent back to the Residential Managers if follow up is required. The managers feedback to staff and explain what is required by way of continuous improvement. Incident reports are also discussed at morning briefings and at the leadership meetings.</p>	<p>Completed</p>
<p>8. MECF management should review the operations of the single point of entry to ensure staff are competent in the proper procedures and are sufficiently trained in using detection equipment.</p>	<p>All staff are compliant with the operations of the single point of entry. The Security manager oversees the operation of the entry and addresses any performance issues which arise. The Site Security Team is regularly placed at the single entry point in the mornings.</p>	<p>Completed</p>

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<p>9. <small>Section 6(c)</small> [Redacted]</p>	<p><small>Section 6(c)</small> [Redacted]</p>	<p>Completed</p>
<p>10. The compliance work programme at MECF should be reviewed to ensure that there is adequate assurance that key operational tasks are being completed according to policy and that an internal control monitoring regime is established to ensure that key controls are operating effectively.</p>	<p>Corrections Services will ensure that MECF is supported by the Regional Director of Practice Delivery and their teams, including the Operational Performance Team and the Custodial Practice Manager to establish and maintain effective custodial practice. In addition, Mt Eden Corrections Facility retains the support of the Prison Monitors while the transition from the Serco contract progresses through until March 2017.</p>	<p>Ongoing</p>
<p>11. Key operational risks at MECF should be identified and included on an appropriate risk register, which should be reviewed on a regular basis.</p>	<p>A Risk Register was introduced by the Acting Prison Director shortly after Step-In and continues to be updated and reviewed regularly by the Regional Performance and Compliance Committee. Operational risks are also discussed at the monthly meeting of the Northern Region Senior Leadership Team meeting.</p>	<p>Completed</p>
<p>12. MECF management should take urgent action to ensure that all prisoners housed at MECF are given free and timely access to their legal advisers by phone.</p>	<p>This has been addressed and all prisoners now have timely and free access to their lawyers by phone. In addition, the Acting Prison Director has made scheduling of face-to-face visits between prisoners and their lawyers a priority.</p>	<p>Completed</p>

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<p>13. General hygiene and cleanliness standards in the MECF kitchen must be monitored daily, and any problems rectified immediately by MECF management.</p>	<p>Following the Step-In, a team was brought in to undertake a full deep clean of the kitchen. Long standing maintenance issues were addressed. Experienced kitchen instructors from other prisons were brought in and they immediately insisted on high hygiene standards. The Department's Acting Prison Director visited the kitchen at least once a day in the first three months of the Step-In to ensure good standards were being maintained.</p> <p>The kitchen is now operating with a full complement of prison workers and the operation is overseen by an experienced Department of Corrections Residential Manager.</p>	<p>Completed</p>
<p>14. There should be a review of the provision of health services at MECF, and in particular the MIO assessment process, to ensure all prisoners have timely access to adequate healthcare including the Medical Officer.</p>	<p>The National Director Offender Health and the Regional Clinical Director are working with the Health Services Manager at MECF to put in place a Model of Care that reflects the complex remand population. This will include employing more qualified nurses, providing more robust and frequent assessments of the prisoners, and implementing the Department's health-related policies and procedures.</p> <p>It is expected that recruitment, training and implementation of Corrections policies on site will be completed by the end of March 2017.</p>	<p>Ongoing</p>
<p>15. Robust controls and procedures should be established by MECF management in order to ensure the accountability of staff radios at all times.</p>	<p>The Prison Director had a radio stocktake carried out soon after Step-In commenced and following that, implemented a new process whereby radios are distributed to staff and recorded at the SPOE as staff report for work for their shift. When staff finish their shift, their radios are counted back at the SPOE.</p>	<p>Completed</p>
<p>16. MECF management should take appropriate and timely disciplinary action in regards to prisoners who have been identified as perpetrators of violence.</p>	<p>The Prison Director has taken a strong stance on this. He has made his expectations clear to staff and prisoners and has followed through in his response to violent acts. Prisoners who perpetrate violent acts are immediately moved to the Management Unit and if necessary, are transferred to Auckland Prison. The Prison Director visits each of the prisoners in the Management Unit. The Management Unit itself has been thoroughly cleaned, and is now staffed by experienced officers. Staff are clear that when prisoners perpetrate violent acts, these are to be reported and responded to immediately and consistently.</p>	<p>Completed</p>

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<p>17. Corrections should undertake a review of MECF's custodial operational systems to ensure that they are fit for purpose and staff fully understand how to perform their duties.</p>	<p>Since the Step-In Corrections' operational systems are now the standard and where the Department's systems do not already exist or are different from what has been in place at MECF, they will be introduced. In addition to the comprehensive Learning and Development assessment and training plan addressed in response to other recommendations, operational staff will be given training in identified high risk areas such as SACRA and NARA.</p>	<p>Completed In respect of POM</p> <p>Ongoing Training of staff on target for completion by January 2017</p>
<p>18. A timely follow up review by Corrections should be undertaken to ensure the concerns raised in this report have been addressed satisfactorily.</p>	<p>Internal Audit will carry out this review by 31 March 2017.</p>	<p>Review scheduled</p>
<p>19. Corrections should review the role and responsibilities of the Monitors and Relationship Manager at MECF, including their reporting lines, to ensure that key issues are raised and the appropriate remedial action is taken in a timely manner</p>	<p>On 14 April 2016, the Chief Executive of the Department put out for consultation a proposal for restructuring the oversight of major outsourced contracts. Now adopted, this proposal establishes a new business unit, headed up by a new Deputy Chief Executive Commercial Services. The Monitors report to a new role of Director Commercial Assurance, who is a direct report to the DCE Commercial Services. This change in reporting line and the creation of the Director Commercial Assurance role as a Tier 3 position will enable the Monitors clear and straightforward access to senior management when escalation of issues is appropriate.</p>	<p>Completed</p>
<p>20. Corrections should urgently develop a Monitor's rotation policy in accordance with Section 199E (7) of the Corrections Act 2004 which states that the Chief Executive must ensure a regular change of the Monitor or Monitors appointed under subsection (1) in respect of each contract prison.</p>	<p>All current monitors appointed now have a contract that stipulates that there will be periods of time that the monitor will be seconded to an alternative position within the Department or a mutually suitable secondment externally. The Department has set a policy that a rotation should take place for each monitor after a two year period in the role. The Chief Monitor will ensure that a rotation plan is developed for each monitor. All staff appointed to monitor roles in the future will be seconded into the roles, as opposed to holding permanent substantive positions.</p>	<p>Completed</p>

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<p>21. Corrections should urgently establish a national gang strategy that specifically focuses on the custodial and operational aspects of managing gangs effectively.</p>	<p>One of the four priorities of the Corrections' Intelligence Business Plan is "Reducing the influence and impact of gangs". The expected outcomes are to limit the association and coordination of illicit activities, reduce the recruitment and expansion of gang membership and reduce the violence and intimidation caused by gangs in prison. This will contribute to operating safe and secure prisons.</p> <p>Corrections is working collaboratively with Police and other social agencies, including MSD, to support the Government's Action Gang Plan. This includes providing support to the multi- agency Gang Intelligence Centre and the Start at Home Programme, supporting families to address the intergenerational nature of gang life.</p>	<p>Ongoing</p>