

| Department of Corrections Response to the recommendations from the Report of the Independent Inquiry into the Waikeria Prison Riot | | | | | |
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| Rec # | Recommendation | Accept / Partially Accept / Do Not Accept | Response to Recommendation | Timeframe for Action - Do Now (projected for completion by 30 June 2024); Do Next (projected for completion by 30 June 2025) or Do Later (projected for completion post 30 June 2025) | System lead for response |
| 1. | Corrections must provide a comprehensive progress report to the Office of the Inspectorate in writing, on all recommendations arising from this inquiry in six months and thereafter at six monthly intervals. | Accept | The initial progress report will be completed in August 2023 and will provide a comprehensive update on all recommendations arising from the Independent Inquiry into the Waikeria Prison Riot. | Do Now | Chief Adviser System Transformation |
| 2. | Corrections must ensure there is a robust assurance framework in place to monitor and validate progress on this inquiry's recommendations. | Accept | Corrections has recently implemented new processes to receive track and assure the response to recommendations from monitoring entities. These processes will be applied to all recommendations from this report. We will also consider whether further enhanced oversight is needed. | Do Now | Director Complaints Resolution |
| 3. | Corrections should continue with the development and realisation of its Hōkai Rangī strategy. | Accept | Corrections has made good progress towards Hōkai Rangī since it was launched in August 2019 despite the effects of the COVID pandemic from early 2020. This includes trialling new approaches (for example via the Māori Pathways and Hīkīā) completing a number of foundational actions developing key relationships with iwi/Māori and learning more from staff and external monitoring entities about what is now required to enable further progress. What we have learned so far now informs our planning for the next phase of Hōkai Rangī. While subject to consultation and confirmation our next-stage change programme - Hōkai Rangī – The Pathway Forward (Te Ara Whakamua) - includes clearer lines of senior leadership management accountability for the operation of prisons in accordance with our purpose objectives and values which includes ensuring the fair safe and humane treatment of people in prison. Te Ara Whakamua is explicitly part of our Hōkai Rangī strategy. The changes made through this programme will deepen organisational understanding of Hōkai Rangī and further embed our strategic commitment to it. | Do Later | Chief Executive |
| 4. | Corrections must review its management of remand and sentenced prisoners in terms of their opportunities for meaningful purposeful activities including rehabilitation (where appropriate) education work and reintegration. | | ELT commissioned a review of the department's service delivery offering which included rehabilitation education employment and reintegration programmes and interventions. This review found that changes in our underlying population have impacted access to interventions such as growing segregation greater time on remand and a higher prevalence of time served on sentence. One of the key recommendations of this review was the establishment of a service delivery portfolio / governance group to provide an enterprise and organisationally connected view of our service delivery. The Service and Strategy Portfolio Governance Committee has been established to consider and monitor opportunities to refine Corrections' broader system settings service delivery system and enablers to achieve wellbeing outcomes for people in our care and management. The service delivery system includes all programmes services interventions and other related approaches within custodial and community pathways and where necessary will extend beyond the Corrections system. While subject to consultation and confirmation our next-stage change programme - Hōkai Rangī: Te Ara Whakamua - includes a proposal to establish a new Enterprise Planning directorate which will support the Service and Strategy Portfolio and the recommended enterprise view of service delivery going forward. Corrections also recognises that factors which contribute to a poor experience on remand – including an increasing remand population and access to rehabilitative and reintegrative opportunities – don't sit entirely within the remit of the department and requires a wider government response. To that end the Justice Sector Leadership Board have commissioned justice sector agencies to develop a strategic view of remand. This view will examine current activity and identify opportunities for further diagnostic activity which can lead to systemic responses to the drivers of a poor experience on remand. | Do Later | DCE FPA |
| 5. | Corrections must ensure the correct processes for the placement of prisoners are followed at all times. | Accept | This recommendation primarily addresses the mixing exemption delegated by the CE to Prison Directors to mix remand and other prisoners when necessary for the management of COVID-19. Revocation of this delegation will be sought to default back to the substantive delegated role of the National Commissioner. In addition practice guidance will be sent to all Prison Directors and assurance required from them to the Chief Custodial Officer to ensure the that the correct processes for the placement of prisoners are followed at all times. While subject to consultation and confirmation our next-stage change programme - Hōkai Rangī – The Pathway Forward (Te Ara Whakamua) - includes clearer lines of senior leadership management accountability for the operation of prisons. Part of the proposal is to co-locate and strengthen our risk assurance lessons learned and other organisational resilience functions to support this culture shift across the entirety of the organisation. | Do Now | National Commissioner |
| 6. | If the Prison Director believes there to be exceptional circumstances that justify the mixing of remand prisoners an application for an exemption must be made to the National Commissioner under regulation 186(3) of the Corrections Regulations 2005. | Accept | As per recommendation 5 this recommendation primarily addresses the mixing exemption delegated by the CE to Prison Directors to mix remand and other prisoners when necessary for the management of COVID-19. Revocation of this delegation will be sought to default back to the substantive delegated role of the National Commissioner. In addition practice guidance will be sent to all Prison Directors to ensure that applications for an exemption are made if there are exceptional circumstances to justify the mixing of remand prisoners. While subject to consultation and confirmation our next-stage change programme - Hōkai Rangī – The Pathway Forward (Te Ara Whakamua) - includes clearer lines of senior leadership management accountability for the operation of prisons. The intention of that plan to co-locate and strengthen our risk assurance lessons learned and other organisational resilience functions to support this culture shift across the entirety of the organisation. | Do Now | National Commissioner |
| 7. | Corrections must consider the placement of prisoners connected with gangs particularly those connected with the newer transnational gangs. Each of these prisoners must have an individualised management plan taking into account their specific needs and risks. | Accept | The Department has established a supported decision making framework for prisoner placement and a Prisoner Placement Assessment Form which helps to inform the placement of Transnational Organised Crime (TNOCC) prisoners through a TNOCC Placement Meeting. This is also a TNOCC Governance Meeting to provide general oversight guidance and support for prison sites and communities who manage these individuals and groups. Each prison site has a gang management plan and the template will be reviewed by the Gang Management Team and will ensure it considers the placement of prisoners given the changing gang landscape in New Zealand. | Completed Pending Assurance | National Commissioner |
| 8. | Each prison's gang management plan should where appropriate take into account the advice of the Persons of Extreme Risk Directorate. | Accept | Gang Management Plans for Prison sites were initially developed in 2018. Given the change in the gang landscape within New Zealand it is timely for Ara Poutama to undertake a review of the Gang Management Plan template and the associated guidance for sites. It is anticipated that this review will be completed by November 2023. | Do next | Programme Manager - Gang Strategy |
| 9. | Each prison's gang management plan should be kept up to date relevant and effective with regular meetings held and terms of reference developed. | Accept | Gang Management Plans for Prison sites were initially developed in 2018. Given the change in the gang landscape within New Zealand it is timely for Ara Poutama to undertake a review of the Gang Management Plan template and the associated guidance for sites. It is anticipated that this review will be completed by November 2023. | Do next | Programme Manager - Gang Strategy |
| 10. | Corrections must ensure that all instructions as to the application of handcuffs comply with the relevant legal framework. | Accept | The Custodial Practice Team has reviewed the sections of the Prison Operations Manual (POM) relating to handcuffs. The practice instructions are considered appropriate and fit for purpose. Guidance will be sent to all Prison Directors and assurance required from them to the Chief Custodial Officer will be required to insure the instructions and applications of handcuffs comply with the relevant legal framework. While subject to consultation and confirmation our next-stage change programme - Hōkai Rangī – The Pathway Forward (Te Ara Whakamua) - includes clearer lines of senior leadership management accountability for the operation of prisons. Part of the proposal is to co-locate and strengthen our risk assurance lessons learned and other organisational resilience functions to support this culture shift across the entirety of the organisation. | Do Now | Manager Custodial Practice |
| 11. | Corrections must ensure that case management across the prison network meets standards of practice. | Accept | Systems and processes are in place to monitor standards of practice. These provided an instant view of baseline standards for each site. While subject to consultation and confirmation our next-stage change programme is proposing the establishment of an Enhancing our Integrated Pathways programme. This programme will help determine how Probation Case Management Bail Support Services and related change initiatives could work better together across the proposed Custodial Services Pae Ora and Community Partnerships and Pathways (CPP) functions to deliver a better more joined-up experience for the people in prison and serving community sentences. We do not propose any changes to Standards of Practice in the short term to help realise benefits from the Integrated Pathways work programme. | Do Next | GM Probation & Case Management |
| 12. | Corrections should ensure that automated standards of practice have a robust assurance framework in place to monitor and validate results. | Accept | The Standards of Practice automation are a binary assurance mechanism to ensure the Standards of Practice are met. They are designed to measure specific sub-titles within our IOMS system to check that the standard has been met. This means that workarounds can be used or more often the intent of the standard was met but the automation failed to meet for technical reasons. Manual monitoring mechanisms are in place through regular practice reviews which looks at the quality of practice overall in a case beyond baseline standards. | Completed Pending Assurance | GM Probation & Case Management |
| 13. | Corrections must ensure that the formal complaints process is properly explained to prisoners during their inductions and that complaints information is readily available. | Accept | This recommendation is accepted. Corrections has a work programme underway to respond to the recommendations from Erin Judge's report 'Re-designing the Ara Poutama Aotearoa Complaint System'. This recommendation was not specifically highlighted in M Judge's report but will be incorporated into the work programme. A complaint support lead role is currently being piloted at Christchurch Men's and Christchurch Women's Prisons. The role is to support practice at the sites including the specific issue in this recommendation. The findings of the pilot will be evaluated in July/August and further roles implemented progressively at other sites. There is a legislative requirement that the overall compliant system is regularly audited. The Department is currently designing what this audit looks like and expect to produce the first version in late 2023. | Do Now | Director Complaints Resolution |
| 14. | Corrections must ensure that complaints are processed and actioned (where appropriate) in a timely manner. | Accept | Corrections has a work programme underway to respond to the recommendations from Erin Judge's report 'Re-designing the Ara Poutama Aotearoa Complaint System'. This recommendation was not specifically highlighted in the report but will be incorporated into the work programme. | Do Now | Director Complaints Resolution |
| 15. | Corrections should ensure that staff who are working in challenging high security environments and staff who are appointed to acting roles have sufficient training experience and support to fulfil their responsibilities. | Accept | Corrections is currently reviewing its Corrections Officer Development Pathway (CODP) to ensure that the initial training provided to staff is fit for purpose and adequately prepares staff for their job. This review is module by module these are being refreshed and released at the beginning of every new cohort. Corrections is currently developing a Senior Corrections Officer (SCO) development pathway designed to ensure CO's receive the appropriate training and support to effectively carry out the role of SCO. All CO/SCO/PCO's are currently attending enhanced Tactical Communication and Situational Awareness that provides staff with additional skills to use in challenging engagements. Long term vision for Corrections is to have a specialist pathway for staff working in high security environments further developing their skills. | Do now Do next Do now Do next | Director P&C National Commissioner |

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| 16. | Corrections must introduce further training and performance management to remedy deficiencies in respect of culture and the Code of Conduct and to reinforce expectations about staff behaviour. | Accept | As part of the People and Capability Quality Management System project the Code of Conduct will be refreshed this work is currently scheduled for Q2 of 2023/24 FY. This refresh will be contributed to by Staff Unions ELT. Te Ara Rangatira Leadership training package is being developed and will be piloted in different areas of the department prior to a nation wide rollout. | Do next Do next | Director People Operations National Commissioner |
| 17. | Prisons across the network must ensure that prisoners have access to sufficient appropriately sized and clean clothing and bedding. | Accept | The procurement process of prisoner clothing and bedding is managed nationally and sufficient supply is available for all prisons across the network. However Prison Directors are responsible for ensuring prisoners on their sites have access to appropriate sized and clean clothing and bedding. The Custodial Practice Team will develop guidance which will be sent to all Prison Directors and assurance will be required from them to the Chief Custodial Officer to insure prisoners on their site have access to appropriate sized and clean clothing and bedding. While subject to consultation and confirmation our next-stage change programme - Hōkai Rangī – The Pathway Forward (Te Ara Whakamua) - includes clearer lines of senior leadership management accountability for the operation of prisons. The intention of that plan to co-locate and strengthen our risk assurance lessons learned and other organisational resilience functions to support this culture shift across the entirety of the organisation. | Do Now | Manager Custodial Practice |
| 18. | Corrections should develop guidance and training for when and how event reviews are conducted to ensure consistency across the prison network. | Accept | The Department will simplify the framework by which we learn from unexpected events who conducts them and when they are initiated. While subject to consultation and confirmation our next-stage change programme - Hōkai Rangī – The Pathway Forward (Te Ara Whakamua) - includes clearer lines of senior leadership management accountability for the operation of prisons. The intention of that plan to co-locate and strengthen our risk assurance lessons learned and other organisational resilience functions to support this culture shift across the entirety of the organisation. | Do next | National Commissioner |
| 19. | Corrections must direct that 'risk of riot' be considered and recorded on site risk action plans across the prison network. | Accept | Violence and Aggression is a critical H&S risk a component of which is mass disturbance / unrest (potentially leading to a riot) and therefore is required for each site to have on their risk profile (risk action plan). The Future H&S Tracker risk functionality (deployment beginning Feb 2024) will have the ability to prescribe critical risks top-down to a site level. The H&S Tracker functionality will also have the ability to set specific review timeframes at which sites will be prompted to review their critical H&S risks (including mass unrest/riot). Corrections will review how prison sites are supported to assess and identify their risks and how these are linked to critical risks as apply to 'whole of network' to ensure sites understand the risk they face and mitigate through controls effectively. The Enterprise Risk Management Team and Operational performance will help sites to identify and record their risks and controls. | Do next | Chief Safety Officer / Chief Custodial Officer |
| 20. | Corrections must ensure a site risk action plans across the prison network are current and up to date. | Accept | Prison Directors are responsible for identifying and managing the risks on their site and the Enterprise Risk Management Team and Operational performance will help sites to identify and record their risks and controls. CSLT have included risk profiles as a standing agenda item and updated risk profiles will be worked on by sites with support from Managers Operational Performance who are the risk champions for their regions. The Future H&S Tracker risk functionality (deployment beginning Feb 2024) will have the ability to prescribe critical risks top-down to a site level. The H&S Tracker functionality will also have the ability to set specific review timeframes at which sites will be prompted to review their critical H&S risks (including mass unrest/riot). While subject to consultation and confirmation our next-stage change programme is proposing to establish a new group called Organisational Resilience and Safety. This group will enable Ara Poutama Aotearoa to enhance ability to deliver its most critical activities in a resilient agile and adaptable manner in expected and unexpected situations alike. It will help develop our ability to better anticipate monitor and respond to critical organisation risks and better understand and learn from undesirable events. This group will provide clear simplified and integration operational guidance that allows our people to do what matters most to make the most difference at work. | Do next | National Commissioner |
| 21. | Corrections must reinforce to staff and management the importance of consistent practice in managing poor prisoner behaviour. | Accept | Corrections will ensure the importance of consistent practice in managing poor prisoner behaviour is reflected in initial and development training for prison staff. | Do Now | Chief Custodial Officer |
| 22. | Corrections must ensure that staff are properly trained to recognise and respond to incidents involving escalating disorder. | Accept | Corrections will review the Tactical Options delivery framework and guidance for opportunities of improvement. This review will include Incident Response training First Responding Officer training and Incident Responding Officer training for frontline staff. | Do Now | Chief Custodial Officer / Manager Security and Custodial Operations |
| 23. | Corrections should consider implementing policies directed at escalation of response when concerted indiscipline incidents occur in a prison yard. | Accept | Corrections have reviewed and believe operational guidance is more appropriate than a policy for frontline staff. This will be implemented with the current review of the Tactical Options delivery framework and guidance. | Do next | Chief Custodial Officer / Manager Security and Custodial Operations |
| 24. | Corrections must remind staff of the importance of ensuring the number and mix of prisoners in any given yard can be safely managed should the need arise to clear the yard. | Do Not Accept | Corrections has specific guidance within the workforce planning guide that sets staff to prisoner ratios by security classification and other dynamic and environmental factors (such as lines of sight). Completing this recommendations is likely to have a perverse outcome where prisoners who have minimal risk of disorder receive less time out of cell in yards 'just in case'. Instead Corrections will continue its work already underway to ensure adequate tactical options are available to support staff to clear yards when the need arises. | Do Not Accept | Chief Custodial Officer / Manager Security and Custodial Operations |
| 25. | Corrections must ensure staff are trained in evacuating yards in the event of such disorder. | Accept | Corrections will review intervention strategies and Tactical Options delivery framework and guidance to ensure this capability is appropriately trained. | Do Now | Chief Custodial Officer / Manager Security and Custodial Operations |
| 26. | Corrections should consider whether the Prison Tension Assessment Tool needs to be refreshed. It also needs to ensure that staff are trained to accurately record information in the Prison Tension Assessment Tool. | Accept | Corrections will review the Prison Tension Assessment Tool and consider whether any enhancements can be made. Corrections will also review the current training delivery to ensure it supports accurate use of the tool. | Do next | Chief Custodial Officer |
| 27. | Corrections should ensure that any review should consider a robust assurance framework for the Prison Tension Assessment Tool across the prison network to ensure consistency and proper monitoring. | Accept | Corrections will review the Prison Tension Assessment Tool assurance framework and consider whether any enhancements can be made. | Do next | Chief Custodial Officer |
| 28. | Corrections should ensure that prison staff are aware of the razor policy including the importance of ensuring that all razors are accounted for and that incident reports are completed if razors are missing. | Accept | The Custodial Practice Team has reviewed the razor policy and instructions are considered appropriate and fit for purpose. Guidance will be sent to all Prison Directors and assurance required from them to the Chief Custodial Officer to ensure that the prison staff are aware of the razor policy and the importance of all razors being accounted for and that incident reports are completed if razors are missing. While subject to consultation and confirmation our next-stage change programme is proposing to establish a new group called Organisational Resilience and Safety. This group will enable Ara Poutama Aotearoa to enhance ability to deliver its most critical activities in a resilient agile and adaptable manner in expected and unexpected situations alike. It will help develop our ability to better anticipate monitor and respond to critical organisation risks and better understand and learn from undesirable events. This group will provide clear simplified and integration operational guidance that allows our people to do what matters most to make the most difference at work. | Do Now | Chief Custodial Officer |
| 29. | Corrections should work to amend the Corrections Regulations to ensure the sections relating to haircuts for prisoners on remand are relevant and appropriate. | Accept | Corrections' policy team are assessing the need for regulatory amendment to regulation 70 of the Corrections Regulations 2005 as part of a proposed package of regulatory changes expected to be provided to Cabinet for consideration in 2024 subject to ministerial approval. | Do next | GM Policy |
| 30. | Corrections should clarify the section on prisoner haircuts in the Prison Operations Manual. It should also ensure that staff in frontline roles understand prisoners' rights with regard to haircuts. | Accept | The Custodial Practice Team will work with Policy to review the regulations and the Prison Operations Manual (POM) relating to haircuts. | Do Later | GM Policy |
| 31. | Corrections must carry out an immediate (and thereafter regular) assessment of its physical facilities in prisons across the prison network including the integrity of walls yard coverings/mesh. | Accept | A review of all prisons has been conducted. This assessment included facility wide checks reviewing the integrity of yard coverings mesh and roof tops and to remove any waste or loose materials that could be used as weapons. Our custodial practices in and around the site do point to vigilance in this area. This covers routine visual inspections and processes to account for tools and equipment. Procedures for contractors / sub contractors who come onto site who undertake repairs or maintenance also provide assurance with areas sectioned off to prisoners where work is undertaken and the removal of materials and equipment. Work effort has also been conducted across all prison sites on remediating any facilities features which could provide access to heights and then looking at options which limit movement should a prisoner access heights and securing further any fittings. | Completed Pending Assurance | Director Asset Management / National Commissioner |
| 32. | Corrections must consider whether any other prisons across the prison network share this vulnerability and ensure any future facilities are designed to ensure that prisoners accessing one area of the roof cannot compromise the security of the entire facility. If similar vulnerabilities are identified at any other site an immediate work plan should be implemented to remediate this. | Accept | A review of all prisons has been conducted. This assessment included facility wide checks reviewing the integrity of yard coverings mesh and roof tops and to remove any waste or loose materials that could be used as weapons. Lessons learned have been taken onboard and are informing parts of the Design standards framework such as yard designs and roofline pitches. This is currently being drafted by Asset Managements National Design Lead. In addition work effort has been conducted across the estate on remediating any facilities features that could provide access to heights. | Completed Pending Assurance | Director Asset Management |
| 33. | Corrections should consider establishing a second Master Control or an alternative electronic storage location at sites across the prison network so key information remains available even if a prison's primary Master Control is lost. | Accept | The Corrections standard is to have the Master Control Room (MCR) as part of the Gatehouse on the perimeter of the site. Waikeria is an anomaly within the Prison estate where the MCR was located within a building that also hosted high security accommodation for people we manage. Waikeria will be updated to comply with this standard when the new Waikeria Prison rebuild is completed in 2025. The opportunity to have an alternative electronic storage location so that information remains accessible in the event the MCR is unavailable is possible but would require an architectural change to the solution. This will be explored with the internal Architecture team with some thought consideration as part of the Inflight Electronic Security and Associated Services (ESAS) procurement exercise. | Do Now | Director Asset Management |
| 34. | Corrections should review options for inspecting the roof area of prisons or other generally inaccessible areas to ensure those areas are clear from items that could create security risks. | Accept | Roof and gutter inspections have been added to regular inspection protocols. Work is also being undertaken with design standards to assist with preventing access to heights which will provide an additional risk mitigation on incidents occurring. | Completed Pending Assurance | Director Asset Management |

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| 35. | Corrections must consider the placement of hazardous substances in prisons so that fire risk is minimised. | Accept | The department has developed formal guidance that sets out the requirement for hazardous substances are to be appropriately stored and located on sites. The Critical Control Protocol provides standards and expectations on how to store use and dispose of these substances safely. The guidance includes supporting documents. A new system of assurance checks (Control Assessments and Control Inspections) have been implemented to monitor control application and which can provide assurance and insights to inform the Prison Directors decision making. The Control Assessment is a comprehensive assessment tool that assesses whether the critical and supporting controls are effective at control ing the risk and keeping staff and others on site safe. Control Assessments are completed annually by an Adviser - Health and Safety. The Control Inspection is a more frequent check completed by Health and Safety Representatives that confirms that safety controls are in place as they should be. | Do Now | National Commissioner |
| 36. | Corrections must review the prison network's firefighting capabilities and training and ensure these are fit for purpose. | Accept | As part of the Asset Management Statutory Compliance Programme Asset Management has engaged external experts to review the Departments custodial fire systems in it's entirety including all infrastructure and people components. Any recommendations around training or capability that come from this programme of work will be provided to the Department. | Do Now | Director Asset Management |
| 37. | Corrections must ensure senior staff are trained to recognise and respond appropriately to an incident of this nature. | Accept | Corrections will review its current incident management training framework to ensure senior staff are trained to recognise and respond appropriately to an incident of this nature. | Do next | Chief Custodial Officer |
| 38. | Corrections should establish a national emergency response team capable of deploying operationally experienced staff over any holiday period. | Partially Accept | Prison sites and regions currently identify senior staff as part of proactive holiday planning. In addition there are operationally experienced staff available within the tactical operations group and national office leadership teams who are also 'on duty' to provide support to sites where it may be required. Corrections will enhance the incident & emergency management capability offerings for those staff to ensure they have opportunities to develop and test their skills in response. | Do next | Chief Custodial Officer |
| 39. | Corrections must ensure staff across the prison network understand that CIMS is the incident response framework and Gold/Silver/Bronze is no longer in use. | Accept | Corrections is in the process of finalising a review of its Prison Emergency Response Manual. This is the manual that held some historic references to previous response models. Once complete implementation guidance will be developed for staff including any training support packages required. A secondary activity to ensure old references are removed from work places will be required. | Do Now | Chief Custodial Officer |
| 40. | Corrections must ensure CIMS training is provided to staff across the network to embed this framework as Corrections' incident management response. | Accept | CIMS training is available to all staff across the organisation. Corrections will review the workforce plan to ensure incident / emergency response staff are prioritised to receive training including the identification of sustainable training pathways. | Do Now | National Commissioner |
| 41. | In person (as opposed to online) CIMS training must be conducted as the preferred delivery option. Where appropriate training exercises should be conducted with partner agencies. | Accept | Corrections considers online learning to be appropriate for some levels and audiences to ensure facilitation and other resource is available to build on fundamental knowledge through in person facilitated learning. To supplement online learning Corrections will identify and improve pathways and training for staff likely to hold leadership roles in response at Emergency Operation Centre Emergency Coordination Centre and National Coordination Centre levels. | Do Now | National Commissioner |
| 42. | Corrections should consider the adequacy of resourcing equipment and training for custodial staff to be able to safely intervene in incidents taking place at height. | Accept | Since the Report of the Independent Inquiry into the Waikeria Prison Riot was completed Corrections has considered its working at height capability and has invested in further uplift. This will result in a minimum of 4 staff trained to respond to heights incidents at key prison sites (identified based on risk profile). Those sites will also have response and training equipment held on site. This work is underway with recruitment of the 2nd cohort of operators complete and procurement processes for the specialised equipment complete. | Completed Pending Assurance | Chief Custodial Officer |
| 43. | Corrections should consider that in the short term agencies which have the necessary capabilities are notified as soon as an incident involving the need to operate at height occurs. | Accept | Corrections now have a heights incident response capability. Where an incident may require expertise of other agencies they will be notified. | Completed Pending Assurance | Chief Custodial Officer |
| 44. | Corrections must ensure a Local Level Agreement and Memorandum of Understanding documents between Corrections and Police (and other emergency services) are current. Corrections must also take steps to ensure all key staff are aware of and familiar with the content. | Accept | Corrections will review its Memorandum of Understanding and Agreements to identify which are current or expired and commence discussions with partner agencies to update them. | Do Now | National Commissioner |
| 45. | WorkSafe as the Health and Safety regulator must be fully apprised of all incidents where there is a serious or immediate risk to a person's health and safety because of an unplanned or uncontrolled work incident. Notification must be robust and an acknowledgment must be received. | Accept | A robust process has been developed and implemented to ensure WorkSafe is fully apprised on all incidents where there is a serious or immediate risk to a person's health and safety because of an uncontrolled work incident. This process is now BAU. 23 notifications were completed last year. | Completed Pending Assurance | Chief Safety & Wellbeing Officer |
| 46. | The Chief Safety and Wellbeing Officer must review the current practices and processes for notifying the relevant regulator to ensure they are robust and documented. | Accept | A robust process has been developed and implemented to ensure WorkSafe is fully apprised on all incidents where there is a serious or immediate risk to a person's health and safety because of an uncontrolled work incident. This process is now BAU. 23 notifications were completed last year. | Completed Pending Assurance | Chief Safety & Wellbeing Officer |
| 47. | The Chief Safety and Wellbeing Officer should liaise with WorkSafe to ensure all of Corrections' obligations are discharged pursuant to the Health and Safety at Work Act in respect of this incident. | Accept | The Chief Safety and We being Officer has liaised with WorkSafe and can advise that WorkSafe has closed the file in relation to this incident and Corrections' obligations are discharged pursuant to the Health and Safety at Work Act. | Completed Pending Assurance | Chief Safety & Wellbeing Officer |
| 48. | Hazardous substance registers must be kept and maintained in accordance with Corrections' obligations under the Health and Safety at Work (Hazardous Substances) Regulations 2017 and also be available electronically. | Accept | The department has developed formal guidance that sets out the requirement for hazardous substances inventories to be maintained and available on site. The Critical Control Protocol provides standards and expectations relating to hazardous substances. The guidance includes supporting document and a new system of assurance checks (Control Assessments and Control Inspections) which have been implemented to monitor control application and which can provide assurance and insights to inform the Prison Directors decision making. | Do Now | National Commissioner |
| 49. | All appropriate staff must know of and be able to access this register. | Accept | The Asset Management Team has rolled out the Work Safe Calculator to a prison sites. This calculator is the register of all hazardous substances and will help sites to create their inventory the controls that are required to be put in place. The Statutory Compliance Operating Model is also proposing an assurance role / function which will help ensure staff know of and are able to access this register. | Do Now | Director Asset Management |
| 50. | Access to the register should form part of multi-agency emergency exercises. | Accept | Corrections will review the Exercise Assurance Framework to ensure the register is included in multi-agency emergency exercises. | Do Now | Chief Custodial Officer |
| 51. | Corrections must ensure a l sites across the prison network have up-to-date evacuation plans. | Accept | The Asset Management Team has a programme of work underway which includes ensuring Fire Safety Plans exist on all sites. These plans will be a FENZ approved Five Evacuation Scheme under the regulations and will monitor compliance which includes when tests are done. The department has BMIS (Building Material information System) which now captures compliance including for Fire. | Do Now | Director Asset Management |
| 52. | Corrections must take steps that all key staff are aware of and familiar with the content of evacuation plans for their prison. | Accept | Corrections will review the Exercise Assurance Framework to ensure the evacuation plans are identified for practice. | Do next | Chief Custodial Officer |
| 53. | Corrections must ensure staff receive regular training in prison evacuation and conduct emergency evacuation exercises both as a single agency and as part of a multi-agency response. | Accept | Corrections will review the Exercise Assurance Framework to ensure the evacuation plans are identified and scheduled for exercise alongside multi-agency partners. | Do next | Chief Custodial Officer |
| 54. | Corrections should consider how to communicate with prisoners remotely and collectively in the event of an emergency (such as by the use of cell intercom). Corrections should also ensure that staff know how to use the intercoms in this way. | Accept | Corrections will consider how to communicate with prisoners remotely and collectively in the event of an emergency. Corrections will include this method/protocol in emergency response guidance & associated training for staff. | Do next | Chief Custodial Officer |
| 55. | Corrections must ensure that communication with prisoners is considered a priority during an emergency. | Accept | Once Corrections has identified the communication method and protocol (rec 54) Corrections will include this method/protocol in emergency response guidance & associated training for staff. | Do next | Chief Custodial Officer |
| 56. | Evacuation should have regard to the needs of vulnerable prisoners such as those in Intervention and Support Unit care or protective custody and should provide guidance on the priority to be given to their evacuation. | Accept | Corrections has reviewed 'decant' guidance to consider how best to prioritise vulnerable prisoners during an evacuation. Vulnerable prisoners are now included in paragraph 14 of the prison decant plan. | Completed Pending Assurance | Chief Custodial Officer |
| 57. | In a hostage situation consideration must be given to handing the control of the incident to Police given the increased risk and threat to life. | Accept | Corrections will ensure circumstances where transfer of control needs to be considered are made clear to prison regional and national management staff. Further the Corrections policy on hostage response is currently being reviewed and updated. | Do Now | Chief Custodial Officer |
| 58. | In responding to any serious disorder incident Corrections must ensure the Incident Controller is kept apprised of any escalating risks including the taking of hostages. | Accept | Corrections will consider how best to make all staff aware of what information needs to be provided to an incident controller/IMT as part of development pathways and the incident management training framework. | Do next | Chief Custodial Officer |
| 59. | Corrections should consider whether fire alarms in a major incident can be silenced remotely once an initial response is achieved and who should have the authority to make this decision. | Do Not Accept | The Department has considered this recommendation however will not be implementing this approach. Fire standards do not require fire alarms to be silenced remotely once an initial response is achieved and fire alarm systems installed across the Custodial estate operate in accordance with the Prison Fire Design Guide. Fire alarm panels typically have a silence' switch to enable FENZ to isolate audible sounders and they can isolate when they arrive on-site. | Do Not Accept | Director Asset Management |
| 60. | Corrections must ensure that any CIMS training highlights the importance of the inclusion of iwi/Māori in response and recovery. | Accept | Corrections has included the inclusion of iwi/Māori in response and recovery as a function of CIMS and has been a point of focus in CIMS training and will continue to be. | Completed Pending Assurance | Chief Custodial Officer |
| 61. | Corrections must ensure that staff are provided with initial training and refresher training to respond to incidents of this nature including opening an Emergency Operations Centre. | Accept | Corrections will review its Capability Development Workforce Plan and ensure staff are provided with initial training and refresher training to respond to incidents of this nature including opening an Emergency Operations Centre. | Do Now | Chief Custodial Officer |
| 62. | The Incident Controllers should have focused exclusively on the management of the incident. | Accept | The Department acknowledges this finding (statement) and agree that Incident Controllers focus exclusively on the management if an incident. | Completed Pending Assurance | Chief Custodial Officer |
| 63. | Corrections should during critical incidents ensure a separate team is tasked to manage the ongoing functions of the site. This would allow the Emergency Operations Centre to focus exclusively on the emergency response. | Accept | Corrections will review its CIMS training and ensure this responsibility is highlighted within its delivery and the assignment of roles. Corrections will also consider whether its IM/EM templates need to be updated to reflect/prompt this responsibility assignment. | Do next | Chief Custodial Officer |
| 64. | Corrections must ensure a National Coordination Centre is opened in a timely manner when a significant incident is evolving. Where possible Corrections must also ensure that the National Coordination Centre is operated physically rather than virtually. | Accept | Corrections will consider how best to emphasise the opening of an in person NCC as best practice within its training frameworks and also in its governance development activities. | Do next | National Commissioner / ELT |
| 65. | Corrections should consider more effective ways of working with emergency services partner agencies including multi-agency response training drills or exercises. | Accept | Corrections will as it develops its response guidance and training development frameworks consider how to work more effectively with emergency services partner agencies including multi-agency response through training drills or exercises at each level of response. This will build on the already established local relationships and exercises that are underway in some areas. | Do Now | Chief Custodial Officer |
| 66. | Corrections should consider how Incident Controllers and partner agencies work alongside each other when responding to critical incidents. Corrections should develop clear guidelines about the circumstances in which incident control should pass to a partner agency such as Police particularly when there is widespread criminal offending or risks to life or property. | Accept | Corrections will investigate unified control for joint response with New Zealand Police meaningful local and regional stakeholder engagement at all levels maximising opportunities for interagency collaboration Corrections inclusion into next National Civil Defence Emergency Management Plan defining clear roles and responsibilities and development of joint local tactical plans to respond to emergencies at prisons. | Do Now | Chief Custodial Officer |

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| 67. | Exercises should not be conducted exclusively online or as 'desktop' trainings. Where possible practical trainings should be prioritised. | Accept | The emergency management exercise and assurance framework specifies the level or method of exercise. These include table top live desk check and full scale methods. The framework also specifies that biennial exercises should occur at prison sites "A full scale multi agency response exercise involving functional response (EOC) operational response (First Responding Officers/SERT) and tactical response (ACR/PNT) with support from external agencies e.g. NZFS NZ Police". The application of the plan has been disrupted by COVID-19 and where full scale or live exercises are not feasible desktop or online exercises do add some value. The assurance of this framework has not been updated to reflect current roles or consequently performed well and will be reinvigorated. | Do Now | Chief Custodial Officer |
| 68. | Local intelligence teams must be included in single agency and multi-agency emergency exercises. | Accept | Corrections will review how to support intelligence teams to contribute to the intelligence function as part of emergency responses and exercises. | Do Now | Chief Custodial Officer |
| 69. | Corrections should consider how best to use the skills and experience of specialist staff in assisting with its response to an incident of this type. | Accept | Corrections will review and improve pathways and training for staff likely to hold leadership roles in response at Emergency Operation Centre Emergency Coordination Centre and National Coordination Centre levels. | Do next | Chief Custodial Officer |
| 70. | Corrections should carefully consider who should undertake operational reviews of incidents to avoid any actual or perceived conflict of interest. | Accept | Corrections will consider actual or perceived conflicts of interests when it assigns review activities. | Do Now | National Commissioner |
| 71. | Corrections should ensure when responding to any future event that the logistics function is properly established to fulfil its role of providing the necessary food water and accommodation for responding staff. | Accept | Logistics is included as a function of CIMS and this has been a point of focus with training and will continue to be. The logistics function will also be added to Emergency Response documentation. | Do Now | Chief Custodial Officer |
| 72. | Corrections should review the Site Emergency Response Team tactical model as it is a critical resource for responding to an incident of this nature. | Accept | Corrections will review and the tactical model for the Site Emergency Response Teams as a critical role for responding to incidents. | Do Now | Chief Custodial Officer |
| 73. | Corrections should ensure intelligence teams are fully resourced. This should include diverting resource if necessary when significant incidents are occurring. | Accept | Budget 2022 Corrections Frontline Safety & Improvement Programme funded () In addition a proposal for six additional Intelligence Officer roles to be funded in 2023/2024 through the Violence and Aggression Action Plan Budget has been completed with further intelligence roles proposed to be established in 2024 / 2025. Funding is subject to a funding memo and endorsement from the People Portfolio. Where possible resources are able to be diverted (most often remotely) to support incidents. It is anticipated that these additional positions will assist in providing some further support in regard to the Intelligence Team's ability to support the response to significant incidents. | Completed Pending Assurance | National Commissioner |
| 74. | Corrections should ensure that Prison Negotiation Team members are deployed according to best practice and policy and are supported during and post any incident. | Accept | Corrections is currently reviewing the Prison Negotiation Team manual including updating deployment process to build knowledge of PNT. Use of PNT will be covered in future training frameworks for response staff. | Do Now | Chief Custodial Officer |
| 75. | Corrections should review equipment provided to the Prison Negotiation Team and ensure they are properly equipped for deployment at incidents of this nature. | Accept | Corrections will consider how best to ensure Prison Negotiation Teams have access to any and all equipment they need to perform their roles. | Do Now | Chief Custodial Officer |
| 76. | Corrections should consider international best practice for Advanced Control and Restraint team equipment and uniforms. | Accept | Corrections has completed a stocktake / review of the Advanced Control and Restraint equipment and personal protective equipment through the Tactical Options Committee. This will continue to occur to ensure a continuous cycle of improvement. | Completed Pending Assurance | Chief Custodial Officer |
| 77. | Corrections should consider the addition of unique identifiers to the uniforms of custodial and Advanced Control and Restraint staff. | Accept | Corrections will consider the use of unique identifiers for Advanced Control and Restraint staff members during a response. | Do Now | Chief Custodial Officer |
| 78. | Corrections should ensure that all Advanced Control and Restraint teams are sufficiently trained certified and ready to deploy at all times. | Accept | Corrections' ability to revalidate ACR members certification was significantly impacted by the unprecedented circumstances of the COVID-19 pandemic with minimal face to face training (ACR training is undertaken in groups of 50) able to occur between 2020- early 2022. This left a significant portion of the ACR FTE 'out of certification'. To mitigate this one day skills refreshers were held across the country. While ACR members may have been out of date of formal qualification we do not believe they were insufficiently trained to the standard as it was at the time of the riot. When training was able to be recommenced Corrections increased training availability and worked with sites to ensure members could attend resulting in high certification rates at the end of 2022. In 2023 we moved to focus on initial training to train newly recruited ACR members to keep up with organisational attrition pressures. A technological solution is also being pursued to ensure certification and membership information is more readily available to those who need oversight of it. | Completed Pending Assurance | Chief Custodial Officer |
| 79. | Corrections must ensure that staff are properly equipped to respond to serious disorder incidents with consideration given to individually-issued personal protective equipment. Corrections must also ensure that sufficient quantities of pepper spray are available on site to enable all staff to respond to such incidents. | Accept | Corrections has reviewed personal protective equipment for responding teams. Corrections will ensure regular and national site audits for personal protective equipment to ensure appropriate quantities of equipment is available for staff to respond to incidents and where more is required that this is known and actioned promptly. | Do Now | Chief Custodial Officer |
| 80. | Corrections should consider the use of drones during incidents and for other operational activities. | Accept | Corrections is currently investigating developing internal drone capability. In the meantime an agreement with Fire and Emergency New Zealand to provide drone capability as and when required for large incidents. | Completed Pending Assurance | Chief Custodial Officer |
| 81. | Corrections should ensure that site plans are current available and accessible. Corrections should consider a broad range of technical solutions to assess the operating environment to assist emergency responders and its response should be required. | Accept | Corrections will provide advice and procedures to EOCs within prisons to ensure site plans are available and ensure responsibility for ensuring these are up to date is clearly assigned. | Do Now | Chief Custodial Officer |
| 82. | Corrections should consider methods staff could use to communicate if radio communications become unavailable or compromised. | Accept | Corrections has considered alternative methods staff can use if radio communications become available. With the removal of cellular jamming the use of departmental cell phones will be included explicitly as an option in the emergency management guidance. | Do Now | Chief Custodial Officer |
| 83. | Corrections should consider ways in which staff telephone lines could be cut promptly if rioting prisoners gain access to key staff areas. | Accept | The Corrections phone system (RCC) is able to turn off telephone lines promptly in response to an incident. The Department can now manage the network and turn off all comms at a switch level which gives the ability to isolate a unit or building as required. In addition there is also the ability for staff to disable the Corrections Prisoner Telephone System - CPTS if needed. CPTS is the system prisoners use to make outgoing phone calls. Disabling calls can be isolated to an individual prisoner the unit or the site. | Completed Pending Assurance | Chief Digital officer |
| 84. | Corrections should consider options to mitigate the above vulnerabilities of the prisoner telephone system including risks associated with three way calling and the ability of prisoners to share PIN numbers or use released prisoners' PIN numbers. | Accept | A new Corrections Prisoner Telephone System (CPTS) has been implemented across all sites. In the new system once a phone call has been placed and answered the option of call forwarding is not available. CPTS has a live call dashboard which allows staff to monitor and listen to calls in real time if required. It can also determine if pin numbers are being used in units where a prisoner is not located and allows staff to generate or change a pin number if it is being misused. | Completed Pending Assurance | Chief Digital officer |
| 85. | A single secure method of communication during a critical incident should be available if needed. | Accept | Since the Waikeria riot the Department has implemented the Microsoft Teams platform. The Teams Platform is now an integral part of how we work at Corrections. The platform was successfully used as during the Covid Pandemic Response to facilitate both large team and person to person video meetings across all of Corrections include external invitees where required and can be used in a critical incident. The Teams Platform also allowed the central storage of documents and for remote parties to collaborate on the same document at the same time. | Completed Pending Assurance | Chief Digital officer |
| 86. | Corrections must invest in a sufficient number of cameras to ensure all staff can be issued with one when on duty. Staff must be reminded of the importance of keeping cameras charged and turning them on and having them correctly oriented when an incident is commencing or occurring. | Accept | Electronic Security (ES) has conducted in conjunction with all prison sites the number of Body Worn Camera's (BWC) needed for prisoner facing Corrections Officers. As a contingency sites have been provided an additional 20% equipment. The ES team review the equipment room when they visit sites and do a visual check of BWC utilisation. Electronic Security advise there is no risk of shortage of BWC. | Completed Pending Assurance | Chief Digital officer |
| 87. | Corrections should consider establishing a dedicated videographer role as part of a response to an incident. | Accept | A videographer is already a requirement (and was at the time of the event) of any planned use of force and is referenced in both the POM and Emergency Response Procedures. Corrections will however consider how to support this requirement during a large scale event such as a riot. | Do Now | Chief Custodial Officer |
| 88. | Corrections must provide staff with training with respect to what is required by a log keeper. | Accept | Corrections has included the requirements of a log keeper in CIMS training and this has been a focus of trainings and will continue to be. | Completed Pending Assurance | Chief Custodial Officer |
| 89. | Corrections should consider options for recording conversations in the Emergency Operations Centre and the National Coordination Centre including the opportunity to record telephone calls. | Accept | Corrections will consider the potential recording of operations or coordination centre activities and whether this should occur and if so what technological solution would be most appropriate. | Do next | Chief Custodial Officer |
| 90. | Corrections should adopt a data solution that allows for 'live' information to be accessed. | Do Not Accept | The Corrections Business Reporting and Analysis (COBRA) database utilised to collect information is updated overnight and therefore does not contain 'live' data. Another solution is not required as live data is available in the Integrated Offender Management System (IOMS) and should always be sourced from this system as the primary source (which feeds into the COBRA databases). | Do Not Accept | Chief Custodial Officer / Chief Digital Officer |
| 91. | Corrections should explore secure online options for the storing of information. | Accept | An Information Management Programme Overview was presented to the Security Reference Group (SRG) in December 2022. A programme of work is being formed up and in scope is physical prisoner records. | Do Now | Chief Digital Officer |
| 92. | Corrections should complete a review of physical storage solutions across the prison network and resource the implementation of new solutions in accordance with policy and statutory obligations where necessary. | Accept | An Information Management Programme Overview was presented to the Security Reference Group (SRG) in December 2022. A programme of work is being formed up and in scope is physical prisoner records. | Do Now | Chief Digital officer |
| 93. | Corrections should review where back-up files are kept and their accessibility during emergency response events. | Accept | An Information Management Programme Overview was presented to the Security Reference Group (SRG) in December 2022. A programme of work is being formed up and in scope is physical prisoner records. | Do Now | DCE IDA |
| 94. | Corrections should review where and how emergency equipment is stored in sites across the prison network to ensure it can be accessed by staff but not unauthorised persons. | Accept | Corrections will review the security of all emergency equipment to ensure storage is appropriately placed for prison sites. | Do Now | Chief Custodial Officer |
| 95. | Corrections should ensure staff receive regular training on the proper deployment procedures for MK9 pepper spray and the appropriate post deployment procedures (including decontamination) where this is possible and/or practical. | Accept | Corrections will assess the current frequency of MK9 Pepper spray training as part of the Tactical Options delivery framework and guidance review to ensure this capability is appropriately trained. | Do Now | Chief Custodial Officer |
| 96. | Corrections must ensure that the appropriate approvals are able to be obtained under urgency including in an emergency. | Accept | Corrections will review and consider delegated authorities and approval thresholds within its review of its tactical options manual and emergency response procedures. | Do next | Chief Custodial Officer |
| 97. | In the event of an incident which requires a multi-agency response partner agencies must jointly assess any risk agree on how it is to be mitigated and communicate this to staff. | Accept | Corrections cannot dictate the actions of partner agencies however Corrections will review and invest in meaningful local and regional stakeholder engagement at a 1 levels maximising opportunities for interagency collaboration the development of joint local tactical plans to respond to emergencies at prisons and regular joint drills and exercises mapping into the exercise and assurance training framework. | Do next | Chief Custodial Officer |
| 98. | Multi-agency responses must be premised on the principles of consultation coordination collaboration and cooperation. | Accept | Corrections will review and invest in meaningful local and regional stakeholder engagement at all levels maximising opportunities for interagency collaboration. | Do next | Chief Custodial Officer |
| 99. | Corrections should ensure there are processes in place for the handling of evidence during incidents and that evidence is recorded in scene logs and brought to the attention of the Incident Controller. | Accept | Corrections has established procedures for the management of seized exhibits and evidence during incidents however this could be highlighted within IM/EM capability development/training to ensure this is well managed for large scale incidents. This has been included in the Prison Emergency Response Manual (PERM) and has been a point of focus in CIMS training. | Completed Pending Assurance | Chief Custodial Officer |

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| 100. | Section 179D should be considered whenever there is an emergency affecting the safety or health of prisoners (or any class or group of prisoners) or the security of the prison and in respect of which the Chief Executive reasonably believes that the Corrections system is no longer able to fulfil its purpose of ensuring custodial sentences are administered in a safe secure humane and effective manner. | Accept | The Department acknowledges this finding (statement) and agree that sections 179D should be considered whenever there is an emergency affecting the safety and health of prisoners or the security of the prison. An example of when Section 179 has been considered was in August 2022 due to critical staffing shortages at Mt Eden Corrections Facility and Spring Hill Corrections Facility. A decision not to declare a prison emergency was made by the Chief Executive but demonstrates clear consideration and rational from the Department. | Completed Pending Assurance | Chief Custodial Officer |
| 101. | Corrections should develop guidelines for which type of emergencies might arise and when section 179D should be considered. | Accept | Corrections will consider how best to operationalise this section of the Act to ensure the declaration of an emergency is considered when the safety or health of prisoners (or any class or group of prisoners) or the security of the prison and in respect of which the Chief Executive reasonably believes that the Corrections system is no longer able to fulfil its purpose of ensuring custodial sentences are administered in a safe secure humane and effective manner. | Do Now | Chief Custodial Officer |
| 102. | Consideration of section 179D should form part of any emergency response plan. | Accept | Corrections will review and consider a small project team of SMEs across all levels of the business to confirm existing delegations and legislative authorities and determine actions as required. Will be included in the Prison Emergency Response Manual. | Do Now | Chief Custodial Officer |
| 103. | Legal advice should be sought before a decision pursuant to section 179D is made. | Accept | Corrections will review and consider a small project team of SMEs across all levels of the business to confirm existing delegations and legislative authorities and determine actions as required. This will be included in the Prison Emergency Response Manual and National Coordination Centre guidance. | Do Now | National Commissioner |
| 104. | Corrections must ensure that incidents involving the large-scale transfer of prisoners involve the Prison Population Team from the outset. This is a key role within the CIMS structure. | Accept | Corrections will reflect utilisation of the prison population team for large scale population movements within the relevant operational guidance (Decant Plan and ERP) | Do Now | Chief Custodial Officer / Operations Manager - System Configuration |
| 105. | Corrections should remind staff of their obligation to ensure prisoners placed on segregation are managed and reviewed in accordance with policy and that decisions are properly documented. | Accept | This recommendation has alignment with the recommendations in the Inspectorate's Separation and Isolation Thematic report and will form part of a wider plan into how we manage those placed on segregation. In response to the Separation and Isolation report the department has established a team to develop and support the implementation of an action plan to address the 7 key recommendations and 59 areas of considerations. | Do next | Manager Custodial Practice |
| 106. | Corrections must review its procedures with respect to ongoing post-incident support for staff affected by serious disorder incidents. | Accept | The internal Staff Support team have undertaken Critical Incident Response training and Psychological First Aid to provide a strength-based intervention that enhances our staff's own resiliency and ensures the psychological safety of our teams. In addition to the internal supports Corrections have direct access to Instep EAP who can offer on-site support and assistance to minimise the disruption and distress associated with incidents of trauma violence or crisis. This is a response coordinated between the Team Leader Staff Support Services and the Instep Wellbeing Services Manager. The needs of the site and staff will be assessed and the most suitable provider for the situation will be identified and deployed. Ongoing support is provided either by internal Staff Support Services or external providers depending on the level of intervention required. | Completed Pending Assurance | Chief Safety & Wellbeing Officer |
| 107. | Corrections must ensure those affected by the Waikeria Prison riot are being offered appropriate and adequate long-term support. | Accept | All staff who lodged work related claims because of the Waikeria riot have received appropriate treatment and rehabilitation support. Those who are no longer employed by Corrections continue to receive the full range of entitlements including weekly compensation treatment and vocational rehabilitation. 229 staff were provided with psychological first aid facilitated by the Staff Support team. Of those 229: • 32 staff sought assistance from EAP • 5 staff were referred for clinical psychological intervention As a result of the riot 31 work related ACC claims were lodged. Since the riot there has been a continued Staff Support Services presence at both Waikeria and Springhill Corrections Facility (where the prisoners were held during the court proceedings). In addition extensive support was provided to all staff during the Waikeria Criminal Trial. All witnesses were assigned a support person and both sites had several support options available for those staff who may have felt impacted by the court matters and revisiting the incident. | Completed Pending Assurance | Chief Safety & Wellbeing Officer |
| 108. | Corrections should consider the use of a specialised trauma team (as used by some other agencies) to respond to staff needs following a major incident. | Accept | Currently Corrections have access to Instep EAP who can offer on-site support and assistance to minimise the disruption and distress associated with incidents of trauma violence or crisis. This is a response coordinated between the Team Leader Staff Support Services and the Instep Wellbeing Services Manager. The needs of the site and staff will be assessed and the most suitable provider for the situation will be identified and deployed. Additionally there is provision to access early intervention psychologists through the injury management pathway or private providers. Moving forward consideration could be given to Corrections developing and implementing a Critical Incident Response Team. This could be achieved by utilising experienced and trained members of the Staff Support Services Team from each region who are able to respond to critical incidents and hold working knowledge of trauma acute and post-traumatic stress reactions and associated cultural implications. At present a 1 the senior Staff Support Team have undertaken various training including critical incident response psychological first aid after traumatic events trauma informed practice and CIMS training. The aim of the Incident response team would be to assess the impacts of the trauma and will take responsibility for individual risk assessment of staff and management. Anyone severely affected by the trauma would be supported and where necessary appropriate follow-up and/or intervention recommended. Support will be provided to the point where the site(s) can manage the effects of the incident independently. | Do next | Chief Safety & Wellbeing Officer |
| 109. | Corrections must ensure that appropriate facilities and technical support is provided for health services delivery following a major incident. | | Health and Corrections Services will work together to determine what facilities and technical support is required following a major incident. | Do Next | DCE Health / National Commissioner |
| 110. | Corrections should review and refresh the Prison Operations Manual and Health Services Manual to ensure that Health Services have a more active role in maintaining the public health/hygiene and sanitation standards of prison environments in line with relevant legislation. | Accept | Health Services will support the offices of the Chief Custodial Officer and the Chief Safety and Wellbeing Officer in supporting the review of hygiene standard across prisons to align the Prison Operations Manual and Health Services Manual regarding basic public health hygiene and sanitation standards. | Do next | Chief Custodial Officer / Chief Health Safety and Wellbeing Officer / Chief Nurse |
| 111. | The Health Services incident management system must be reviewed and updated to ensure effective reporting and management of incidents which supports quality improvements to health service delivery. | Accept | Health Services has recently purchased and adopted the new organisational incident reporting tool Noggin. This move to a single tool will remove inefficiencies and redundancies previously experienced and provide benefit by expanding incident analysis by pulling standardised recording steps in one tool; expanding reporting processes to Mental Health and Addictions and; expanding access to contracted and external providers. | Do Now | DCE Health |
| 112. | Health Services clinical governance systems must be reviewed and strengthened to enable the robust analysis monitoring and reporting of trends and themes related to complaints and incidents and to evaluate any improvements made at national regional and local levels. | Accept | The process to review Health Services Clinical Governance has been initiated. An Oranga Governance Framework is also being developed to strengthen overall governance of our services in the future. | Do Now | DCE Health |
| 113. | Corrections must ensure the role of Health Services is formalised and fully integrated into the overarching emergency management system and structure. | Accept | Corrections will consider how to more formally operationalise the role of Health Services within its incident and emergency management structures. | Do next | National Commissioner / DCE Health |
| 114. | Corrections must ensure Health Services senior leaders are fully trained in CIMS appropriate to their role in the organisation. | Accept | Corrections will consider how to more formally operationalise the role of Health Services within its incident and emergency management structures including the provision of training. | Do next | Chief Custodial Officer |
| 115. | Corrections must ensure that Health Services leaders participate in regular multi-agency emergency exercises at all levels of the organisation. | Accept | Corrections will consider how to more formally operationalise the role of Health Services within its incident and emergency management structures including specifying involvement in emergency exercises. | Do next | DCE Health / National Commissioner |
| 116. | Corrections must consider much more careful planning of leave and delegations across the Health Services Senior Leadership Team to ensure that suitably qualified and experienced staff are available in the event of a serious disorder incident. | Accept | The DCE Health has implemented a much tighter approach and assurance to this now ensuring every role is covered clearly for the entirety of an extended break and that all of those who are on cover are clear they must be in cell phone access and have their cell phones with them. | Completed Pending Assurance | DCE Health |
| 117. | In an emergency the Deputy Chief Executive Health or designate must be available to act as an advocate for prisoners without other competing interests. | Accept | A clear distinction between the role an ELT member has when an NCC is set up and those within the NCC will be ensured to clarify disaggregation of roles and responsibilities. The DCE Health or the person acting in that role when an NCC is set up will delegate to someone else to sit at the NCC. | Completed Pending Assurance | DCE Health |
| 118. | Corrections should review the selection of staff in prison negotiator roles to ensure there are no ethical or professional conflicts. | Accept | Corrections will review and consider where actual or perceived conflicts of interests may be present by utilising other workforce disciplines as negotiators. | Do Now | Chief Custodial Officer |
| 119. | Corrections must strengthen the role and accountability of the Regional Health Services management in recovery planning for any future emergency. | Accept | Corrections will review and improve pathways and training for staff likely to hold leadership roles in response at Emergency Operation Centre Emergency Coordination Centre and National Coordination Centre levels. | Do next | DCE Health / National Commissioner |
| 120. | Where asbestos-containing material is known to be present in a prison asbestos management plans that meet industry standards must be in place and include: i.B Risk mitigation strategies to prevent and/or limit exposure to all staff and prisoners in the short medium and long term. ii.B Procedures to be followed if staff or prisoners are exposed to asbestos-containing material (including decontamination management and laundering of gear and clothing and cleaning of transport vehicles). iii.B. The roles and responsibilities of each agency in a multi-agency emergency. | Accept | The Department has asbestos management plans in place for all sites and these are reviewed updated and in line with legislative requirements. The Departments contractors have full access to these and are accessed before works undertaken. | Completed Pending Assurance | DCE IDA |
| 121. | Training should include the safe and effective use of personal and respiratory protective equipment in the event of potential exposure to asbestos-containing material including a procedure to verify that respiratory protective equipment is properly fitted every year and is cleaned and maintained. | Accept | Corrections will review and consider how to most appropriately specify and train for asbestos or other substances within its tactical training framework. | Do Now | Chief Custodial Officer / Chief S&W Officer |