

Monitoring Entity Recommendations Themes Dashboard – Feb 2025

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 |
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| 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 analysing data on Corrections prosecutions with a view to exploring alternative practice options to prosecution action. 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 | <p>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.</p> <p>The Action Owner Working Group is working to progress our response to 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 January to update them on progress.</p> <p>We have trained staff from the Prisoners of Extreme Risk Unit as specialised Unit Activity Officers (UAO). They are now qualified to organise and run regular exercise sessions. We are working to determine a model to ensure men in the unit can access these sessions regularly. 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. We are tracking additions and removals from the Forensic Mental Health waiting list for an inpatient bed. We have developed an interim assurance tool to provide better monitoring and oversight of segregation directions. Our Organisational Assurance and Preparedness team is in the testing phase for the development of the Organisational Assurance Tools, which will be piloted in this space.</p> |
| 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 Organisational Resilience, Learning, & Assurance (ORLA) team is working on the development of an Organisational Assurance Policy and Framework (this links to work referenced above). 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. • 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 Ara Poutama Aotearoa Oversight Bodies Advisory Board continues to meet quarterly to consider Corrections’ progress against the Ombudsman’s recommendations. The February 2025 meeting focused on changes underway to shift staff capability, including leadership and capability pathway initiatives. We will work with action owners over the coming months to understand how we are tracking in delivering on our commitments. |
| 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"> • A contract with EarnLearn Te Pūkenga enabling staff to obtain the Coordinated Incident Management System (CIMS) 4A unit standard • A train the trainer Corrections CIMS 4 (CC4) course for 15 staff, trainers from the National Learning Centre (NLC), and the Tactical Training team • Contributions to the development of the Preparedness Framework and aligning our emergency management work programme with this Framework • A multi-agency exercise with Fire and Emergency New Zealand (FENZ) at Rimutaka Prison top-jail around a hazardous substance decontamination scenario • Development of prison-specific Emergency Services Response Plans to enhance joint incident and emergency response as well as joint planning, training and exercising • Connecting into All of Government catastrophic event planning and work to address recommendations from multiple reviews into severe weather events including professionalising the emergency management workforce. • Our Preparedness Framework, which has now been developed and endorsed. Further work is underway to finalise the content within this framework. • Work on the Business Continuity work programme which includes ongoing development of Business Continuity Plans, development of an organisation pandemic plan and alternate communication plan, and Industrial Action plans. |
| 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 sufficient volumes of clothing and bedding available, not only in the receiving office but across all units within a prison. A number of sites were surveyed in February 2025 regarding stock levels, records, and assurance processes over clothing and bedding. All sites that responded confirmed adequate supply was held. Issues with quality, and challenges with damage and losing stock through people being transferred to other sites were noted, as well as some |

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| | concerns about having sufficient stock to meet future need. Recording and assurance processes varied across sites. |
| 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-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, alongside progressing the action plan, include:</p> <ul style="list-style-type: none"> • implementing the Learning and Development Pathway and Support Framework for custodial staff working in women’s prisons, • being responsive to the rising women’s prison population and ensuring we are adequately prepared to respond to future capacity increases, and • increasing access to healthcare through additional health escort resources to support the disproportionately high number of medical escorts women need. <p>Full body scanners provide 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. Infrastructure work commenced at the end of 2024 to enable body scanning technology at Arohata Prison.</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. Current work includes a project to reduce the administrative burden of staff responsible for managing IR.07 Allegations against staff, as well as reviewing the IR.07 procedures following introduction of this complaint type as an option on prison kiosks. The dedicated Complaint Support Lead roles are connecting with specific prisons to provide capability uplift and assurance activities designed to meet the site’s needs. We are also in the process of implementing a tiered service support model, which sets out how we will support sites based on current resourcing. |
| 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 have completed 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. In late February, we communicated a decision to discontinue a small number of programmes or services with impacted providers. We continue to assess how we can deliver the most effective services to people we work with. |
| 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. We are considering opportunities to update IOMS to support accurate registration and accounting of property in FY25/26. |
| Increased unlock hours Normalised Mealtimes | We are on track for go live transition to a fit-for-purpose staffing model at Auckland Prison for March 2025, with a similar transition planned for Auckland Region Women’s Corrections Facility in April 2025. Arohata Prison will move to their new roster in May. These three sites will move to new mealtimes on go live dates. 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 | <p>The reception risk assessment has been updated to enable health staff to recommend a level of association for people entering prison who have been assessed as being at risk of self-harm. This change will also be part of the upcoming changes to the segregation Integrated Offender Management System project, which is currently scheduled to go live 1 July 2025. This was also to meet the requirements of the legislation changes under the Corrections Amendment Bill.</p> <p>The Complaints Resolution team is carrying out a complaints-focused review of Corrections’ induction policy and how well this matches with site practice.</p> |
| Access to culture | <p>Work is continuing on our Cultural Capability Framework. This framework provides a pathway for staff to advance in cultural confidence and capability. Grounded in our organisational values, it aims to be accessible for staff, teams, and leaders no matter their current level of cultural capability. The framework has been developed and currently being reviewed by key stakeholder groups to ensure alignment with Hōkai Rangi.</p> <p>Our approach aligns with Whāinga Amorangi (the Māori Crown Relations Capability Framework, developed by former agency Te Arawhiti), which is a multi-year cross-agency work programme. The goal is to support public service departments to lift and maintain the capability of their people to engage with Māori and to meet their responsibilities under the Public Service Act 2020 (section 14). We are in phase two of our implementation plan. The plan strengthens competencies in Māori, intercultural, and Pasifika areas and aligns with Te Arawhiti guidelines to match justice sector standards. This phase will focus on how to operationalise our new Cultural Capability Framework effectively. While this phase is underway, we continue to deliver capability uplift programmes including: Our Te Reo & 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. These initiatives have driven high engagement and received positive feedback, with attendance and demand growing steadily.</p> <p>A number of initiatives within Pae Ora are underway to improve provision of health care for people in prison, led by Te Mataiki o te Oranga, our new framework guiding the priorities, objectives and principles of prison health services.</p> |

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| 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. Next steps on the Ageing Well Health Assessment will pilot when Profile (our new patient management system) comes on board.</p> <p>The Social Worker Disability and Older Persons operating model has now been in effect since October 2024. This Operating Model has four core focus areas: early intervention, integrated care and support for people with complex or interconnected needs, general support and advice, and reintegration support including specialist accommodation needs. All referrals for the Social Workers Disability and Older Persons come into a shared inbox through MedTech. We can now track how many referrals we receive in each region and from which sites. Disability Dashboard Rapid Reviews are supporting our Social Workers Disability and Older Persons and the sites to provide quick support and cell adjustments for people who need them. In the long term we intend to process this data, identify the demand, and assess if we have adequate resourcing in this space.</p> |
| Medication Management | The MedTech32 Replacement project continues. The new system is called Profile. User acceptance testing for tranche one of the profile configuration has begun. |
| 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. The inclusion of dental wait lists and wait times is being scoped for inclusion in Profile. |
| <p>Access to Prison Health Care</p> <p>Focus on:</p> <ul style="list-style-type: none"> - 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"> • 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. The design phase has ended and the first tranche of testing is now underway at a small number of sites. • 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. • 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) was completed in 2024. Work is now focused on progressing those recommendations that are most pragmatic and will have the greatest impact. • 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 is in place at six prisons, with rollout to the remainder of sites by June 2025. Tailored programmes delivered by kaupapa Māori providers for those with moderate and high AOD need have been established at six prisons. |
| <p>Provision of healthcare</p> <p>Focus on:</p> <ul style="list-style-type: none"> - Assessments - Clinical Care - Documentation | <p>Initiatives are underway to improve provision of health care for people in prison. These include:</p> <ul style="list-style-type: none"> • The Virtual Nurse Education Programme runs weekly sessions available to all health staff across Corrections. These sessions are also used in response to recommendations highlighting gaps in practice or opportunities for improvement. • The Clinical Documentation e-module is included in the orientation programme for new staff. |
| 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. Highlights include:</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. This dashboard is now live and in use by Pae Ora Directors and General Managers. Information from this dashboard will be incorporated into the quarterly health dashboard in the future. • Ongoing delivery of relevant training including mental health literacy workshops (MH101). • 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. • 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. • 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. Four new trainers have commenced a second pilot in Auckland Prison and scheduling for 2025 is underway. Feedback has been overwhelmingly positive and anecdotal reports from management suggest noticeable shifts in perspective and behaviour. • Education sessions on pain assessment and management have been delivered and more are scheduled. Chronic pain has been identified as a risk factor for suicide in prisons. • Guidance for suicide assessment and management has been developed within the Mental Health Operations Manual to support the Intervention and Support Practice Teams. • 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. • 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. |
| <p>Staff training – Health</p> <p>Specific focus on:</p> <ul style="list-style-type: none"> - Mental Health | <ul style="list-style-type: none"> • 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. • A new system to monitor and track performance of mandatory training was introduced in January 2025. This portal provides Health Centre Managers, General Managers, and the national office team (including a Clinical Nurse Educator) accurate visibility across training requirements and supports timely staff access to the required training. |

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| | <ul style="list-style-type: none"> • The Virtual Education Programme is in development for 2025, with sessions booked through until the end of February 2025. Attendance numbers are high. • 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. |
| Reduced Use of Force Improving Prison Safety | <ul style="list-style-type: none"> • 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. • 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 completed piloted delivery. • The use of force review policy is pending final consultation. The unions response to the proposal requires multi-disciplinary consideration. • 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. |
| 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> <ul style="list-style-type: none"> • The Learning Pathways initiative aims to provide clarity on the current state of our learning pathways. This work will lead us to being able to identify gaps in learning and highlight areas of inconsistency, which will inform where targeted improvement is required. • The Capability Pathways team has prioritised the formation of the learning pathway for the Corrections Officer role. Key stakeholders and partners have been engaged to understand existing learning products, and an initial draft of the pathway has been created. This work will show where targeted improvement is required to ensure that our people have the skills, knowledge and competencies required to be successful in their roles, particularly in an environment where such a large proportion of the workforce have recently entered it. The gap analysis is due to be completed by June 2025. Work will then commence to fill these gaps. • Leadership development, particularly in relation to safety leadership, is recognised as an effective way to improve safety of all staff on sites. Therefore, building on the completion of the Corrections Officer Pathway, the Senior Corrections Officer Pathway is also being drafted as a priority to provide visibility of the relevant learning products. The development of this capability pathway and products to fill any identified gaps will be ongoing for the next 12 months. • A strategic partnership between Corrections and the University of Canterbury (UC) has been initiated, with an initial focus on the development of a degree programme for Corrections Officers to build upon our current New Zealand Certificate of Offender Management qualifications. This partnership is underpinned by research which indicates that investing in educational programmes designed for custodial staff can lead to increased professionalism, staff retention, compliance with national and international standards of best practice, and successful rehabilitative efforts for the people in our care. The development of short courses co-designed by APA and UC is scheduled to commence in 2025. • Certification levels for custodial core training have been improving as numbers of staff improve at prison sites. As at February 2025, 4,325 of 4,919 (87.9%) staff have completed Fire and First Aid, 4,230 of 4,919 (86%) staff have completed Hostage and Suicide training, and 3,977 of 4,919 (80.8%) staff have completed tactical options certifications. • Work on the Cultural Capability Framework is included under the ‘access to Culture’ section of this document. |
| Information Management | <p>The Programme Investment Case for Data and Information Management has been deferred due to budgetary constraints. Work is underway in the development of a data and information strategic action plan supported by a new Data & Information Policy which is expected to be delivered by June 2025. Recruitment of two fixed term specialists commences in April 2025. Longer-term investment and activities will also be considered in the upcoming investment planning for the 2025/26 Financial Year. Additionally, a Public Records Act Audit is scheduled for June 2025 that will result in audit recommendations expected to be prioritised and delivered via the data and information work programme”</p> |
| Recording minimum entitlements. | <p>In June 2024, Corrections reviewed its current reporting approach in the Minimum Entitlements Application. It was agreed that we move towards an exception-based capture model and transitioning the data capture into our existing Prison Tension Assessment Tool (PTAT). Development is on track for this solution. The exception-based capture model will report access to physical exercise and outgoing telephone calls and transition that functionality into our PTAT. The delivery pilot is due to commence at Hawkes Bay Regional Prison in March and then progress nation-wide rollout in May 2025.</p> |
| Strategy and Planning | <p>The first iteration of the Organisational Roadmap launched in December 2024, aligned to the release of the Hōkai Rangi Refresh. The Organisational Roadmap identifies our key initiatives across the organisation’s five focus areas. 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 inform the next round of functional and capital planning.</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 2024.</p> <p>Prison Quality Assessments for high security units have been completed at nine prisons and for low security units at five prisons. A dashboard has been developed that enables unit scores to be compared at a site level and comparative to other units within the network.</p> <p>Work is well advanced on the new facility at Waikeria Prison. We are close to construction completion. 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> |

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| 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) 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. |
| 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. We are investigating a range of privacy features such as removable and soft panels (all anti-ligature). Review of the sample privacy screens is ongoing and solutions are anticipated to be approved mid-2025. Work is underway to ensure Corrections' Privacy Screens Project is compliant with changes to the Corrections Regulations 2005 that will extend the provision of privacy for prisoners who are under a cell confinement penalty or segregated for mental health assessment by 2028. As part of additional regulatory changes that will become part of this work, privacy screening and control over in-cell lighting has been proposed to be extended to at-risk prisoners. Regulatory changes are being readied for drafting, with Cabinet having approved the amendments proceeding.</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. We have requested Honeywell look at the potential to pixelate CCTV at the four sites which do not have this ability. Mt Eden Corrections Facility (one of the four sites) will move to technology which will enable pixelation.</p> |
| Access to ventilation and temperature control | The Temperature Control and Ventilation Programme trialled a solution at Hawkes Bay Regional Prison in December 2024. An Investment Case to support further rollout across remaining cells at HBRP is currently anticipated for submission in June 2025. The Temperature Control and Ventilation Programme is a long term initiative and all future works remain subject to funding, governance approvals and future intentions for each site. |