

# Auckland South Corrections Facility

## Inspection

September 2017

IN-AS-01

**Inspection team**

Trevor Riddle	Principal Inspector
Steven Bell	Inspector
Don Govender	Inspector
Kymberley Jack-Thomson	Report Writer
John Kinney	Inspector
Katrina Wolfgramm	Inspector

17 April 2019

Office of the Inspectorate  
Department of Corrections  
Private Box 1206  
Wellington 6140  
Telephone: 04 460 3000  
Email: [inspectorate@corrections.govt.nz](mailto:inspectorate@corrections.govt.nz)

## Contents

<b><u>Foreword</u></b>	<b>2</b>
<b><u>Overview</u></b>	<b>4</b>
<b><u>Introduction</u></b>	<b>7</b>
<b><u>Transport and reception</u></b>	<b>11</b>
<b><u>Residential units</u></b>	<b>13</b>
House Block One	13
House Blocks Two and Three	28
Residences	35
<b><u>Health and other services</u></b>	<b>39</b>
<b><u>Reintegration</u></b>	<b>44</b>
<b><u>Appendix A. Images</u></b>	<b>46</b>
<b><u>Appendix B. Inspection of ASCF House Block One: Data Report</u></b>	<b>48</b>
<b><u>Appendix C. Serco response to Office of the Inspectorate House Block One Data Report</u></b>	<b>53</b>
<b><u>Appendix D. Serco response to report findings</u></b>	<b>56</b>

## Foreword

This is the sixth in a series of public reports on scheduled inspections of New Zealand prisons.

The inspections are intended to provide a 'window into prisons', giving early warning of emerging risks and challenges, and highlighting areas of innovation and good practice that other prisons might wish to follow.

Inspections are carried out against a set of healthy prison standards derived from United Nations guidelines for the treatment of people in detention.<sup>1</sup> Prison performance is assessed under four principles:

- » **Safety:** Prisoners are held safely.
- » **Respect:** Prisoners are treated with respect for human dignity.
- » **Rehabilitation:** Prisoners are able, and expect, to engage in activity that is likely to benefit them.
- » **Reintegration:** Prisoners are prepared for release into the community, and helped to reduce their likelihood of re-offending.

The purpose of the prison system is to protect society from crime, both during imprisonment and after release.<sup>2</sup> The four principles reflect that purpose, and also highlight the potentially competing demands that are often placed on prison staff and management.

In an ideal world, prisons would be able to deliver on all four principles on all occasions. In practice, safety, humane treatment, and rehabilitation and reintegration needs are sometimes balanced against one another, and short-term requirements sometimes take precedence over longer-term considerations.

I encourage prison directors, managers and staff to use these principles as a guide to decision-making, and to foster continual improvement that, as much as possible, sees their prisons deliver on all four principles.

The inspection programme is still relatively new. It is an ambitious programme involving inspection of all New Zealand prisons within a 20-month period. We have learned a great deal from our first few inspections about the challenges facing New Zealand prisons, and about the contribution inspections can make to prison management.

I am committed to progressively maturing our inspection methodology to ensure that we are agile in adapting to new developments and delivering robust and meaningful reports that can aid decision-making. We are currently reviewing our inspection methodology to reflect lessons learned from our first few inspections and to bring the methodology into line with changes in United Nations standard rules on treatment of prisoners.

This year, we are adopting a new, simpler report structure. Although our inspections consider all areas of prison life, the report aims to highlight what matters most – focusing on areas where

<sup>1</sup> As well as considering the four principles, the healthy prison standards require inspectors to consider nine specific areas of prison life: reception and admission, escorts and transfers, first days in custody, good order, duty of care, environment, health, rehabilitation, and reintegration.

<sup>2</sup> United Nations Standard Minimum Rules for the Treatment of Prisoners (The Nelson Mandela Rules), rule 4. Also see Corrections Act 2004, ss 5, 6.

safety, humane treatment, rehabilitation and reintegration are at risk, and on innovative practices that appear to be particularly effective at supporting all of these goals.

Our inspection took place between late August and September 2017. At that time, we found the prison was facing a number of challenges, some of which needed urgent attention.

Given Auckland South Corrections Facility was opened in 2015, the physical environment in House Block One was poor. House Block One did not provide an environment that was conducive to safety and good order. The restricted unlock regime caused tension among prisoners and limited opportunities for prisoners to take part in rehabilitation and training programmes.

Further restricting prisoners' access to programmes was the number of case managers. Staffing pressures were not isolated to House Block One, and were felt across the prison.

House Blocks Two and Three, and the Residences generally provided prisoners with a safe environment in which their needs were met. However, waiting times for rehabilitation programmes could be long.

Prisoners' physical and mental health needs were generally well met.

As well as conducting our scheduled programme of prison inspections, the Office of the Inspectorate will be providing ongoing monitoring through the work of its Regional Inspectors. In addition to their general responsibilities, they will be reporting to me on matters specifically identified in this report.

My oversight of these activities will provide a significant ongoing and critical insight into prisons. I am confident this will provide assurance that any shortcomings will be identified and addressed at pace, and that examples of good practice will be shared so that other prisons can follow.

I acknowledge the cooperation of Auckland South Corrections Facility's management and staff both during the inspection and since, and I look forward to working with them as I continue to monitor progress.



Janis Adair  
Chief Inspector of Corrections

## Overview

1. Auckland South Corrections Facility is located in Wiri, Auckland, about 30 kilometres south of Auckland CBD. It is New Zealand's newest prison, having opened in 2015. At the time of our inspection, it housed 956 minimum to high security sentenced male prisoners.
2. Our inspection took place between 18 and 22 September 2017.<sup>3</sup>

## Our findings

### Transport and reception

- Finding 1. During reception and admission, the prison kept prisoners safe and generally treated them in a humane and respectful manner.
- Finding 2. The prison is making good use of the audio visual facilities to mitigate risks to safety and good order that can arise when prisoners are transported to and from court.

### First days in custody

- Finding 3. The quality of prisoners' inductions varied due to inconsistencies with the induction process. Some inductions did not take place at all.
- Finding 4. Not all prisoners who required interpreting services on arrival at the prison were provided with this service.
- Finding 5. Some prisoners spent a significant period of time in the Induction Unit, which is intended for new arrivals.
- Finding 6. All prisoners we spoke with were able to contact their families promptly after they arrived in prison.

### House Block One – Environment and basic needs

- Finding 7. House Block One had extensive graffiti. Some cells had limited hot water and power outages. One cell had a blocked toilet. Some prisoners did not have access to functioning telephones or the CMS in their cells. This adversely affected their ability to make a complaint, arrange visits with friends and family, and generally manage their daily routine.
- Finding 8. The design of cell shower and toilet facilities allows prisoners to be seen through the cell door viewing flap.
- Finding 9. Bedding, mattresses and clothing were in a generally good condition.
- Finding 10. Prisoners spoke positively about the food choices, quality, and portion sizes they received.
- Finding 11. Some prisoners identified problems with the complaints process.

<sup>3</sup> A scheduled inspection involves a 12-week programme of work, including a field work phase at the prison. The Auckland South Corrections Facility inspection 12-week programme began on 28 August 2017.

**House Block One – Safety and humane treatment**

- Finding 12. House Block One did not provide an environment conducive to safety and good order. Staff numbers, frequent staff redeployment, failure to challenge inappropriate prisoner behaviour, membership of gangs, and rising tensions as a consequence of limited unlock time provided some prisoners with the opportunity to engage in violence.
- Finding 13. Despite the challenges of managing a large site, we observed good searching practice by staff to limit the introduction of contraband.

**House Block One – Rehabilitation**

- Finding 14. The restricted unlock times in House Block One meant prisoners had limited opportunities to engage in constructive out of cell activities. Prisoners had limited access to rehabilitation or treatment programmes, work experience, education programmes or the gym. Staffing numbers also meant staff had few opportunities to actively manage prisoners to assist with rehabilitation.
- Finding 15. Broken telephones and computers in some cells impacted prisoners' ability to organise visits with their family and friends.

**Separation and Reintegration Unit**

- Finding 16. Management plans for prisoners in the Separation and Reintegration Unit were generic and not tailored to each individual prisoner's needs.

**House Blocks Two and Three – Environment and basic needs**

- Finding 17. House Blocks Two and Three generally provided a good environment in which prisoners' needs were met.

**House Blocks Two and Three – Safety and humane treatment**

- Finding 18. House Blocks Two and Three generally provided a safe environment in which prisoners were actively managed, and levels of violence and intimidation were low.

**House Blocks Two and Three – Rehabilitation**

- Finding 19. Prisoners had access to a broad range of activities intended to keep them engaged and support positive change, including rehabilitation programmes, work experience and education programmes.
- Finding 20. Waiting times for rehabilitation programmes could be long, with some priority given to prisoners who were nearing the end of their sentence.
- Finding 21. Some prisoners were not able to meet with case managers due to staffing numbers and competing priorities, which can impact on them being scheduled onto programmes.
- Finding 22. Prisoners and their visitors were generally positive about the management of visits.

**Residences – Environment and basic needs**

- Finding 23. The Residences generally provided an environment in which prisoners' needs were met.

**Residences – Safety and humane treatment**

- Finding 24. The Residences generally provided a safe environment and levels of violence and intimidation were low. However, staffing numbers made it challenging for staff to actively engage with prisoners.
- Finding 25. Some prisoners were concerned staff were not responding to their complaints appropriately.

**Residences – Rehabilitation**

- Finding 26. Prisoners had access to a broad range of activities intended to keep them engaged and support positive change, including rehabilitation programmes, work experience and education programmes.
- Finding 27. There was limited opportunity for rehabilitation and reintegration for prisoners on preventive detention or life sentences.
- Finding 28. Waiting times for rehabilitation programmes could be long, with some priority given to prisoners who were nearing the end of their sentence.
- Finding 29. Some prisoners were not able to meet with case managers due to staffing numbers and competing priorities, which can impact on them being scheduled onto programmes.

**Health and other services**

- Finding 30. Prisoners' health needs were generally well met.
- Finding 31. There was no running water in the triage rooms in the house blocks, which impacts the nurses' abilities to run clinics in these areas.
- Finding 32. Health service staff require more support from custody staff to ensure prescribed morning medication is issued to prisoners between 6.30am and 9am.

**Mental health and self-harm**

- Finding 33. The prison was taking steps to monitor and address individual prisoners' mental health needs. In the Whare Ora Unit, prisoners were generally well managed, and their needs were being met in a therapeutic manner.
- Finding 34. Reintegration officers did not receive the same level of training as other staff to recognise prisoners who may be vulnerable to self-harm.

**Spiritual Support**

- Finding 35. Chaplaincy services were, at times, limited due to regime restrictions.

**Reintegration**

- Finding 36. Although the prison provided reintegration and rehabilitation opportunities to support prisoners after release, reintegration services were not always being implemented in a timely manner to ensure prisoners' individual needs were being assessed and managed to adequately prepare them for release.



# Introduction

## Auckland South Corrections Facility

3. Auckland South Corrections Facility is one of 18 prisons in New Zealand. The prisons operate in four regions – Northern, Central, Lower North and Southern – each led by a regional commissioner. Auckland South Corrections Facility is one of five prisons in the Northern Region. The prison opened in May 2015. It occupies a 17-hectare site, about 30 kilometres south of central Auckland.
4. The facility is the only prison operated by Serco New Zealand Limited (Serco) under a Public Private Partnership (contract) between the Department of Corrections and SecureFuture Wiri Limited.
5. Auckland South Corrections Facility is also the only prison to be designated by the Chief Executive for a prisoner placement system under Part 5A of the Corrections Regulations 2005. This designation permits sentenced prisoners to be managed according to the attributes of the unit in which they are placed. This means that, regardless of a prisoner's security classification, sentenced prisoners can be managed according to the Responsible Prisoner Model (see paragraphs 16-17).

### Contract

6. The Department partnered with SecureFuture to design, build, finance, operate and maintain Auckland South Corrections Facility and SecureFuture subcontracted the operation of the prison to Serco. The contract between the Department and SecureFuture has Key Performance Indicator measures that comprise the performance framework for the prison. Spotless Facility Services is subcontracted by Serco to maintain the prison facility.<sup>4</sup>
7. The goals set out in the contract between SecureFuture and the Department are to:
  - » ensure that sentences are complied with in a secure, safe and positive environment
  - » reduce the rate of prisoners' re-offending
  - » achieve better outcomes for Māori prisoners

### Monitors

8. The Chief Executive must, under section 199E of the Corrections Act 2004, appoint a Monitor for each contract prison and may appoint more than one.
9. The role of the Monitors is to ensure contractual obligations are met, as well as compliance with the Corrections Act 2004 and Corrections Regulations 2005, and any guidance or instruction issued by the Chief Executive that is applicable to the prison. Further, Monitors are involved in the Operational Oversight Group, Relationship Management Group meetings, and Key Performance Indicator abatement meetings.
10. Two FTE<sup>5</sup> Monitors have been based at the prison since it opened in May 2015. Regular rotation of staff has occurred to maintain the Monitors' operational independence from Serco. From time to time, special Monitors have also been on site conducting reviews.

<sup>4</sup> See [www.corrections.govt.nz/about-us/getting-in-touch/our-locations/auckland-south-corrections-facility/contract.html](http://www.corrections.govt.nz/about-us/getting-in-touch/our-locations/auckland-south-corrections-facility/contract.html) for further information.

<sup>5</sup> Full time equivalent.



11. In early 2017, the framework the Monitors were using was formalised. The framework outlines all the requirements under legislation and all operational aspects of the Department's contract with the prison that Monitors are required to oversee. To support the framework, procedures such as daily observations, reviews of policy and procedures, an escalation process of issues, and daily, weekly, monthly and quarterly reporting requirements were also developed.
12. Although this framework has provided assurance that the Monitors are covering all aspects of the role, the volume of reporting and analysis was greater than anticipated. This led to a review in mid-2017 of the skillset and resources required to provide coverage and reporting to the level expected by the Department's senior management.
13. In March 2018, a Team Leader Monitors role was established and appointed. This new role was developed to oversee all Monitor activities and update the Monitors' framework as the roles have evolved. As this position is relatively new, the updating of the framework is a work in progress.

#### *Role of the Office of the Inspectorate*

14. Inspectors of Corrections are appointed under section 28 of the Corrections Act and have responsibilities to investigate and inspect public and contract prisons. The role of the Inspectorate includes reporting on the fair, safe, secure and humane treatment of prisoners and people detained within the Corrections system, including those detained at Auckland South Corrections Facility.
15. A Regional Inspector has specific responsibility for Auckland South Corrections Facility. Key tasks involve the review and investigation of matters such as complaints and serious incidents. Since 2018, the Regional Inspector had the added responsibility of reviewing the prison's operation against the healthy prison standards.

#### *Responsible Prisoner Model*

16. The prison has adopted the Responsible Prisoner Model, where prisoners have access to basic computers and telephones in their cells.<sup>6</sup> This provides prisoners the opportunity to develop new skills to manage their daily life using basic computers. Using the Custodial Management System (CMS), prisoners are able to order their meals and canteen items, check what programmes and services are available to them, arrange visits with family and friends, submit complaints and manage their daily routine. Prisoners can also work on assignments or study using the online learning system.
17. The model is designed to encourage prisoners to behave responsibly and positively and play an active part in their rehabilitation. The Trusted Accommodation Model provides incentives for prisoners to behave responsibly. It is a pathway for prisoners who demonstrate positive attitudes to progress through the facility, from House Block One to the Residences. For example, prisoners start their sentence in House Block One and move through the wings into House Blocks Two and Three. Prisoners then finish in one of 10 Residences where they have more freedom to move around, cook their own meals, do their own laundry and manage a budget. If prisoners break the rules or display patterns of poor behaviour, they can be regressed back through the House Blocks.

---

<sup>6</sup> All cells, except those in the Separation and Reintegration Unit and At Risk Unit, have a cell telephone and computer. Prisoners can have a maximum of 10 approved personal telephone numbers. The computers do not have access to the internet or email.

*Prisoner and staffing numbers*

18. The prison can accommodate up to 960 prisoners. At the time of our inspection, the prison housed 956 sentenced prisoners.
19. At the time of our inspection, the prison had 299 FTE staff (out of a possible 306.9), of whom 141 were custodial staff (120 were reintegration officers and 21 supervisors).<sup>7</sup> During our inspection, there was one custodial vacancy, 12 custodial staff were on sick leave and seven were on annual leave.

*Inspection criteria*

20. We assessed Auckland South Corrections Facility against a set of healthy prison standards, which are derived from United Nations principles for the treatment of people in detention:
  - » **Safety:** Prisoners are held safely.
  - » **Respect:** Prisoners are treated with respect for human dignity.
  - » **Rehabilitation:** Prisoners are able, and expect, to engage in activity that is likely to benefit them.
  - » **Reintegration:** Prisoners are prepared for release into the community, and helped to reduce their likelihood of re-offending.
21. A prison's success achieving these goals depends on a range of factors, including:
  - » an environment and routines that are safe and secure without being unduly restrictive
  - » effective supervision, management and discipline to minimise risks of violence and disorder and encourage constructive use of time
  - » positive and respectful staff-prisoner relationships to encourage voluntary compliance with prison rules and procedures
  - » opportunities for prisoners to take part in constructive activities that support positive change, including physical activity, treatment and rehabilitation programmes, education and training opportunities, work experience, and time to socialise with others
  - » a clear and consistent pathway towards rehabilitation, release, and successful reintegration

*Inspection process*

22. During our inspection:
  - » We interviewed 29 prisoners (five in House Block One, two in House Block Two, three in House Block Three, 14 in the Residences and five in the Whare Ora Unit) about life in prison and readiness for release back into the community.
  - » We interviewed prison managers, reintegration officers, and other staff such as health professionals, case managers, and the prison chaplain.
  - » We visited the prison's residential units to assess their physical condition, and to observe prison operations including staff-prisoner interactions and prisoner activities. During these visits, we spoke with prisoners and staff informally.
  - » We visited industry and rehabilitation programme facilities, the prison's health centre, and other prison facilities.
  - » We inspected the prison's perimeter and entrances.

<sup>7</sup> Of the 120 reintegration officers employed at the prison, 36 were dedicated to House Block One and the Separation and Reintegration Unit, 27 to House Block Two, 27 to House Block Three and seven to the Residences. The remaining 22 were Custodial Services Operations Reintegration Officers.

- » We attended prison meetings where prison staff discussed prisoners' progress and considered applications for temporary release.

23. Following our inspection, in December 2017, we advised the Department's National Commissioner of our provisional key findings, which were then shared with Serco. In February 2018, Serco responded to these findings. Serco's responses have, where appropriate, been incorporated into this report.
24. Subsequently, in June 2018, we provided the National Commissioner with a draft of this report, which was then shared with Serco. In August 2018, Serco responded to the draft report. Serco's responses have, where appropriate, been incorporated into the report. Where responses are more detailed they have been included as Appendix D.

#### *Report structure*

25. The following sections describe what we found during our inspection, with a particular focus on risks or barriers to safety, humane treatment, rehabilitation and reintegration, and related innovations.
26. The report structure follows the prisoner's experience – from reception into prison, life in the prison's residential units, and health and other services, to release and reintegration.

## Transport and reception

27. Prisoners are escorted to and from Auckland South Corrections Facility for a range of reasons, including transfers to and from other prisons, and temporary removal for medical treatment, to assist with reintegration, and for other purposes. We understand that up to 20 prisoners are transferred in and out of the prison each week.
28. Between 1 March and 31 August 2017, the prison received a total of 438 prisoners, including new arrivals, transfers from other prisons and those returning after court hearings.
29. When prisoners arrive at the prison they are processed through the Receiving Office, where custodial and health staff assess their risk of self-harm. Prisoners must be treated as At Risk if they cannot engage in the reception risk assessment process, have been transferred from another prison with an At Risk status, are under 18 years old, or do not speak English and an interpreter is not available.<sup>8</sup>
30. Custodial staff then conduct a brief immediate needs assessment. This assessment involves identifying and addressing a prisoner's immediate physical or mental health, safety, or security needs.
31. During our inspection, Receiving Office staff performed these tasks thoroughly and in a manner that was sensitive to prisoners' needs. Strip searches were conducted behind a screen in the presence of two staff members, and prisoners were interviewed privately by a nurse about their health needs.
32. Staff advised that prisoners who could not speak English and required an interpreter were placed under observation and managed in the At Risk Unit until an interpreter was available.
33. All prisoners we interviewed about their experience at the Receiving Office told us they had been treated well.
34. We observed one prisoner being received who had been sentenced to imprisonment for the first time. Receiving Office staff identified that this prisoner needed additional support and regularly reassured him that he would be "OK" in prison. We spoke to the prisoner two days later and found he was settling into prison life.
35. Before placing prisoners in shared cells, a Shared Accommodation Cell Risk Assessment must be carried out to determine whether there are any safety risks.<sup>9</sup>
36. Between 1 March and 31 August 2017, a total of 690 Shared Accommodation Cell Risk Assessments were completed. Of these, 55 were completed outside the required time frame.

### *Audio visual suite*

37. The prison has a secure audio visual suite, which can be used for court appearances, the hearing of charges or appeals by Visiting Justices, to facilitate hearings for the New Zealand Parole Board (NZPB), and for prisoners to consult their legal representatives. The suite has also been used to hold whānau hui and to connect prisoners nearing their release with Community Corrections staff.

<sup>8</sup> A prisoner who does not speak English is deemed At Risk until an interpreter is available to translate assessment documents and report accordingly.

<sup>9</sup> The risk assessment takes account of a prisoner's age, offending history, gang affiliation, prison experience, size and strength, mental health, risks of violence and/or self harm, special needs, health needs, security classification, segregation status, sentence status, and other factors relevant to safety and good order.

38. The audio visual suite contains one hearing room, four secure booths, four holding cells and eight visits booths. Because the capacity is more than sufficient, two of the secure booths were not being used. Having these facilities reduces the need to transport prisoners to and from court, therefore reducing risks associated and the pressure on staff time.
39. The audio visual suite is operational five days a week, between 9am and 4pm. The hours can be extended until 5pm if required.
40. Staff advised that the demand for the audio visual suite was increasing. Between July and August 2017, the audio visual suite was used 188 times. Prisoners we spoke to told us that they had no issues with access to the audio visual suite.

### Findings

- Finding 1. During reception and admission, the prison kept prisoners safe and generally treated them in a humane and respectful manner.
- Finding 2. The prison is making good use of the audio visual facilities to mitigate risks to safety and good order that can arise when prisoners are transported to and from court.

## Residential units

### Introduction

41. Auckland South Corrections Facility has three House Blocks and one Residence:
  - » House Block One houses minimum to high security prisoners.<sup>10</sup> Wing One houses voluntary segregation prisoners,<sup>11</sup> Wings Two and Three house mainstream prisoners,<sup>12</sup> and Wing Four houses the Induction Unit. Each wing houses between 55 and 59 prisoners. In total, the operational capacity for House Block One is 240 prisoners.
  - » House Block Two houses minimum to high security prisoners. Wings One and Two house voluntary segregation prisoners, and Wings Three and Four house mainstream prisoners. Each wing houses between 57 and 66 prisoners. In total, the operational capacity for House Block Two is 240 prisoners.
  - » House Block Three houses minimum to low medium prisoners. Wings One to Four house mainstream prisoners. Each wing houses between 45 and 70 prisoners. Wing Four houses vulnerable segregated prisoners who required extra care in terms of their physical and mental well-being. Also located in House Block Three is the Whare Ora<sup>13</sup> which houses up to 50 mainstream prisoners. In total, the operational capacity for House Block Three is 240 prisoners.
  - » Residences (self-contained units) house minimum to low medium prisoners. There are 10 Residences, each containing four units. Each unit has six bedrooms. In total, the operational capacity for the Residences is 240 prisoners.
42. The prison also has a Separation and Reintegration Unit (SRU),<sup>14</sup> which housed 11 prisoners at the time of our inspection.

### House Block One

43. As part of the Responsible Prisoner Model, prisoners in House Block One are encouraged to behave responsibly and self-manage by using the computers in their cells to study, manage their appointments and order their meals. By continuing to behave responsibly, prisoners may have the opportunity to move to House Block Two and Three, and then to the Residences, where they are given more freedom and a greater level of responsibility.
44. As discussed above, the total operational capacity for House Block One is 240 prisoners. At the time of our inspection, House Block One housed 230 prisoners. Of the 120 reintegration officers employed at the prison, 36 were assigned to House Block One and the SRU.

---

<sup>10</sup> As agreed in the contract between the Department of Corrections and SecureFuture, prisoners assessed as low/medium, low or minimum security will only be placed in accommodation that is classified as low security, except where: (a) the placement has been assessed as not presenting any risk to the safety of the prisoner or others and/or security; and (b) the placement has been approved by the Prison Manager in accordance with the Policy and Procedures Manual; and (c) where a prisoner assessed as low medium, low or minimum security is placed in accommodation classified as high security, the regime provided for that prisoner will reflect his security classification, so far as is practicable.

<sup>11</sup> Prisoners can ask to be separated from others for their own safety. This is known as voluntary segregation.

<sup>12</sup> 'Mainstream' refers to prisoners who have not been separated from others.

<sup>13</sup> Within the Whare Ora are the At Risk cells. The prison does not have a separate designated At Risk Unit.

<sup>14</sup> Prison management can separate a prisoner from others either for his own safety or because he poses a risk to the safety of others or the good order of the prison. This is known as 'directed segregation'.



## First days in custody

45. When prisoners first arrive in a unit, staff are required to interview and induct them to explain the unit's rules and routines and assess any immediate needs.<sup>15</sup> Failure to complete induction interviews could create risks, due to prisoners not understanding unit rules, routines and their entitlements.
46. The prison operates a dedicated Induction Unit for all new prisoners arriving on site. At the time of our inspection, prisoners received an Induction Unit/prisoner information handbook and an induction passport. This provides an overview of the prison and outlines rules for prisoners and the unit's daily regime.
47. Prisoners sign the induction passport once they have successfully completed the nine-hour induction programme. The programme is run over two weeks. For security reasons, a reintegration officer must be present while the programme is being run. Inspectors were advised this could result in staff being redeployed from other duties to attend the programme. During our inspection, the programme was postponed due to staff not being available.
48. We interviewed 29 prisoners about the quality of their induction at the prison. Of those, eight told us they did not receive an induction. However, three of those eight said they received an induction when they moved to the Residences.
49. We also spoke with prisoners informally during our inspection. Several prisoners in the Residences told us a trusted prisoner, who was chosen by staff, inducted new prisoners into the Residences.
50. Following our inspection, Serco advised that when an induction programme is to be rescheduled, the Assistant Director Residential is notified to confirm there is no alternative option. In November 2017, the induction passport document was replaced with an online induction app through CMS. Serco advised this provided for accurate record-keeping and an audit trail. Prisoners are added to CMS during the reception process in the Receiving Office when they arrive at the prison.
51. Prisoners who do not speak English and require the services of an interpreter should be assisted at induction by an interpreter by telephone. However, we reviewed the custodial files for six prisoners who required interpreters and found no evidence that interpreter services had been provided. Of the six prisoners, only one prisoner had documentation confirming he had received an induction.
52. Following our inspection, Serco advised that the health and induction teams had received additional training and guidelines on how to engage translation services. The delivery of translation services is a focus of monthly business meetings to ensure compliance.
53. Staff advised that the average time a prisoner stayed in the Induction Unit was two weeks. During our inspection, we found some prisoners had been in the Induction Unit for almost a year. One prisoner we interviewed arrived in the unit in February 2017, was transferred to another prison for 12 days, and then returned to stay in the unit until late August 2017.
54. Serco advised that in December 2017, 27 prisoners had been accommodated in the Induction Unit for more than 31 days. The Induction Unit was supported by three prisoners, acting as wing support workers, who were housed in the unit for an average of 105 days.

---

<sup>15</sup> Policy and Procedures Manual F08.01 Reception and Induction Procedure.



55. A further review conducted by Inspectors in early 2018 showed that of the 44 prisoners housed in the Induction Unit on 18 September 2017, 13 were housed in the unit for more than 100 days.
56. All new prisoners are provided with a telephone personal identification number and their telephone account is credited with one dollar. This allows prisoners to contact those with approved numbers using the telephone in their cells. Prisoners we spoke to advised that having access to a telephone in their cells eased any concerns about being able to contact their families.
57. Serco's August 2018 response to first days in custody is set out in Appendix D.

### Findings

- Finding 3. The quality of prisoners' inductions varied due to inconsistencies with the induction process. Some inductions did not take place at all.
- Finding 4. Not all prisoners who required interpreting services on arrival at the prison were provided with this service.
- Finding 5. Some prisoners spent a significant period of time in the Induction Unit, which is intended for new arrivals.
- Finding 6. All prisoners we spoke with were able to contact their families promptly after they arrived in prison.

## Environment and basic needs

### *Physical environment*

58. The cells in House Block One, Wings One to Three, were generally in a poor condition. During our inspection, we observed four cells with limited or no hot water, one cell with a blocked toilet, two cells with no working lights, and one cell with no output plug to allow a telephone to be connected. Many cells did not have functioning telephones and, in one wing, fewer than 10 out of 60 cells had a working computer. In addition, three out of four wings had only one kiosk (out of two) in working order.
59. Graffiti, including gang symbols, was extensive throughout House Block One (see image 1). Spotless (the maintenance contractor) advised that prisoners were employed to paint the cell walls when needed. However, we saw little evidence that any graffiti had been removed.
60. We spoke to one prisoner who had recently arrived in Wing Two. The prisoner advised he was placed in a cell that had not been cleaned before his arrival. The cell toilet was blocked and he had to urinate in the sink. We observed that his cell had no telephone or working computer, and there was extensive graffiti. A strong offensive odour was also noticeable in the cell.
61. Serco acknowledged the poor condition of the particular cell in Wing Two and advised that, as a result, an audit was undertaken to determine the overall standard of cells in House Block One and the wider accommodation areas at the prison. In this instance, it was determined that the blocked toilet had been identified and reported to Spotless, but the cell had not been placed out of order for this period. A process has since been implemented that identifies cells out of order.
62. Some prisoners told us they had not been provided with any cleaning equipment for some time.
63. Three prisoners we interviewed advised that the design of the shower and toilet facilities in the cells meant staff could see them if they opened the viewing flap in the cell door. This was confirmed during our inspection of House Block One cells.
64. Although we did not observe staff conducting any mandatory cell fabric checks during our inspection, a sample review of cell fabric checks shows that on 14-15 September 2017, 43 cells in House Block One had some form of damage and three cells had no hot water. On 14 September

2017, none of the 40 cells in House Block One, Wing Three had a computer mouse or keyboard, 10 cells had torn mattresses and two cells had holes in the cell doors.

65. On 15 September 2017, all 40 cells in Wing Two had broken computers, 39 cells had broken telephones, 22 cells had broken televisions and two cells had blocked showers.
66. Of the 413 instances of maintenance carried out by Spotless in House Block One (see Figure 1), 131 were attributed to damage caused by prisoners.<sup>16</sup>

**Figure 1. Instances of maintenance carried out by Spotless between 1 March and 31 August 2017**

	House Block			Residences
	One	Two	Three	
Planned Maintenance	52	43	40	280
Priority (Unscheduled Maintenance)	79	64	45	28
Routine (Unscheduled Maintenance)	234	282	180	172
Urgent (Unscheduled Maintenance)	47	34	35	8
Emergency (Unscheduled Maintenance)	1	0	0	0
Agreed (Minor Work)	0	1	2	0
	<b>413</b>	<b>424</b>	<b>302</b>	<b>488</b>

67. Following our inspection, and in response to our concerns about the physical environment of House Block One, Serco advised:
  - i. There has been an increase of 35% in reporting compared to the time of the inspectors visit.
  - ii. The prison has had a significant increase in faults logged for no hot water or excessively hot water. As a result, many of the hot water mixer cartridges and one-way valves had to be replaced. The prison has raised this issue with Fletcher Construction and is awaiting their response.
  - iii. Should the main lighting be identified as a fault, the cell must be placed out of order until repaired. This process has been fine-tuned and enhanced through staff training, mentoring and independent cell standard inspections.
  - iv. As at 8 January 2018, there were 26 open jobs in House Block One relating to in-cell technology. Four of these were software issues that required a reset and were generally activated within 24 hours, four were routine security system checks to ensure prisoners were not sharing personal identification numbers, and 18 were cable or power issues and required a technician to attend the cell in order to complete the repairs. The prison is currently investigating new tamper-proof methods to protect the CMS hardware.
  - v. The design and build of the prisoner accommodation was approved by the Department, and is in line with schedule 10 of the contract, namely that prison cells must provide for prisoners' privacy and decency needs in support of the Corrections Services Requirements, while maintaining essential surveillance or monitoring of prisoners. The shower and toilet

<sup>16</sup> This information was provided by Spotless.



areas in double-bunked cells are designed to ensure the privacy of the prisoner using the facilities from his cellmate. The design also takes into consideration the ability to minimise or eliminate the possibility of the prisoner harming themselves or other prisoners, staff members or contractors.

- vi. The prison has increased proactive monitoring measures for all accommodation areas, with a particular focus on graffiti and overall damage. To improve the standard of accommodation, the prison has established a prisoner work party to repair areas with graffiti. This work party is led by a reintegration officer who allocates and oversees the restoration work.
  - vii. Prison management has decided that all cells in House Block One are to be checked daily.
68. Serco's August 2018 response to the physical environment in House Block One is set out in Appendix D.

#### *Unannounced Inspection*

69. As a result of the concerns raised during our inspection, the Chief Inspector directed an unannounced inspection of House Block One (see Appendix B), carried out in October 2017. Some of the key findings from the unannounced inspection included:
- » 20 out of 40 cells in House Block One, Wing One had something broken, missing and/or not up to standard
  - » 30 out of 40 cells in House Block One, Wing Two had something broken, missing and/or not up to standard
  - » 37 out of 40 cells in House Block One, Wing Three had something broken, missing and/or not up to standard
  - » All 20 inspected cells in House Block One, Wing Four had something broken, missing and/or not up to standard<sup>17</sup>
70. Serco was advised of the findings of the unannounced inspection in January 2018. Serco's response is attached in Appendix C.

#### *Clothing and bedding*

71. One prisoner told us he did not have pillows and said staff refused to provide them unless prisoners behaved. During the latter part of the week of our inspection, we observed staff issuing pillows to prisoners.
72. All prisoners we interviewed said the mattresses and blankets were in good condition, and all bedding was changed weekly. The cells were warm and were well ventilated.
73. Prisoners advised they received two sets of clothing that were washed weekly. Prisoners were able to wash their small items of clothing in the wing laundry, while larger clothing items and bedding were sent to the main prison laundry.

#### *Food*

74. All prisoners interviewed across the site spoke positively about the food and the portion sizes they received. Prisoners were able to order their main meal from a menu they could access on CMS. Prisoners were also provided with a fresh bun and muffin (see image 2), baked daily in the prison bakery. Breakfast (oats or Weet-Bix) was provided the night before, which allowed prisoners to choose when to eat.

<sup>17</sup> The inspection of Wing Four only looked at 20 cells out of 40.

75. Meals were provided to prisoners in their cells on meal trays. However, we observed one officer place the food tray on the floor while the cell was unlocked. The officer then pushed the food tray along the floor with his foot to the prisoner. The House Block Manager advised that he had previously directed staff to stop this practice.
76. Following our inspection, Serco advised that meal trays were now placed on the dayroom tables while serving the meals. Staff who place food on the floor may be subject to an internal disciplinary process.
77. Serco has since advised there have been no further instances of staff placing meal trays on the floor. The delivery trolleys, for the exclusive use of each wing before and during meal service, have been supplied and are working well.

#### *Prisoner complaints*

78. Between 1 March and 31 August 2017, prisoners made a total of 782 complaints to the prison. Of these, 240 related to delays in receiving personal property. Some prisoners advised that it took months to receive items that had been sent to the prison from their families.
79. All five prisoners interviewed in House Block One were unhappy about how their complaints were managed. Many believed their complaints were disposed of before being registered, as they generally did not receive a response. Some prisoners said they had contacted the Complaints Response Desk<sup>18</sup> for an update on their complaints, only to find their complaints had not been registered or addressed by the unit staff.
80. In the six-month period between 1 July and 31 December 2017, prisoners made a total of 246 complaints to the Office of the Inspectorate. Of these, 65 related to staff conduct and attitude (such as complaint forms not being dealt with), 39 related to prisoner property (such as a claim for lost property), 36 related to prisoner transfers and movements (such as movement to another unit or request for transfer) and 24 related to statutory reviews (such as misconduct charges).
81. Of the 246 complaints received, the Inspectorate referred the prisoner back to the correct complaints process on CMS in 118 instances. Forty-three complaints were referred back to the prison to be addressed and 22 resulted in advice being provided to the prisoner. In addition, 23 of the 246 complaints received were requests for a statutory review of a misconduct decision and two were reviews of temporary release decisions. The Inspectorate reviewed the remaining 38 complaints and took appropriate action.
82. Serco advised that, as at 20 November 2017, House Block Two had been trialling a Request and Complaints app on CMS. Between 20 November and 20 December 2017, a total of 402 complaints and requests had been received. Of these, 40 met the criteria of a formal complaint and had been loaded into the Integrated Offender Management System (IOMS). The IOMS printout is provided to the prisoner the following business day. As at 4 January 2018, seven of these 40 complaints remained open, while 33 had been resolved and the prisoner informed of the outcome. Documented requests are referred to the relevant party and attended to by the House Block Operations Manager or the appropriate business owner.
83. Serco advised that although the app is still in pilot phase, it appears to be working well. Any invalid requests are rejected with a referral to the correct app for use, if applicable. Any inappropriate or derogatory submissions are responded to with a warning and removed from the system.

---

<sup>18</sup> The Complaints Response Desk is based in the Department of Corrections.

84. Serco acknowledged there have been issues with the prison's management of prisoner property. When the prison first opened, the quantity of property entering the prison was not anticipated. As a result, more resources were allocated to this area. Prisoners' property will continue to be prioritised and the prison hopes to address all complaints quickly and fairly. To support the improvements in this area, an Operations Manager is now working in the Receiving Office to drive continuous improvement. Serco accepts that property concerns remain, but believes the prison's strategy is bringing positive results.
85. In addition, Serco advised that a property app was rolled out on CMS in February 2017. Prisoners are notified of the status of their property and staff have been issued with quick reference guides. As a result, complaints have reduced as prisoners experience property being received and issued within acceptable timeframes.<sup>19</sup> All communications regarding property updates have been relayed to prisoners, staff and visitors.
86. Serco's August 2018 response to the complaints process is set out in Appendix D.

### Findings

- Finding 7. House Block One had extensive graffiti. Some cells had limited hot water and power outages. One cell had a blocked toilet. Some prisoners did not have access to functioning telephones or CMS in their cells. This adversely affected their ability to make a complaint, arrange visits with friends and family, and generally manage their daily routine.
- Finding 8. The design of cell shower and toilet facilities allows prisoners to be seen through the cell door viewing flap.
- Finding 9. Bedding, mattresses and clothing were in a generally good condition.
- Finding 10. Prisoners spoke positively about the food choices, quality, and portion sizes they received.
- Finding 11. Some prisoners identified problems with the complaints process.

## Safety and humane treatment

### Physical security

87. The prison has a single point of entry and searching equipment, such as an X-ray machine and walk-through scanner.
88. Prisoners processed through the Receiving Office are subject to a search via the BOSS chair.<sup>20</sup> The chair is used to detect any metal items.

6 (c)

6 (c)

<sup>19</sup> If prisoners have property sent to the prison which is not approved, they receive a notification that they have 28 days to get it sent out or collected. If the property is not collected in 28 days the prison will dispose of the items.

<sup>20</sup> Body Orifice Security Scanner.

91. Following our inspection, Serco advised that the laundry had been locked and available for the use of the laundry worker only. To further support the safety of prisoners and staff, the laundry door locks have been changed to automatically lock so they cannot be opened from inside the laundry.
92. In addition, Serco advised:
- » 16 staff members are assigned to the front of house operations which includes visits. The team rotates through the single point of entry, sally port and the visits hall, working as a dedicated security team to manage these operations.
  - » Security at the single point of entry is a high priority for the prison, given the risks of possible contamination at this point. The prison has introduced a number of measures to combat the introduction of contraband to the prison, or any other action that threatens the good order of the prison. These include Speak Up, an independent service for staff to raise any concerns about malpractice, misconduct or unethical behaviour where the prisons' values or code of conduct have been breached. Staff can access this confidential service by freephone, online or email.

#### *Gang influence*

93. As at 8 September 2017, the prison had 956 prisoners, of whom 346 identified as members of gangs. The largest gangs were the Crips (25% of the prison's gang population) and Killer Beez (23%). Other significant gangs were Black Power (21%), Mongrel Mob (17%) and Head Hunters (14%).
94. The Crips feature often in incidents involving violence. During August 2017, there were four recorded violent incidents against staff. Of these, three involved prisoners affiliated with the Crips gang. Staff advised that the Crips were known to use violence as part of the prospecting process. Some prisoners who failed the prospecting process were at greater risk of violence.
95. Following our inspection, Serco advised that the prison operates under a gang neutral strategy which aims to discourage gang participation and recruitment. Thirty-six percent of prisoners at the facility are gang members and a further 20% are prospects, associates and affiliates. The prison is working closely with the Department's prison movements team to disrupt gang activity on site and across the region.

#### *Violence, standovers and intimidation*

96. Staff told us they took a zero tolerance approach to violence. When they became aware of violence or threats they responded decisively by separating or removing prisoners, laying charges, or taking other action as appropriate.
97. As part of the zero tolerance approach, the prison has a dedicated telephone number for prisoners to report instances of bullying, violence or criminal activity.
98. Staff take part in a weekly violence reduction meeting. At the meeting, the prison Intelligence team produces a violence reduction report that highlights recorded incidents of violence and identifies trends over a particular period.
99. Of the five prisoners we interviewed in House Block One, three advised they did not feel safe.<sup>21</sup> They told us assaults or fights could happen any time, and bullying, standovers and intimidation occurred frequently. One prisoner said that some prisoners purposefully got into fights so they could move into voluntary segregation where they would feel safe.

<sup>21</sup> At the time of our inspection, House Block One housed 230 prisoners.



100. We also spoke with prisoners informally during our inspection. Some prisoners said they did not feel safe at night due to double bunking in the cells. One prisoner advised that Wing Two was known for fighting.
101. Some prisoners we interviewed said staff did not address the cause of violence in the wings and instead used reduced unlock times as a form of blanket punishment. Anytime a fight occurred, the out of cell unlock time was generally reduced, regardless of whether the perpetrator of the violence had been removed from the wing.
102. Prisoners also told us that regular staffing shortages often resulted in changes to unlock times. If there were six or more staff absent, wings were placed on a restricted unlock regime. This meant that certain wings were unlocked only in either the morning or the afternoon. As a result of this, prisoners told us they missed their visits, gym time and, on occasions, time with the case manager. Prisoners said this created tension and bullying in wings.
103. Along with reduced unlock hours, prisoners said another cause of tension and bullying in the House Block was boredom.
104. Staff also confirmed that violence occurred in House Block One. A few weeks before our inspection, several prisoners in Wing Three assaulted three staff members who later required hospitalisation. All prisoners were locked down and staff were redeployed from other areas of the site. Following the incident, a new unlock regime was introduced. This limited the number of prisoners allowed out of their cell.
105. According to the Department's records, 24 assaults by prisoners were recorded in House Block One between 1 March and 31 August 2017. Of those, 10 were prisoner on prisoner assaults and 14 were prisoner on staff assaults.
106. Following our inspection, Serco advised that staff had been reminded of their duty to challenge violence when it occurred. In December 2017, a progression/regression model was introduced in House Block One, establishing Wing Two as a progression wing and Wing Three as a regression wing. Wing Two offers longer unlock times than previously. Each prisoner in Wing Two has a 90-minute unlock each day and an additional 30 minutes to attend a cardio gym session once a week. Wing Three prisoners have one hour out of cell each day. This model will provide some prisoners with an incentive to moderate their behaviour.
107. In addition, Serco advised that when violence occurred in the prison and the perpetrators had been identified, they were managed through misconduct charges, accommodation regression and dismissal from employment (if applicable). Motivational interviews play a key part in understanding the causes of violence. On occasion, the prison can address overall matters and prevent further violence from occurring.
108. Serco further advised that the prison's analysis of violent trends or incidents includes input from case management, cultural and psychology teams. This helps in identifying the potential causes of violence and helps to prevent future events. The group is responsible for the delivery of intervention options, such as locking all cell doors to prevent prisoners entering cells during unlock periods.

#### *Safety in segregation*

109. Most of the prisoners we spoke with said they could approach a staff member for support if they felt at risk of violence or intimidation and knew they could be placed in voluntary segregation if

needed.<sup>22</sup> However, some prisoners advised they had no confidence in talking to staff about what was happening in the unit.

110. Staff advised they tried to deal with situations without needing to place a prisoner on voluntary segregation.

*Active management and supervision*

111. Active management of prisoners helps to build trust, maintain discipline and ensure that prisoners' needs are met and safety and security issues are identified.
112. During our inspection, we observed and heard prisoners swearing at staff and not being reprimanded. Prisoners frequently used their cell intercom to get attention from staff and, when staff did not respond, prisoners would shout obscenities and kick their cell door.
113. We also observed staff in the wings not challenging inappropriate behaviour. Many prisoners were seen wearing beanies, hoodies and sunglasses. Other prisoners were observed doing pushups with prisoners sitting on their backs in clear view of staff.
114. Between 1 March and 31 August 2017, there were 41 reported incidents of threats and abusive behaviour towards staff by prisoners. Of those, 16 occurred in House Block One, Wing Two.
115. Four prisoners we interviewed told us staff did not engage or communicate with them, or manage conflict in the wings. Following our inspection, Serco advised that staff ignoring disrespectful behaviour from prisoners is contrary to the prison's zero tolerance approach, as set out in the Violence Reduction Plan. Serco acknowledged that some staff responded to the demands of high security prisoners better than others. However, in all cases, staff were expected to model the respectful behaviour that is expected of prisoners.
116. A staff member advised that House Block One should have a supervisor in each wing with three reintegration officers (a total of 13 staff). However, unplanned absences meant that House Block One often did not have a full complement of staff and reintegration officers had to be brought in from other areas of the prison. This often meant the House Block One programmes room, activity room, meeting room and small gym were closed as there were insufficient reintegration officers to manage the rooms. The staff member told us that nine reintegration officers was the minimum number the house block could operate with.
117. On 19 September 2017, we observed six reintegration officers (including the supervisor) on duty in House Block One. Two hours into the morning shift, additional reintegration officers were deployed from other areas to assist. However, because of the number of staff in the morning, some of the prisoner appointments for that day were cancelled. Staff advised that the constant changes in personnel meant it was difficult to build a rapport with prisoners.
118. Following our inspection, Serco advised that when unplanned absences result in unmet minimum staffing levels, the prison redeploys staff from non-essential posts to maintain regular unlock times and the activities schedule. Staff have been advised that to manage the excessive number of unplanned absences, the Corrections Association New Zealand and Serco management are partnering to drive improvements in the workplace. This approach is intended to support wellness and manage excessive unplanned absences.

---

<sup>22</sup> Prisoners can ask to be kept apart from other prisoners for their own safety. This is known as voluntary segregation. Prisoners make these requests for a range of reasons, including the nature of their offending, because they have been threatened or intimidated, because actions either inside or outside of prison make them vulnerable to retaliation, because they are new to prison and feel vulnerable, or because they are trying to break away from gangs. Policy and Procedures Manual 15.02 Protective Segregation (Voluntary).



*Access to drugs and other unauthorised items*

6 (c) The size of the prison makes it challenging to manage. [REDACTED]

120. During our inspection, we did not observe any evidence of drug use or other unauthorised items. Prisoners were regularly searched and rubbed down when leaving and entering the wings. Prisoner property entering the site was searched manually and X-rayed.
121. Prisoners we spoke to also advised there was little contraband entering the prison.
122. Between 1 March and 31 August 2017, a total of 105 items of contraband were found in the prison.
123. 6 (c) [REDACTED]  
Between 1 March and 31 August 2017, four seizures of homebrew were made in the prison.
124. At the time of our inspection, the prison was assisted by the Department of Corrections with the services of a detector dog team to search vehicles, cells and the prison grounds to enhance security and prevent the introduction of contraband. A detector dog handler is to be appointed to the site in the near future.
125. Serco also advised that, in November 2017, it had signed a formal agreement with the Department to have two dog handlers working exclusively at the prison, seven days a week.

*The prison's response to incidents*

126. At the time of our inspection, the prison did not have a Site Emergency Response Team (SERT) to respond to violent incidents. However, recruitment for a team was underway.<sup>23</sup> In February 2018, a SERT team was operational.
127. House Block staff are trained to provide immediate responses to incidents of heightened tension, disorder, violence and intimidation.
128. Following any incident involving violence or intimidation, or any other breach of discipline, the prison has a range of sanctions available to it. These include bringing disciplinary charges,<sup>24</sup> regressing prisoners to other units or wings, placing prisoners in directed segregation, reviewing security classifications, and notifying the Police.
129. Between 1 March and 31 August 2017, 730 misconduct charges were laid. Of these, 121 were dismissed.
130. Some prisoners we spoke to who had been charged with a misconduct felt they were being punished twice as they were regressed from the Residences, and had not been moved back despite being found not guilty of the misconduct.<sup>25</sup>

<sup>23</sup> A Site Emergency Response Team is a team of custodial officers with specialist responsibilities, including responding to incidents of violence and disorder, and leading intelligence-led searches to detect unauthorised items.

<sup>24</sup> Corrections Act 2004, ss 128-140; Corrections Regulations 2005, regulations 150-153, schedule 7; Policy and Procedures Manual 14.01 Adjudication.

<sup>25</sup> The prison's Trusted Accommodation Model is a pathway where prisoners progress through the House Blocks and into the Residences by demonstrating positive behaviour. Prisoners who break the rules or show poor behaviour regress back to the House Blocks.

131. Following our inspection, Serco advised that in instances where a misconduct charge is not upheld, the prison may consider returning the prisoner to his original location. This depends on individual circumstances and what information supported the initial charge.
132. Serco advised that, between May 2015 and December 2017, some prisoners were regressed from the Residences as a result of an incident. In the selected sample group, two prisoners were returned to the Residences when the charges were dropped and the appeal process completed. Six returned to the Residences by meeting expectations of responsibility.
133. Serco's August 2018 response to safety and humane treatment in House Block One are set out in Appendix D.

### Findings

- Finding 12. House Block One did not provide an environment conducive to safety and good order. Staff numbers, frequent staff redeployment, failure to challenge inappropriate prisoner behaviour, membership of gangs, and rising tensions as a consequence of limited unlock time provided some prisoners with the opportunity to engage in violence.
- Finding 13. Despite the challenges of managing a large site, we observed good searching practice by staff to limit the introduction of contraband.

### Rehabilitation

134. As well as detaining prisoners in a safe and humane manner, prisons are expected to support prisoners to make positive changes in their lives. All New Zealand prisons offer programmes aimed at supporting prisoners to address the causes of offending and to acquire skills that will help them after release. Case managers work with prisoners to create plans for rehabilitation and reintegration, and case officers work with prisoners in their units to keep track of progress.
135. Successful rehabilitation depends on a prisoner's motivation and on access to support and opportunities to make positive changes.
136. During their sentence, prisoners are supported to make positive changes under the Responsible Prisoner Model (refer to paragraphs 16-17). Multidisciplinary teams, including reintegration officers, health and education staff, case managers, and others (such as psychologists and chaplains) work together to support the prisoner's journey towards rehabilitation.

#### *Time out of cell*

137. During our inspection, the prison was operating an 8am-5pm staff roster regime. In practice, prisoners spend less time out of their cells due to time taken for unlock and lockup, staff briefings and lunch breaks, security checks, and so on.
138. Within this regime, unlock times varied between the wings, with prisoners of each category (such as segregated and mainstream) being unlocked at different times and allowed into an exercise yard.
139. In House Block One, Wings One and Four, prisoners on average were unlocked for about four hours a day (two hours in the morning, and two hours in the afternoon). In Wings Two and Three, prisoners were on a restricted unlock regime and spent on average one hour a day out of their cell.
140. These measures were intended to keep prisoners and staff safe, and this must be the prison's overriding priority. But time out of cell is also important. When prisoners are engaged in constructive activities, this helps to alleviate boredom and contributes to a prison's good order and to positive relationships among prisoners and staff. It also supports prisoners to make positive changes that can help them to rehabilitate.

141. Restricting access to communal areas limits prisoners' opportunities to make constructive use of their time out of cell, and, in particular, limits opportunities to socialise with others.
142. Four out of five prisoners interviewed were unhappy with the amount of unlock time. Of those, three said their unlock time was reduced when there were staffing shortages. Some prisoners said staff did not always unlock prisoners according to the rostered unlock times. In addition, some staff showed preferential treatment and gave certain prisoners extended unlock times.
143. Five prisoners in Wing Three told us that between 29 August and 31 August 2017, they were locked up for 52 hours continuously. They advised that formal complaints had been made to staff, the Complaints Response Desk at National Office and the Office of the Ombudsman.
144. This was investigated by the Office of the Inspectorate which concluded:
  - » Cells 35-39 were not unlocked for 52 hours from 11.30am Tuesday 29 August 2017 to 3.30pm 31 August 2017.
  - » Prisoners did receive their minimum unlock of one hour daily on 29 August 2017 and 31 August 2017.
  - » The decision to deny prisoners the minimum unlock of one hour per day was reasonable in the circumstances and complied with Section 69(2) of the Corrections Act 2004.

#### *Access to out of cell activities*

145. Prisoners in House Block One had limited opportunity to engage in constructive activities due to staffing numbers and restricted unlock times.
146. Although House Block One has a day room for programmes, an activities room and a small gym, staff advised these rooms were generally not used due to the number of staff. Staff advised they needed a minimum of two reintegration officers a room to allow programmes to operate.
147. Programmes can include Community Alcohol and Drug Services (CADS) Pre-Release Assessments, individual assessments, employability passport, carpentry, Mahi Toa – Certificate in Employment Skills, academic support, Bible Studies, financial literacy, NCEA, literacy support and visual arts.
148. During September 2017, 46 prisoners (out of 230) in House Block One attended a programme. The total number of programme sessions attended was 200.
149. Access to the prison's main gym was limited. At the time of our inspection, the gym provided about 3,000 hours a month of fitness activities.
150. During September 2017, 86 prisoners (out of 230) in House Block One attended only a single gym session (this included prisoners attending the programme 'Young at Heart' for men over 50 years who want to work towards general fitness). The total number of sessions attended was 273.
151. All wings had a table tennis table, and prisoners were able to access books through a catalogue ordering system. However, the wings had no board games or other constructive activities.
152. The prison had positions for five physical education trainers to organise and supervise physical activities. At the time of our inspection, only three positions were filled.
153. Every Thursday morning, the physical education trainers spent time with the segregated prisoners in House Block One.
154. At the time of our inspection, 10 prisoners worked as cleaners or wing support workers. Prisoners had no other working opportunities.
155. Following our inspection, Serco advised that the physical education trainer vacancies had been filled and a full team of one physical education supervisor and five physical education trainers

were in place. The prison was also reviewing its schedules to accommodate the needs of segregated prisoners when accessing facilities and programmes.

156. Serco further advised that custodial staff working in the gym may be deployed to other areas of the prison when unplanned staff absences take place, to ensure that operations across the prison are conducted safely. Serco recognises the benefits of providing prisoners with regular exercise opportunities, so it seeks to limit these deployments as much as possible. With a full complement of physical education staff, prison activities would include up to 7,000 hours gym time a month.

#### *Contact with families*

157. Contact with families is important for prisoners' wellbeing and eventual reintegration into the community. All cells in the prison (with the exception of the SRU and At Risk cells) have telephones which enable prisoners to stay in contact with friends and family. Similarly, all cells (with the exception of the SRU and At Risk cells) have computers with CMS that prisoners can use to request a visit with their families.
158. However, some prisoners in House Block One said they were unable to arrange visits because the telephones and computers in their cells were not working. They had to wait for their one hour unlock time to use the telephone in the exercise yards, and then submit a request on the kiosk in the communal area. By the time they went through this process, visiting times were often already booked and unavailable.
159. Between 1 March and 31 August 2017, 15 complaints were made about the visits process.
160. Following our inspection, Serco advised that while in-cell technology is appreciated and works well for the majority of prisoners, a very small proportion continue to wilfully damage the equipment. These prisoners are held to account.
161. Serco advised that there are no satisfactory tamper-proof options, so the Prison Director is considering whether the continual damage of these items within Wing three should lead to a change of either products or access.
162. There are currently 112 IT cell repair requests (from 59 prisoners) open, 97 of these requests are overdue. Kiosks are available within each unit to support visit bookings in the event the cell kiosk is under maintenance or is out of order.

#### **Findings**

- Finding 14. The restricted unlock times in House Block One meant prisoners had limited opportunities to engage in constructive out of cell activities. Prisoners had limited access to rehabilitation or treatment programmes, work experience, education programmes or the gym. Staffing numbers also meant staff had few opportunities to actively manage prisoners to assist with rehabilitation.
- Finding 15. Broken telephones and computers in some cells impacted prisoners' ability to organise visits with their family and friends.

## Unit focus: Separation and Reintegration Unit

163. The SRU houses prisoners on directed segregation for the purpose of security, good order and safety. The SRU has 11 management cells, two dry cells, and a single disability accessible cell. Each cell is designed for single occupancy.
164. At the time of our inspection, 11 prisoners were on directed segregation.
165. The unit and cells were clean and relatively free from graffiti. All cells had a toilet and shower. Prisoners' cells were monitored by CCTV, including the toilet area. No SRU cell had a telephone or computer.
166. SRU prisoners were unlocked for one hour each day and were not allowed to mix with other prisoners
167. The SRU has weekly multidisciplinary meetings aimed at reviewing prisoner management plans. We reviewed the minutes of five multidisciplinary meetings and noted there was no representative from the psychology and Intelligence teams.
168. We inspected management plans for the prisoners and found them to be generic and not tailored to each individual prisoner's needs. One prisoner, held under medical oversight,<sup>26</sup> did not appear to have a management plan or the approval to be housed in the SRU. Staff could not provide an explanation as to why this information was not available.
169. Serco advised that medical oversight requires paperwork to be submitted to the appropriate delegate seeking approval of the recommendation.
170. Serco also advised there was evidence that the appropriate approval paperwork for the prisoner held under medical oversight in the SRU during the inspection had been completed. There was also an Advice of Prisoner Health Status Form that outlined his care requirements while in the SRU. Serco is unable to ascertain why this was not made available during our inspection.
171. Staff have been reminded of the requirement to maintain all current documentation in a dedicated place in the SRU office.
172. Serco has further advised that a new Assistant Director Residential has been appointed, who had developed measurable targets, tailored for each individual prisoner's management plan. The focus of each plan is to work towards the prisoner's release from the SRU back into mainstream accommodation.
173. In addition, some prisoners, where appropriate, have been supported back into mainstream following periods of directed segregation and have been provided very clear guidelines on expected behaviours.

### Finding

- Finding 16. Management plans for prisoners in the Security and Reintegration Unit were generic and not tailored to each individual prisoner's needs.

<sup>26</sup> Policy and Procedure Manual F15.01.08 Initial Direct Segregation – Medical Oversight.

## House Blocks Two and Three

174. House Blocks Two and Three house minimum to low medium security prisoners. Each house block has four wings that can house between 45 and 70 prisoners. The operational capacity for each house block is 240 prisoners (see paragraph 41).
175. Of the 120 reintegration officers employed at the prison, 27 were assigned to House Block Two and 28 were assigned to House Block Three.

## Environment and basic needs

### *Physical environment*

176. The communal areas in each wing of House Blocks Two and Three have a small kitchen, a laundry and fixed tables so prisoners can sit together to eat their meals. Each wing has an exercise yard.
177. The cells appeared clean and well maintained. We saw no graffiti. Prisoners told us the cells were warm and well ventilated. All cells had telephones and computers. However, prisoners advised there were times when these were not working. All prisoners had an electric kettle to heat water in their cells.
178. Between 1 March and 31 August 2017, Spotless carried out 726 maintenance actions in House Blocks Two and Three (424 in House Block Two and 302 in House Block Three – see Figure 1).
179. Of the 424 maintenance actions carried out by Spotless in House Block Two, 133 were attributed to damage caused by prisoners. Of the 302 carried out by Spotless in House Block Three, 60 were attributed to damage caused by prisoners.

### *Clothing and bedding*

180. Prisoners told us they received two sets of clothing that was washed weekly. They said the bedding and mattresses were of good quality, and they were able to change the bedding weekly.

### Finding

Finding 17. House Blocks Two and Three generally provided a good environment in which prisoners' needs were met.

## Safety and humane treatment

### *Active management and supervision*

181. Staff-prisoner relationships appeared positive in House Blocks Two and Three. Reintegration officers tended to be visible and engaged with prisoners, looking after their needs and supporting their involvement in rehabilitation or work opportunities. Prisoners were positive about the support they received from reintegration officers.
182. Of the 11 prisoners we interviewed in House Blocks Two and Three, nine told us there was mutual respect between prisoners and staff.

### *Violence and intimidation*

183. Prisoners in House Blocks Two and Three told us they generally felt safe from violence, intimidation and standovers. However, one prisoner we interviewed (out of nine) advised he was assaulted in House Block Two for refusing to store items of contraband.
184. Prisoners and staff told us that occasionally contraband such as drugs was found in the units. Reintegration officers searched prisoners and cells thoroughly to detect contraband.



185. Staff told us they took a zero tolerance approach to violence. Prisoners were informed of the consequences of violence or intimidation, which could include being moved into House Block One. Of the 56 assaults by prisoners that occurred in the prison between 1 March and 31 August 2017, 23 were in House Blocks Two and Three.
186. We observed reintegration officers in House Block Two respond to an incident. A prisoner threatened to damage a cell and assault staff and prisoners. A reintegration officer attempted to calm him, but then sought further assistance, and the prisoner was later removed to House Block One.

### Finding

Finding 18. House Blocks Two and Three generally provided a safe environment in which prisoners were actively managed, and levels of violence and intimidation were low.

## Rehabilitation

### *Time out of cell*

187. At the time of our inspection, the prison operated an 8am-5.30pm staff roster regime across House Blocks Two and Three. On average, prisoners spent about seven hours out of their cells. On the weekend, prisoners spent an average of six hours a day out of their cells.
188. Restricted regimes were often introduced when there were staffing shortages. One prisoner in House Block Three recorded the unlock times of his house block between 5 August and 19 September 2017. The prisoner advised there were 22 instances where a restricted unlock regime was in place due to staffing shortages.
189. Five prisoners we interviewed advised that restricted regimes were in place regularly and this created tension in the units.

### *Case Management*

190. As well as housing prisoners in a safe and humane manner, prisons are expected to support prisoners to make positive changes in their lives. All New Zealand prisons offer programmes aimed at helping prisoners to address the causes of their offending and acquire skills that will help them after release. Case managers work with prisoners to create plans for rehabilitation and reintegration.
191. Successful rehabilitation depends on a prisoner's motivation, and on access to support and opportunities to make positive changes.
192. At the time of our inspection, the prison had 16 FTE case managers. Another two FTE positions were vacant.<sup>27</sup> The prison also employed 14 FTE instructors for work and education programmes.
193. A staff member advised that, in June 2017, the case management operational model was restructured from its original approach of assigning individual case managers to prisoners, to a three-team approach where each team is responsible for a particular phase in a prisoner's sentence. The staff member said this was implemented to help staff cope with the growing population of prisoners and staff resources.
194. Team One (consisting of seven case managers) is responsible for meeting prisoners when they first arrive at the prison. Team Two (four case managers) is responsible for managing prisoners

<sup>27</sup> Since our inspection, the prison has filled the two vacant case manager positions. The prison now employs 18 FTE case managers.

who are due to appear before the NZPB, and Team Three (four case managers) is responsible for preparing prisoners to transition back into the community.

195. Prisoners should be seen by a case manager within 48 hours of their arrival. After the initial assessment, prisoners are visited by a case manager once a year until their release, or if they have a NZPB hearing. However, staff advised that the yearly prisoner reviews were intermittent and they had a growing back-log of prisoners they needed to see.
196. Prisoners told us they would like to see their case manager more often. One prisoner advised he had not met with a case manager since his arrival at the prison in 2015. Another prisoner advised that his parole hearing was in eight weeks and he had not heard from his case manager.
197. Staffing numbers meant the case management team was often challenged to meet deadlines and had to prioritise those prisoners who were soon to be released. As a result, some prisoners were not being seen and others were not being scheduled onto programmes.
198. Following our inspection, Serco advised that a new case management model was introduced in 2017 which placed case managers in task-specific teams rather than allocating individual caseloads to each case manager. This model has since been reviewed by the newly appointed Assistant Director Rehabilitation. It has been determined that the model was not as successful as anticipated and prisoner feedback supported this finding. A process is underway to explore a more user-friendly model for staff and prisoners alike.
199. Serco noted that, depending on the length of their sentence, prisoners are seen every six or 12 months to review progress. They are also seen by a case manager when NZPB reports are being prepared and before being released, when their reintegration into the community is planned.
200. The case management team regularly sends important information to prisoners using CMS. Prisoners are referred for programmes based on their initial needs assessments. They are referred to relevant interventions through a Purposeful Engagement Form.
201. Serco advised there has been difficulty in managing and adhering to NZPB deadlines and this continues to be a focus point for the team. Currently, the case management team is producing, on average, 70 parole reports each month. To improve on this, from 20 November 2017, a weekly report is provided to the Assistant Director showing the current status and forecast for the month ahead. An improvement in this area has been noted and a governance structure is in development to ensure that the case management team remains on track.
202. Serco's August 2018 response to case management is set out in Appendix D.

#### *Treatment and rehabilitation programmes*

203. The prison provides a variety of treatment and rehabilitation programmes based on eight pathways, which are designed to support prisoners in particular areas and help reduce their likelihood of reoffending.
204. These areas include:
  - » accommodation
  - » attitudes
  - » thinking and behaviour
  - » children, families and whānau
  - » health and well-being
  - » employment (education and training)
  - » finance, benefits and debt
  - » social support
205. The programmes within the eight pathways include:



- » a motivational programme (aimed at improving prisoners' motivation to attend programmes and engage with their case manager)
  - » medium and high individual treatment programmes (aimed at medium- to high-risk violent and sexual offenders)
  - » alcohol and drug treatment programmes
  - » short and medium intensity rehabilitation programmes (aimed at addressing causes of offending)
  - » a maintenance programme for prisoners who have completed rehabilitation programmes
206. In addition, the prison offers gambling and risk-taking awareness programmes, literacy and numeracy skills programmes (including the Howard League) and budgeting support.
207. These programmes were available to prisoners in House Blocks Two and Three, and the Residences. Eligibility for programmes depends on a range of factors, including age, security classification, risk of re-offending and re-imprisonment,<sup>28</sup> pathway score<sup>29</sup> and the nature of the prisoner's offending and sentence. Priority for attending courses is given to prisoners who are closest to their scheduled release date or parole eligibility date.
208. Prisoners can enrol in programmes by expressing their interest on CMS, through a referral from their case manager or through their learning plans, which are completed during induction (see Figure 2).

**Figure 2. Number of prisoners in House Blocks Two and Three who started and completed a rehabilitation programme between 1 March and 31 August 2017**

	March	April	May	June	July	August
Number of prisoners who started a rehabilitation programme	12	11	68	60	86	34
Number of prisoners who completed a rehabilitation programme	55	6	38	40	68	27

*Note: The number of prisoners starting and completing a programme for any given month can differ because prisoners are not all enrolled in the programme at the same time. For example, a prisoner may start a rehabilitation programme in March and complete the programme in April.*

209. During September 2017, 53 prisoners (out of a possible 480 prisoners) from House Blocks Two and Three attended a single treatment and rehabilitation programme. A total of 106 programme sessions were attended during the month.
210. Two prisoners advised they were not able to participate in a programme until they neared the end of their sentence. They felt they were not progressing and wanted to enrol in programmes now rather than wait until their NZPB hearing.

<sup>28</sup> Risk of conviction and re-imprisonment is measured using an index known as Roc\*RoI (Risk of conviction x risk of imprisonment).

<sup>29</sup> Each of the eight pathways is given a rating to identify whether intervention is required and, if so, the level of intervention required to address the prisoner's need and reduce the risk of reoffending. For example, the Education, Training and Employment pathway is rated from 0 to 4, with a rating of 0 requiring no intervention and a rating of 4 requiring the most intervention to reduce the risk of reoffending. The rating helps to identify and prioritise the type of intervention required for each prisoner, as well as identify the demand for specific types of intervention across the prison.

211. As well as offering various treatment and rehabilitation programmes based on the eight pathways, the prison has five psychologists and two intern psychologists in the Psychological Services and Interventions team who offer rehabilitation programmes for prisoners. It also has a principal facilitator and seven programme facilitators.
212. The Principal Psychologist advised that, at the time of our inspection, they were providing individual psychological treatment for 18 indeterminate sentenced prisoners. These were mostly NZPB-mandated individual psychological interventions or ongoing support after intensive treatment. Another 20 prisoners, who required individual interventions, were on a waitlist.
213. One prisoner advised that, following his NZPB hearing, he was placed on a waitlist for rehabilitation programmes, but attendance on the course was repeatedly delayed because there was a shortage of psychologists and priority was given to prisoners appearing before the NZPB.
214. Serco's August 2018 response to waitlists for interventions is set out in Appendix D.

#### *Work experience and training*

215. Working in prison industries provides prisoners opportunities to gain skills and qualifications that may be useful after they are released.
216. Prisoners in House Block Two are able to participate in part-time employment and vocational training (mornings or afternoons). Prisoners in House Block Three and the Residences are able to work full-time. Prisoners who wish to apply for work experience or training courses are required to submit a CV or cover letter to the employment panel for consideration.
217. The prison offers employment and training opportunities in industries such as recycling, envirowaste, horticulture (see image 7), building and construction (see images 8 and 9), carpentry, welding, or in the prison's kitchen, canteen and grounds. Prisoners could also work in the library, painting prison building interiors, or in their units cleaning and doing laundry.
218. Employment in some trusted positions, such as grounds maintenance, or Release to Work,<sup>30</sup> is only available to prisoners in the Residences as there is a requirement for these workers to move around the site with limited direct supervision.
219. During September 2017, 148 prisoners in House Blocks Two and Three were engaged in some type of work.<sup>31</sup> At the time of our inspection, five prisoners were involved in Release to Work.
220. Prisoners we spoke to were positive about being given the opportunity to work and gain a NZQA qualification. Prisoners advised they were able to stay in their workplace for lunch and staffing levels in the units did not impact on this.
221. Serco advised that training and employment had been identified as a growth opportunity for 2018 and beyond, as more employers expressed an interest in Release to Work partnerships. Consultation with 42 local businesses has begun to identify suitable opportunities and positions.
222. In addition, Serco advised that the prison has started a review of the current prisoner cohort for suitability of placement for employment and/or Release to Work. This will have a positive impact on prisoners when they are released.
223. Serco also advised that an employment app was to be developed in early 2018. It would include the Release to Work application process, as well as job applications that could be completed on CMS. Internal and external working and training opportunities would be advertised on the app.

<sup>30</sup> Auckland South Corrections Facility has 40 spaces available for prisoners to participate in Release to Work.

<sup>31</sup> Some prisoners were engaged in more than one type of work.

## Education

224. At induction, every prisoner receives an education assessment to determine their literacy and numeracy learning needs. This is followed by a learning pathway discussion to identify recommended programmes to help the prisoner meet his learning needs and goals.

**Figure 3. Number of prisoners in House Blocks Two and Three who participated in an education programme in September 2017.**

Education Programme	Number of prisoners attending course	Total attendances for month
Bible Studies	110	547
Mahi Toa – Certificate in Employment Skills	10	50
Performing Arts	18	134
Visual Arts 1	6	80
Visual Arts 2	4	12
Employability Passport	26	64
Academic Support	38	38
Literacy Support	23	71
Financial Literacy	7	21
Building Awesome Whānau (Parenting)	8	32
NCEA	13	140
Graduation	8	8
Asian Family Services Level 1 – Public Health	10	44
Te Reo	5	9
Tonga Language/Culture	11	29
Art	6	15
Budgeting Skills	1	1
Papa Tumeke (Awesome Dads)	3	12
<b>Total</b>	<b>307</b>	<b>1307</b>

*Note: Prisoners may have attended multiple courses during the month and may have attended a course more than once during the month.*

225. Prisoners can also gain qualifications in the kitchen (NZQA Level 2 and 3), distribution, horticulture (National Certificate Level 2), timber frame and truss manufacturing, welding and fabrication (NZQA MIG and TIG Level 2), mechanical engineering, carpentry (NZQA in Building Level 1 and 2), construction (NZQA Level 3) and fitness.
226. Each qualification programme is restricted to a maximum of 12 prisoners per class. Prisoners we spoke to advised there were not enough spaces available for the number of prisoners. One prisoner advised the programmes on offer were mainly correspondence courses which he said was difficult as there was no teacher in the classroom for support.
227. The Education Manager advised that prisoners were kept informed of available programmes through the education catalogue and the online learning management system (Moodle) on CMS.
228. Prisoners serving longer sentences were encouraged to become a tuakana (mentor) and help support other prisoners in learning areas they have an interest in, such as Te Reo, Kapa Haka and literacy support.



*Physical exercise*

229. Prisoners in House Blocks Two and Three and Residences have access to the prisons' main gym (see image 3) as well as the small gyms in each House Block. The main gym has a large sports hall and a weights/cardio room. The facilities were well maintained and the equipment was in good working order. The sports hall has a wall with motivational quotes to keep prisoners motivated (see image 4).
230. Prisoners also have access to a full-sized rugby field and multi-purpose court (see image 5). Prisoners are encouraged to participate in 'Kick for the Seagull', a rugby league initiative set up by Graham Lowe, a former New Zealand rugby league coach.
231. Other sporting activities and programmes available to prisoners who meet set criteria include yoga, soccer club, 'Young at Heart' and Positive Steps (for men who want to work on their health and wellbeing).
232. Prisoners meeting specific criteria have the opportunity to participate in sporting programmes and gain qualifications in the fitness industry. These programmes include Fitness Champions (NZQA Level 2 fitness instructing) Basketball Academy (NZQA Level 2 sports and recreation) and the Lowe Foundation (Level 2 sport and foundation skills with New Zealand Management Academies).
233. Attendance at the gym for prisoners in House Blocks Two and Three is limited to 10 prisoners per wing each training session.
234. During September 2017, 280 prisoners (out of a possible 480) attended a single gym session, a sporting programme or the multi-purpose court. The total number of sessions attended was 2,040.
235. Serco advised that House Block Two currently offers segregation prisoners exercise time each day in the upstairs cardio room. This activity is included in the house block schedule.

*Contact with families*

236. Contact with families is important for prisoners' wellbeing and eventual reintegration into the community.
237. The visits centre is welcoming, and has a play area for children and private meeting rooms for whānau hui. Visit sessions are 45 minutes long and prisoners usually have one visit per week.
238. Prisoners in House Blocks Two and Three were generally positive about the prison's management of visits.
239. We spoke informally to more than 20 visitors about their visits experience. All advised that staff treated them with respect and dignity.

**Findings**

- Finding 19. Prisoners had access to a broad range of activities intended to keep them engaged and support positive change, including rehabilitation programmes, work experience and education programmes.
- Finding 20. Waiting times for rehabilitation programmes could be long, with some priority given to prisoners who were nearing the end of their sentence.
- Finding 21. Some prisoners were not able to meet with case managers due to staffing numbers and competing priorities, which can impact on them being scheduled onto programmes.
- Finding 22. Prisoners and their visitors were generally positive about the management of visits.

## Residences

240. The prison has 10 Residences, located inside the perimeter fence, which can accommodate up to 240 prisoners. Prisoners are expected to advance through the facility, starting their sentence in House Block One, and progressing through to House Block Two and House Block Three, before finishing at the Residences.
241. Each of the 10 Residences has four units, and each unit can accommodate six prisoners. Prisoners live together in a flatting-type environment with individual rooms and shared facilities. They each receive a weekly budget for food, plan and prepare their meals, and take responsibility for all domestic chores within the Residence.
242. Of the 120 reintegration officers employed at the prison, seven were assigned to the Residences.

## Environment and basic needs

### *Physical environment*

243. The Residences were clean and tidy, and there was no graffiti. Each unit has a full kitchen (see image 9), communal lounge, two bathrooms and two toilets (see image 10). Prisoners have a desk, a bed, a bookshelf and a wardrobe in their rooms. Similarly, all rooms have basic computers and telephones.
244. Prisoners we spoke to were generally happy with the facilities in the Residences. However, all prisoners interviewed advised that household items (such as microwave ovens and vacuum cleaners) in the units were frequently broken and that it took a long time to get them fixed or replaced. Prisoners told us they recently had a meeting with prison management and provided a list of more than 100 household items that needed to be replaced. These included a toaster, 13 kettles, six toasted-sandwich makers, four vacuum cleaners, three microwave ovens, six shower curtains, cutlery and dinnerware.
245. During our inspection we observed that one prisoner had no electrical power in his room. This fault had existed for four weeks, despite the prisoner notifying staff. The issue was fixed during our inspection.

### *Food*

246. Prisoners in the Residences are provided with a weekly allowance of \$51 (each) to purchase food, toiletries and cleaning products.<sup>32</sup>
247. Four prisoners we interviewed told us they were required to buy their food from a national wholesale food chain, which could be expensive. They said the allowance had not increased to match the increase in the cost of food.
248. Following our inspection, Serco advised that it considered \$51 to be sufficient for prisoners' requirements because the Residences continued to be well stocked. This amount was calculated on the cost of three prison meals a day, an allowance for cleaning products and a further allowance for toiletries. Each accommodation unit houses six prisoners, which provides an effective budget of \$306 a week.
249. Serco advised that the prison conducted a random review of Residence 1B for the delivery made on 13 December 2017 and found that there was sufficient food for the prisoners for the week. Toiletries and cleaning items were also purchased, with a total expenditure of \$307.35. On occasion, Residence prisoners are allowed to spend more than their budget.

---

<sup>32</sup> In Self-Care Units in Corrections-managed prisons, the weekly allowance is \$58.

250. Serco further advised that the weekly allowance is adjusted every year in line with the Consumer Price Index. At August 2018, the allowance was \$52.12 per residence prisoner per week.

### Finding

Finding 23. The Residences generally provided an environment in which prisoners' needs were met.

## Safety and humane treatment

### *Active management and supervision*

251. Prisoners were positive about the help they received from staff and said they were treated with respect. However, some prisoners advised the Residences were often short staffed as staff were regularly reassigned to the House Blocks.
252. Some prisoners advised that staff took enquiries in the guard room only between 2pm and 4pm. Prisoners said it was difficult to speak to staff during this time as there were only two staff members to assist 240 prisoners. Some prisoners did not return from work until 3.30pm and said they missed out on speaking to staff as there was often a queue outside the guard room.
253. Seven prisoners we spoke to advised that complaints were not always loaded into the system and prisoners were not provided with a receipt of their complaint.<sup>33</sup> Prisoners told us they would follow up their complaint with staff and be advised that no complaint had been filed. They said staff often refused to load their complaints because they were too critical.
254. Serco has since advised that complaints remain on the prison's issue register and are the focus of weekly meetings to ensure compliance with timescales.

### *Violence, intimidation and contraband*

255. Prisoners in the Residences told us they felt safe from violence, and there was no obvious gang presence.
256. Staff told us that they took a zero tolerance approach to violence, and prisoners would be charged and regressed back into the House Blocks if they exhibited any poor behaviour. Staff were also proactive in searching prisoners and rooms for unauthorised items. We observed staff conducting thorough rubdowns and searches on every prisoner leaving for work and medical appointments.
257. Prisoners advised that contraband such as cell phones, USB sticks, drugs and cigarettes had been brought into the Residences. Prisoners said contraband was easily distributed as prisoners from different units in the Residences were able to mix together outside their houses.

### Findings

- Finding 24. The Residences generally provided a safe environment and levels of violence and intimidation were low. However, staffing numbers made it challenging for staff to actively engage with prisoners.
- Finding 25. Some prisoners were concerned staff were not responding to their complaints appropriately.

<sup>33</sup> When prisoners lodge a complaint they receive a receipt. The receipt includes a reference number which they can use to follow up progress with staff.

## Rehabilitation

### *Access to employment, treatment and learning programmes*

258. At the time of our inspection, prisoners in the Residences were unlocked for an average of seven hours a day.
259. During September 2017, 26 prisoners were engaged in treatment and rehabilitation programmes (see paragraphs 203-208), 180 were engaged in work experience (see paragraphs 215-218), and 79 were engaged in education programmes (see paragraphs 224-228).
260. Employment in some positions, such as grounds maintenance, is only open to prisoners in the Residences as there is a requirement for these workers to work around the site with limited direct supervision.
261. Although prisoners were generally positive about the rehabilitation programmes available, of the 14 prisoners we interviewed, 11 advised they were trying to transfer to another prison to get access to other programmes (for example the Drug Treatment Unit) which were not available at Auckland South Corrections Facility.
262. Similarly, prisoners advised they were not able to participate in rehabilitation or education programmes until they had a scheduled parole hearing date. One prisoner advised that there was little opportunity for rehabilitation and reintegration for prisoners on preventive detention or life sentences because prisoners with shorter sentences were given priority.
263. Four prisoners advised that there were limited education programmes available for prisoners to gain NZQA qualifications. Prisoners said that many programmes did not provide accredited qualifications, and instead they received a certificate of completion from the prison.

### *Contact with families*

264. Contact with families is important for prisoners' wellbeing and eventual reintegration into the community. Prisoners in the Residences were generally positive about their ability to stay in contact with their families. The telephones in prisoners' rooms meant that they could contact approved friends and family members. In addition, prisoners in the Residences were allowed two visits a week.
265. Five prisoners advised that visits were limited to 30 prisoners per day and booking for weekend time slots filled quickly. One prisoner said he woke early to book visits so he would not miss out.
266. Some prisoners also advised that it was difficult for some family members to visit. Prisoners said family members were required to arrive at the prison 45 minutes before their scheduled visit time, which meant that they could be at the prison for up to 90 minutes.

### *Physical exercise*

267. Prisoners in the Residences had access to the prison's main gym, rugby field and multi-purpose court. In addition, prisoners had access to basketball courts and a cardio room for their sole use. Prisoners could also take part in a number of structured programmes, including Positive Steps, Young at Heart, and yoga (see paragraphs 229-232).
268. Prisoners can book to attend the gym or one of the structured programmes through the CMS in their cells. One prisoner advised that he attended the gym three times a week, and booked a few weeks in advance.
269. Three prisoners advised that access to the gym was restricted to 30 Residence prisoners at a time and not everyone was able to go.

*Other constructive activity*

270. As well as rehabilitation, work and learning opportunities, prisoners had access to other constructive activities. For example, prisoners were able to request books from the prison library, learn to play the guitar, and participate in Kapa Haka.
271. Serco's 2018 response to rehabilitation and reintegration is set out in Appendix D.

**Findings**

- Finding 26. Prisoners had access to a broad range of activities intended to keep them engaged and support positive change, including rehabilitation programmes, work experience and education programmes.
- Finding 27. There was limited opportunity for rehabilitation and reintegration for prisoners on preventive detention or life sentences.
- Finding 28. Waiting times for rehabilitation programmes could be long, with some priority given to prisoners who were nearing the end of their sentence.
- Finding 29. Some prisoners were not able to meet with case managers due to staffing numbers and competing priorities, which can impact on them being scheduled onto programmes.



## Health and other services

### Health

272. At the time of our inspection, the prison employed 18 FTE health staff. A general practitioner is contracted to provide medical services to the prison for 21 hours a week. Outside clinic hours, health staff contact the Emergency Department consultant at Middlemore Hospital, as required.
273. The health service team showed a high degree of commitment and energy for their roles, and the Director of Health had a clear vision for the health service that would see a focus on continuing quality improvement.
274. The health service team provides care between 7.15am and 8.30pm. A registered nurse is on call for all hours when health staff are not on site. There is a mix of experience on the team. The health care assistant group is mostly comprised of overseas qualified nurses who have yet to gain professional registration in New Zealand.
275. Physiotherapy services are provided by a contracted provider for 12 hours a week. The service accepts referrals from both nursing and medical staff.
276. Other services provided at the site include ACC counselling, optometry, podiatry and tattoo removal. A gastrointestinal specialty nurse practitioner also visits the prison to support management of patients with Hepatitis C.
277. As part of the reception process, all prisoners were seen by a nurse, who completed an initial health assessment. After this assessment, nurses could refer prisoners for follow-up consultations with the doctor. All prisoners received a health information booklet explaining the health services available at the prison, and all were offered screening for hepatitis, sexually transmitted infections, and HIV. The prison also provides screening and vaccinations/immunisations as per the immunisation schedule.
278. Prisoners could request health care by submitting an electronic health referral form on CMS. All health requests made using CMS were acted on and appointments made, if required, within 24 hours of the request.
279. The prison has a central health centre and each House Block has its own triage room. The central health centre was modern and fit for purpose, with all the required rooms and equipment. It was well maintained and cleaned daily. However, the triage rooms in the House Blocks do not have running water. This was a design fault (that was not identified during building design) and could cause difficulties for nurses who run clinics in these areas.
280. Following our inspection, Serco advised that the lack of running water in the triage rooms has no impact on the clinics. Hand gel is available in all triage rooms and there is a sink across the corridor if nurses wish to wash their hands. Clinics are run in each House Block daily. There have been no identified infections or outbreaks since the prison opened in 2015.
281. Our inspection team was supported by a health specialist, who found that custodial support was effective in most operational aspects of health care delivery. However, prescribed medication in the House Blocks (particularly House Block One) was not always being distributed within the correct timeframe. Medication prescribed for the morning should be given to prisoners between 6.30am and 9am. However, due to mixed security classifications and staffing pressures, the health specialist observed two instances where the morning medication round had not been completed by 11am. Health service staff advised that this was standard practice for the house blocks.

282. Serco's August 2018 response to medication rounds is set out in Appendix D.

283. The health specialist also advised that:

- » The recent growth in the short-sentence prisoner population might require more resources for the health service to meet the increased need.
- » Other secondary and tertiary health services are available to prisoners on referral and appointments are readily available to prisoners. Appointments are made within the normal waiting times that might be expected by someone in the community.
- » Mandatory in-house training was being completed. During our inspection we observed the health team receive service training in infection control.

284. At the time of our inspection, there was no waiting list for urgent care for the general practitioner. Prisoners needing urgent care were generally seen immediately and, if that was not possible, then the prisoner was sent to hospital for assessment and treatment.

285. For those requiring a non-urgent appointment with the general practitioner, the waiting time was less than a week. This is well within expected timeframes and meets the equivalency requirement.

286. Following our inspection, Serco advised that the prison's health service team was recently audited and achieved Cornerstone accreditation. This is an assessment of healthcare practices, carried out by the Royal New Zealand College of General Practitioners, which evaluates the systems and processes against the national standard. Cornerstone accreditation has been a requirement for all prison health services since an overhaul of the healthcare services more than 10 years ago. Although it would be normal for an audit of this size to direct the team to take corrective action, the health service team received no such directions.

#### *Dentist*

287. A full dental service is available at the prison and prisoners requiring dental care are placed on a waiting list in order of priority. The waiting list for routine work was about four weeks.

288. The prison is funded for 12 hours of dental service each week.

289. None of the 29 prisoners we interviewed expressed any concern about the waiting times to see a dentist.

### **Findings**

Finding 30. Prisoners' health needs were generally well met.

Finding 31. There was no running water in the triage rooms in the house blocks, which impacts the nurses' abilities to run clinics in these areas.

Finding 32. Health service staff require more support from custody staff to ensure prescribed morning medication is issued to prisoners between 6.30am and 9am.

## Mental health and self-harm

### *Mental health services*

290. The prison has two mental health registered nurses and two clinical psychologists to provide mental health and forensic service support for prisoners. On reception, all new prisoners are screened for mental health needs along with physical health, alcohol and drug use and social needs. Mental health needs, if identified, are referred to mental health specialists for assessment and triage.
291. In the mental health area, the health team and custodial staff had an effective relationship. Although health staff's access to prisoners was sometimes difficult, due to pressures on custodial staff, weekly multidisciplinary meetings meant individual needs of prisoners were identified and decisions were made accordingly.
292. The prison's forensic mental health team referred prisoners with acute mental health concerns that required assessment and/or treatment in an inpatient unit to the Waitemata District Health Board. The DHB then waitlisted them for admission depending on bed status at the inpatient unit. Some prisoners could be admitted immediately.
293. All those patients on the Regional Psychiatric Forensic Service caseload and any awaiting placement in an inpatient bed for compulsory assessment and treatment were not considered for transfer to another prison without consulting the health team.
294. Custodial supervisors, health and Receiving Office staff are trained in assessing prisoners who may be vulnerable or at risk of self-harm. However, limited education and training about mental health conditions and symptoms was available to reintegration officers. Staff advised they had requested more training in this area.
295. Following our inspection, Serco advised that reintegration officers receive training on suicide prevention and awareness as part of their initial training course. They are trained on risk assessment, actions required of the first responding officer, shared cell assessment processes and understanding human behaviour. This component includes a test, which requires an 80% pass rate before graduation. There is compulsory refresher training as part of the reintegration officer's professional development.
296. Furthermore, the prison, in partnership with forensic mental health staff from the Mason Clinic, delivered additional mental health training to custodial staff working in the Whare Ora (unit for vulnerable men and men with mental health issues) in July 2018. Nineteen officers attended the training.
297. As discussed above, the prison has a Whare Ora Unit for prisoners assessed to be At Risk. In addition, two units in the Residences are dedicated for elderly, vulnerable and ill prisoners. Serco advised that the two Residence units are assigned for prisoners with special needs or who require support: one for frail elderly and one for prisoners with forensic mental health issues. The support they receive is based on their individual needs, which might include a prisoner carer who is paid to assist elderly prisoners during their day-to-day activities.
298. Serco advised that, at present, the placement of men with mental health issues in the Residences is further supported by a fortnightly joint meeting with the forensic team, the prison's mental health nurses and the prisoners in the unit to proactively work through any challenges. They are also supported by bi-weekly prisoner-led yoga in their unit. This practice of providing peer support activities for prisoners is recognised as an innovation in the reintegration of men with serious mental health issues.

*Whare Ora Unit*

299. The prison's Whare Ora Unit is intended to provide a safe and secure environment for prisoners who require extra physical and mental health care. At the time of our inspection, the unit housed 50 prisoners, all of whom were assessed as requiring additional care.
300. The Whare Ora Unit also houses At Risk prisoners. At the time of our inspection, the unit was housing two prisoners, both of whom had been assessed as being at risk of self-harm. Of the two prisoners, one was being transferred to the Mason Clinic for treatment.
301. Prisoners in the Whare Ora Unit were allowed out of their cells for about seven hours per day.
302. We interviewed five prisoners in the Whare Ora Unit. The prisoners understood why they had been placed there, and said the staff treated them with respect and responded to their needs. They said they felt safe and received good support from health and mental health staff, who they met with regularly.

**Findings**

- Finding 33. The prison was taking steps to monitor and address individual prisoners' mental health needs. In the Whare Ora Unit, prisoners were generally well managed, and their needs were being met in a therapeutic manner.
- Finding 34. Reintegration officers did not receive the same level of training as other staff to recognise prisoners who may be vulnerable to self-harm.

**Spiritual support**

303. The prison has two chaplains who conduct weekly church services and meet with prisoners individually when they need support.
304. The chaplains provide 19 services each week. However, on average, 20% of these services are cancelled due to custodial staffing numbers.
305. The chaplaincy caters to all faiths and cultures, including Christianity, Hinduism and Islam. It is currently in the process of employing two volunteers to work with the spiritual and religious needs of Chinese prisoners.
306. At the time of our inspection, prisoners in House Block One advised that access to Bible Studies had stopped. This was confirmed by staff who advised that the chaplains and volunteers had stopped coming to House Block One.
307. However, attendance records show that during September 2017, 23 prisoners (out of a possible 240 prisoners) in House Block One attended Bible Studies. In House Blocks Two and Three, 110 prisoners (out of 480) attended Bible Studies.
308. Prison management advised they were in the process of employing a Māori spiritual volunteer to establish tikanga Māori programmes. Serco advised that the prison's Māori Cultural Liaison Officer was active in supporting Māori prisoners. Kaiwhakamana help prisoners identify with their culture and their whakapapa. All programmes relating to Māoritanga run together with Mana Whenua iwi (Ngati Te Ata and Te Akitai Waiohau) or other iwi have a significant spiritual component. All cultural programmes, including kapa haka, the arts, whakatau and powhiri, begin and end with a karakia, setting the tone of mutual respect and acknowledgement of spiritual needs.
309. Serco also advised that multi-faith rooms and worship areas were equipped with resources to cater for all faiths, within reason. Prisoners were able to obtain, keep and use items that have religious significance, provided they did not pose a risk to safety or security. All food was

prepared and served according to religious and cultural customs and prevailing food safety and hygiene regulations.

310. Serco acknowledged that some Chaplaincy services were unavailable due to regime restrictions. However, chaplains were encouraged to reschedule or meet in dayroom locations to talk informally to individuals or groups.
311. Serco further advised that while sessions are cancelled at times, Chaplaincy services endeavour to replace organised group services with individual sessions, to meet pastoral needs, where possible. See the example below:
- » 102 prisoners attended group religious services or Bible Studies in June 2018.
  - » 173 prisoners attended individual Chaplaincy services in June 2018; an increase of 52 from May 2018.
  - » 202 prisoners attended religious services or Bible studies in July 2018. This was an increase of 100 from the last full month. There were five extra services available.
  - » 158 prisoners attended individual Chaplaincy services in July 2018; A decrease of 25 from last month
  - » Eid (Muslim New Year) was celebrated at the end of Ramadan and 16 Muslim prisoners expressed their gratitude for being supported through this process.

#### **Finding**

Finding 35. Chaplaincy services were, at times, limited due to regime restrictions.

## Reintegration

### *Reintegration services*

312. Case managers and the prison's community reintegration team typically begin to plan for a prisoner's release when they are approved for release on parole or about three months before the prisoner's statutory release date. Planning is based around the prisoner's risk of reoffending and the support he needs to manage those risks.
313. The prison's community reintegration team provides support and assistance to prisoners and their families to help prepare prisoners for their transition back into the community. As part of the eight pathways (see paragraph 203), the community reintegration team primarily focuses on accommodation and social support.
314. The accommodation pathway ensures that when prisoners are released they have somewhere to live. To achieve this, community reintegration staff work with the Grace Foundation, Anglican Action and the Salvation Army.
315. Social support is provided through Out of Gate networks. The community reintegration team works with organisations such as the Manukau Urban Māori Authority and Mana Whenua to help prisoners reintegrate into the community. Manukau Urban Māori Authority visits prisoners before their release, and is present when they are released from prison to ensure that their immediate needs are met. Similarly, Mana Whenua visits prisoners before their release and conducts mentoring programmes for the men when they are back in the community.
316. Community reintegration staff advised that they started connecting with prisoners three months ahead of their release date. The team interviewed and assessed prisoners due for release. Community reintegration staff said most prisoners due to be released are not interested in community programmes, and instead wanted assistance with accommodation and transport.
317. Since the prison was established in 2015, the prison's community reintegration team has supported and referred 536 prisoners to external reintegration services, which provided assistance with accommodation, income and employment, and other needs such as skills and training, personal wellbeing and family connections.
318. During July and August 2017, a total of 80 prisoners were released from Auckland South Corrections Facility on parole or at the end of their sentence. Of those, 70 received assistance with accommodation and social support.
319. We spoke to three prisoners whose sentences were due to end in the near future to find out how ready they felt for release back into the community. Of the three, two advised they had not seen a case manager (and were not aware who their case manager was), and had no identity documents or bank account details organised. One prisoner advised it took five months for his accommodation to be secured, while another advised he had no accommodation arranged.
320. Following our inspection, Serco advised it would introduce a new approach in January 2018 which would provide, at a minimum, four points of contact within a prisoner's journey. Additional contact would be needs-assessed between points one and four. This approach would include meeting the prisoner when he was first transferred to the prison, three months before release, one week before release and on the day of the release. The aim is to ensure that prisoners feel supported prior to release and have adequate planning in place to successfully reintegrate into a community environment.
321. Serco advised plans were being developed to transform the cultural centre, which is located outside the prison, into the prison's Community Link Centre. This will serve as a one-stop facility

dealing with matters relating to housing, employment and addiction care, as well as offering advice for prisoners and whānau on the day of release. Community teams, agencies and organisations will be able to make room bookings, speak with staff and engage with whānau seven days per week.

322. In addition, Serco advised that link centres in other jurisdictions had proven to be positive assets for offenders and whānau, as well as offering a steady base for agencies and organisations that could assist men and their whānau to reduce reoffending.
323. Serco's August 2018 response to reintegration is set out in Appendix D.

### Finding

- Finding 36. Although the prison provided reintegration and rehabilitation opportunities to support prisoners after release, reintegration services were not always being implemented in a timely manner to ensure prisoners' individual needs were being assessed and managed to adequately prepare them for release.



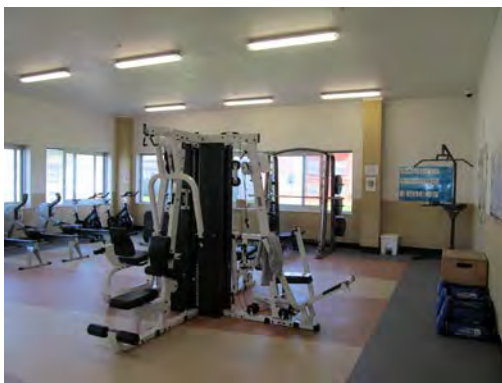
## Appendix A. Images



**Image 1. Example of graffiti in a House Block One cell**



**Image 2. Muffins from the bakery**



**Image 3. Main gymnasium**



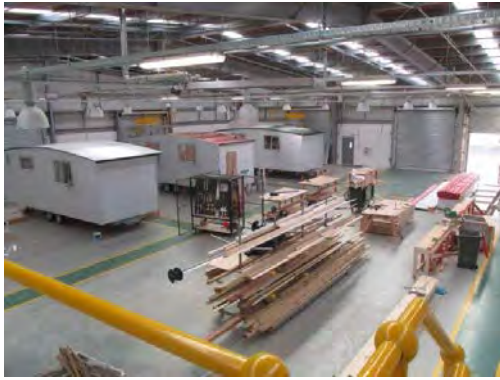
**Image 4. Motivational wall**



**Image 5. Astroturf basketball court**



**Image 6. Horticulture work**



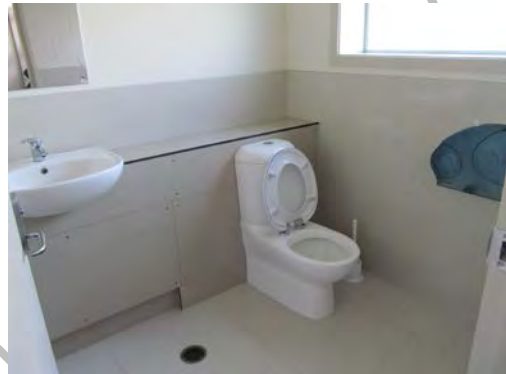
**Image 7. Building and Construction**



**Image 8. Building and Construction**



**Image 9. Kitchen in one of the Residences**



**Image 10. Bathroom in one of the Residences**

Released under the Official

## Appendix B. Inspection of ASCF House Block One: Data Report

OFFICE OF THE INSPECTORATE

### Inspection of ASCF House Block One: Data Report

ASCF  
October 2017



# INSPECTION OF AUCKLAND SOUTH CORRECTIONS FACILITY; HOUSE BLOCK ONE, WING ONE (Voluntary Protective Segregation)

## KEY FINDINGS

### All cells had:

- running water
- warm water
- working toilet
- clean toilet
- working shower
- working basin
- clean basin
- working lights
- good general maintenance
- fine hygiene and tidiness
- sheets and pillow cases in a fair condition
- blankets and duvets in a good condition

### The most frequent prisoner complaints regarded:

- access to cleaning products for their cells, specifically for cleaning toilets and showers
- allocated time to clean their cells

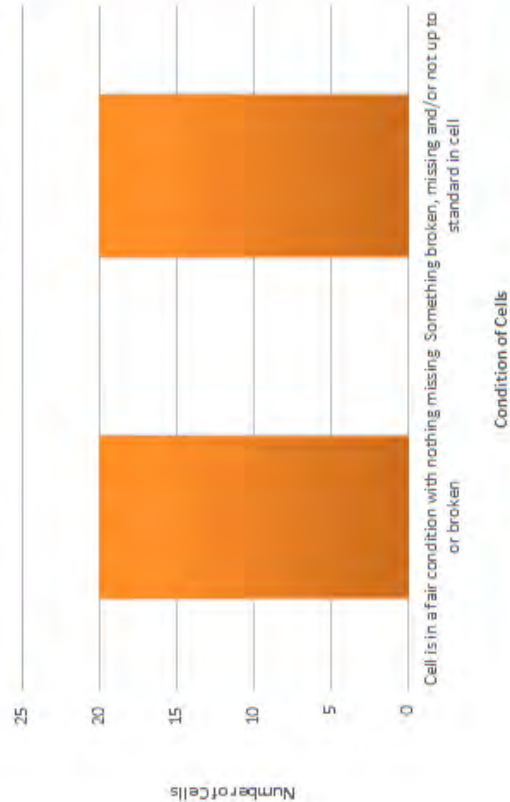
### Observations made by Inspectors:

- there was a prevalence of bars of soap being moulded together, heated up and essentially glued to the walls to be used as makeshift coat/towel hangers
- the bedding was generally of average condition but the blankets were fairly thick and no complaints were made about being cold
- generally all cells in House Block One, Wing One were in good condition

## MAIN PROBLEMS IDENTIFIED

- four cells had exposed wires on their monitors
- nine cells had missing electronics
- 11 cells had electronic equipment that was broken and/or not working
- the only makeshift furniture identified was the bars of soap being moulded together, heated up and essentially glued to the walls to be used as makeshift coat/towel hangers
- two mattresses had no mattress cover causing them to smell
- two cells had visible graffiti
- one cell was missing a shower screen

## CONDITION OF CELLS IN HOUSE BLOCK ONE, WING ONE



## INSPECTION OF AUCKLAND SOUTH CORRECTIONS FACILITY; HOUSE BLOCK ONE, WING TWO

## KEY FINDINGS

## All cells had:

- running water
- working toilet
- clean toilet
- working shower
- working basin
- clean basin
- working lights
- good general maintenance
- good tidiness
- sheets and pillow cases in a fair condition
- blankets and duvets in a good condition

## The most frequent prisoner complaints regarded:

- access to cleaning products for their cells, specifically for cleaning toilets and showers
- allocated time to clean their cells

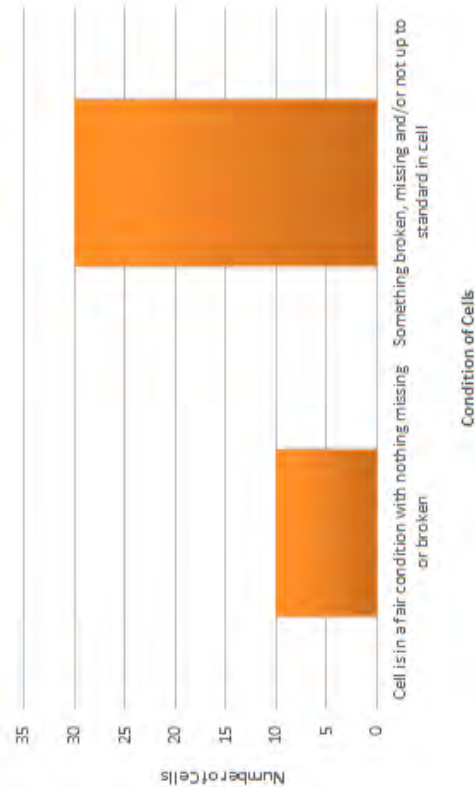
## Observations made by inspectors:

- there was a prevalence of bars of soap being moulded together, heated up and essentially glued to the walls to be used as makeshift coat/towel hangers
- the bedding was generally of average condition but the blankets were fairly thick and no complaints were made about being cold
- there was lots of missing and/or broken electronic equipment

## MAIN PROBLEMS IDENTIFIED

- nine cells had graffiti
- five cells had cold shower water
- two cells were missing shower screens
- two cells had exposed wires
- one cell had a broken audio alarm
- 26 cells did not have a monitor
- one cell had a broken monitor
- seven cells did not have a remote control
- seven cells did not have a keyboard
- two cells did not have a phone
- one cell had a blocked drain

## CONDITION OF CELLS IN HOUSE BLOCK ONE, WING TWO





## INSPECTION OF AUCKLAND SOUTH CORRECTIONS FACILITY; HOUSE BLOCK ONE, WING THREE

## KEY FINDINGS

## All cells had:

- running water
- working toilet
- clean toilet
- working shower
- working basin
- clean basin
- good general maintenance
- good tidiness
- sheets and pillow cases in a fair condition
- blankets and duvets in a good condition

## The most frequent prisoner complaints regarded:

- missing and broken electronic equipment (i.e. monitors, keyboards, remote controls)
- access to cleaning products for their cells, specifically for cleaning toilets and showers
- a located time to clean their cells

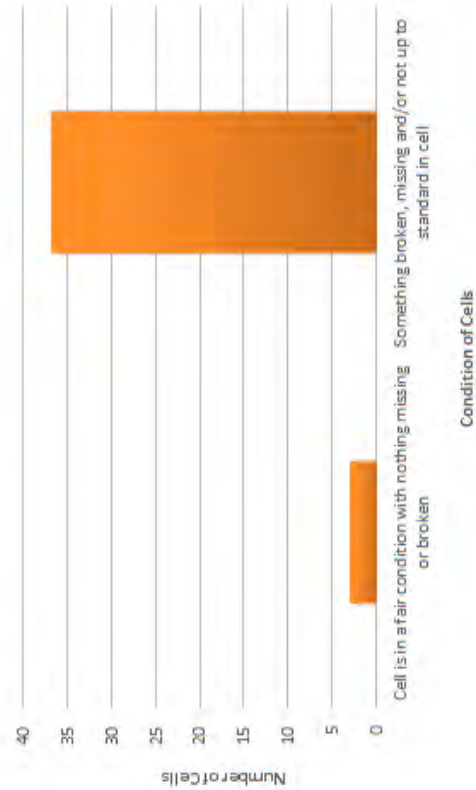
## Observations made by Inspectors:

- there was a prevalence of bars of soap being moulded together, heated up and essentially glued to the walls to be used as makeshift coat/towel hangers
- there were many cells that had cold shower water
- there was a high prevalence of missing and/or broken electronic equipment
- some cells were missing wall sockets so the electronic equipment could not be plugged in

## MAIN PROBLEMS IDENTIFIED

- four cells had graffiti
- 10 cells had cold shower water
- one cell did not have working lights (had been this way for the previous three days)
- 29 cells had broken/missing monitors
- 17 cells were missing remote controls
- 20 cells were missing keyboards
- seven cells were missing phones
- one cell was missing an audio alarm – this cell was empty
- two cells had exposed wires

## CONDITION OF CELLS IN HOUSE BLOCK ONE, WING THREE





## INSPECTION OF AUCKLAND SOUTH CORRECTIONS FACILITY; HOUSE BLOCK ONE, WING FOUR

## KEY FINDINGS

## All cells had:

- Running water
- Working toilet
- Working shower
- Working basin
- 1x monitor

## The most frequent prisoner complaints regarded:

- access to cleaning products for their cells, specifically for cleaning toilets and showers
- allocated time to clean their cells

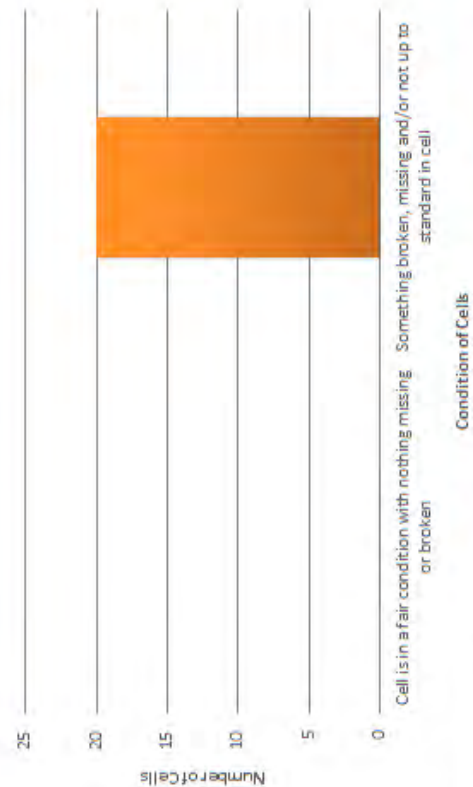
## Observations made by inspectors:

- Lots of mattresses were missing covers
- Tepid water in some cells
- Most cells need a thorough clean – mould has built up in the sealants in the toilets and showers of some cells
- Some cells had smoke detectors covered

## MAIN PROBLEMS IDENTIFIED

- Seven cells had smoke detectors covered
- Six cells had moulded bars of soap to the walls as makeshift coat/towel hangers
- One chair had bits of mattress covering chair legs to stop it from scraping on the floor
- 14 beds had no mattress cover
- 10 cells had tepid water
- 1 cell had a hole in the door
- Six cells had cracked/broken shower screens
- 14 cells needed a deep clean – some cells had mould built up in the sealants in the toilets and showers

## CONDITION OF CELLS IN HOUSE BLOCK ONE, WING FOUR



Note: The inspection of Wing Four looked at 20 cells out of 40

## Appendix C. Serco response to Office of the Inspectorate House Block One Data Report



Serco New Zealand Limited  
Private Bag 94065, Manukau 2241  
21 Kiri Tamaki Road, Wiri 2104  
Auckland  
New Zealand

T +64 (9) 250 5900

[www.serco-nz.com.au](http://www.serco-nz.com.au)

4 February 2018

9 (2) (a)

Director Commercial Assurance  
Department of Corrections  
Mayfair House  
44-52 The Terrace  
Wellington

Dear 9 (2) (a)

### RE: Ref: Inspectorate Unannounced Visit – ASCF Comments

Please find comments on the high level data report received on 29 January 2018.

#### Cell standards

ASCF have previously acknowledged to the Inspector of Corrections that House Block 1 is designed to accommodate High security prisoners, among the most difficult to manage in Kohuora. Vandalism, while unacceptable, is a common occurrence. However, ASCF continue to focus on ensuring all prisoner living conditions meet acceptable standards.

A review of cell fabric check reports around the period of the Inspector's visit identified a breakdown between reporting faults and confirming maintenance requests have been made. This was most prevalent in the failure to report IT faults. There has been additional staff training to ensure that the tasks are completed to the expected standards and the repairs are made within agreed timelines.

There is a process in place through the Detailed Cell Fabric and Cleanliness Inspection requirement to detect failures or faults within each individual accommodation space. This process has been fine-tuned and enhanced through staff training, mentoring and independent cell standard inspections. Implementation of new systems and processes is never straightforward but we monitor and amend practices as necessary and we believe we are making progress. There is increased managerial oversight, including daily support from AD Residential and AD Operational Assurance to drive better cell standards.

While this continues to be a work in progress there has been a marked increase in unplanned maintenance jobs reported to Spotless in House Block 1, thanks to this dedicated focus from the team: in September, 113 jobs were reported, compared to December, when there were 226. Spotless has employed a project manager with a dedicated focus to the unplanned maintenance requests and identified repair works. This is primarily to support the increase of repairs required in this House Block.

House Block 1 staff continue to respond to cell damage, whether it occurs as a result of vandalism or wear and tear. Staff are encouraged and supported in managing prisoners through a process of misconducts and holding them accountable where intentional damage has been identified.

Staff are also being held to account for failing to complete cell fabric checks or to raise the maintenance request.

#### Access to cleaning products

In 2016, ASCF analysis of prisoners' attempts to make homebrew identified that many prisoners emptied out bottles of cleaning product for this purpose. ASCF immediately replaced these with significantly smaller containers to prevent this practice occurring. ASCF initiated a new process in November 2017 for prisoners to clean their cells: each wing in House Block 1 holds two cell cleaning packs, which prisoners book for use through CMS. An officer issues the pack to the prisoner during his lock up period and the pack is checked to ensure all items are returned when the cleaning is finished. The cleaning pack contains a dustpan and brush, toilet brush, disinfectant spray, a cloth and a mop. The packs are secured in a locked cupboard outside of the wing when not in use.

#### Soap moulded together

ASCF agree that this is unacceptable practice and staff have been instructed to direct prisoners to remove these when they are found. We are currently sourcing suitable alternatives to soap, to prevent this. We intend to use liquid soap in a travel-sized container as the replacement item.

ASCF have identified that the soaps are generally used as a hook to hang items within their cell such as towels and washing bags. It has been noted however that soaps are also being used to hang towels across their cell window and observation flap to obscure the view in.

Consideration for prisoner safety, particularly at-risk prisoners, is a factor here. ASCF are considering making small, light load-carrying command hooks available for prisoners to purchase from the canteen. There will be messaging for prisoners clearly outlining how to correctly use the purchased hooks.

#### Covered smoke detectors

This action poses a serious health and safety risk not just to the prisoner in the affected cell, but to others in the wing, which we acknowledge. Additional staff training has occurred on this issue. In November 2017 ASCF conducted an audit of all smoke detectors across all residential areas and identified inoperable detectors. A joint operation was undertaken whereby Spotless removed the cover and a cleaning team made up of prisoners scrubbed the toothpaste from the covers. They were then secured back in place. Communication was very clear at this point that any further damage will result in charges against individuals responsible or those who occupied that cell.

#### Deep clean required

ASCF acknowledge that some cells require more than a cursory clean to remove mould in wet areas. In particular, we believe it is important that the first cell a prisoner is placed in is of a high standard, to set our expectations from the outset. We have established a cleaning and painting team to fix this issue. This team also provides suitable men with a new employment opportunity.

#### Graffiti

ASCF recognise that graffiti is an issue when there are large canvases of blank spaces across any building in any facility, let alone a prison environment. At Kohuora, in particular in House Block 1, there have been instances of significant tagging identified in locations that has not been removed and addressed in a timely manner. We note that there have been marked improvements made in this area.

In order to improve our standard of accommodation, we have established a prisoner-based work party to repair areas vandalised by graffiti. This work party is led by a Reintegration Officer who allocates and





oversees the restoration works. Recently we have increased the prisoner employment numbers in this group with the intention of further increasing the team to be more responsive to removing graffiti.

#### **IT**

In general, most prisoners appreciate the CMS technology they have in their cells, although this is not always the case in House Block 1 where there have been more acts of vandalism. We estimate that up to 90 percent of damage to IT hardware is caused by prisoner vandalism. We are investigating new tamper-proof methods to protect the CMS hardware.

In cell technology will remain in all cells because prisoners are entitled to it, and can benefit from the support it provides to develop independent living skills.

Prisoners who deliberately damage the telephone or CMS in their cell are held to account for this.

#### **Mattress cover**

Prisoners have advised us that the current mattress covers are uncomfortable to sleep on, but when they are removed, there is no protection for the mattress. Initial prisoner responses to a small trial of an alternative mattress cover have been positive. We will review this trial and consider introducing the new cover across the site as required. This will introduce a new skill set and employment opportunities for the Prisoners.

Kind regards

Mike Inglis  
Director  
ASCF

Serco Business

## Appendix D. Serco response to report findings

### Appendix One

#### Auckland South Corrections Facility Inspection Findings and Response

**serco**

September 2017

Prepared by: Mike Inglis, Prison Director

<p><b>3. First days in Custody</b></p>	<p>The quality of prisoners' inductions varied due to inconsistencies with the induction process. Some inductions did not take place at all.</p>	<p>In November 2017, the Prisoner Passport document was replaced with an online induction application through CMS. The induction app is accessible by staff only and allows each department to report on the completion of the induction package and comment on any findings throughout the process. This provides accurate record keeping and an auditable trail.</p> <p>Prisoners are added to CMS during the reception process in the Receiving Office when they arrive on site. This process was initiated through a second line audit in early 2017 and has been the focus of a dedicated working group. The practice has improved in both mainstream and segregated accommodation. Latest assurances checks indicated that there were still some inconsistencies in the Induction processes particularly for those prisoners returning from programmes. Additional staff are being trained in the induction process which will address this and ensure that the focus is on individual need logged through the CMS application.</p>
<p><b>4.</b></p>	<p>Not all prisoners who required interpreting services on arrival at the prison were provided with this service.</p>	<p>Additional training was delivered to ASCF medical and induction teams. ASCF have ensured that all prisoners on arrival are offered this service if required. The AD Custodial has responsibility for ensuring compliance via monthly compliance checks.</p>
<p><b>5.</b></p>	<p>Some prisoners spent a significant period of time in the Induction Unit, which is intended for new arrivals.</p>	<p>ASCF implemented a weekly review of all men located within the induction wing. An indicative maximum timeframe of 3 months was introduced. Linked with this Residential Operations Managers are working proactively to ensure that prisoners are allocated to the most appropriate unit dependent upon classification, behaviours and reintegrative needs to maximise spaces across the site and the employment board reviews all WSW (wing support workers) after they have been employed for three months to provide this information to the Unit Manager.</p>

	<p>This can be overridden by a senior manager if the individual case requires it.</p> <p>Q3 (Jan – Mar) &amp; Q4 (Apr – Jun) Please see stats below for men housed within HBK1 W4 373 received into the induction wing. Out of the 373 prisoners 10 are wing support workers 33 Prisoners have stayed over 90 days Out of the 33 prisoners 7 are wing support workers</p> <p>Today's date (07.08.18) 60 Prisoners currently housed in the induction wing (HBK1 W4) Out of the 60 prisoners 2 are wing support workers 10 prisoners are over 90 days Out of the 10 prisoners 2 are wing support workers</p> <p>Overall current status shows 87% of men housed in the Induction Wing have been on site less than 3 month period excluding Wing Support Workers. The other 13% is viewed to be an acceptable percentage given these beds contribute to our 960 bed operational capacity. Our strategic approach continues to drive progression from the induction wing in accordance with the ASCF prisoner placement model.</p>
<p><b>House Block One – Environment and Basic Needs</b></p> <p>House Block One had extensive graffiti. Some cells had limited hot water and power outages. One cell had a blocked toilet. Some prisoners did not have access to functioning telephones or CMS in their cells. This adversely affected their ability to make a complaint, arrange visits with friends and family, and generally manage their daily routine.</p>	<p>House Block 1 is designed to accommodate High security prisoners, among the most difficult to manage in Kohuora. The nature and complexity of the men within wings 2 and 3 ultimately evidences the need for continued focus.</p> <p>There is a clear process in place through the Detailed Cell Fabric and Cleanliness Inspection requirement to detect failures or faults within each individual accommodation space. Lighting is included in these checks and is clearly defined in the log under two sections: the main lighting operating and the blue night lighting operating. Should this be identified as a fault, the cell must be placed out of order until repaired. This process has been fine-tuned and enhanced</p>



serco

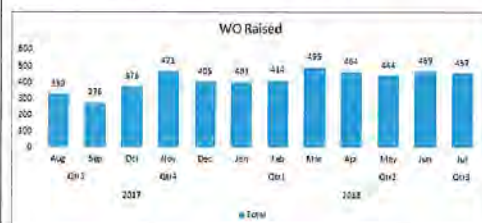
1982

through staff training, mentoring and independent cell standard inspections. Graffiti remains an on-going issue; however there are clear improvements to the recording and fixing of graffiti in Houseblock 1.

The overall reporting of faults have improved and continue to trend positively with enforcement. Staff are proactively challenging this and placing prisoners on misconduct at the point of occurrence and this is being rectified in a quicker turnaround rather than being left unresolved. This is a regular point of discussion on prisoner forums for W2 and W3 in relation to the environment and an area which demonstrates willingness to progress by prisoners.

The prisoner-based work party (consisting of five prisoners and one dedicated officer) is operating well and is responsive to demand with unit staff working well with this work party to enable access alongside the regime. This work party currently has 50 open jobs and average on completing 5-6 jobs per day

As at 30 July 2018, there were no outstanding jobs for hot water issues in the Spotless WMS system. We have had issues with some cells where the water temperature has been an issue which has been a result of cartage failures. A number of these have since been replaced and have a prevention plan in place for when these scenarios occur. The graphs below show the increase of reporting over the quarters (this shows on average an increase of 35% compared to the time of the inspectors visit)



ASCF have reviewed the regime in HBK1 wings 2 and 3 with a clearer path to progression for those who model responsible behaviours. This regime will continue to be reviewed aligned to purposeful activity but also ensuring a safe working environment for staff, prisoners and

		visitors.  See point 15 regarding CMS.
1.	The design of cell shower and toilet facilities allows prisoners to be seen through the cell door viewing flap.	The design and build of Kohuora prisoner accommodation was approved by the Department of Corrections, and is in line with schedule 10 of the contract, namely that prison cells must provide for prisoners' privacy and decency needs in support of the Corrections Services Requirements, whilst maintaining essential surveillance/monitoring of prisoners. The shower and toilet areas in double bunk cells are designed to ensure privacy of the prisoner using the facilities, from his cellmate. The design also takes into consideration ability to minimise or eliminate the possibility of prisoner self-harm or harm to other prisoners, staff members or contractors.
11.	Some prisoners identified problems with the complaints process.	Complaints remain on the ASCF issue register and are the focus of weekly meetings to ensure compliance with timescales. The performance team maintains a dedicated daily focus on complaints, ensuring that deadlines are met. Supervisors are sent all open complaints that require action within the required timeframes; any issues are escalated to Operations Managers when they are not resolved within timeframes. Complaint resolution within deadlines is currently 82%.  In Quarter 4 17/18 a First Line assurance activity has been completed on Complaints, the report is currently being finalised with recommendations to be implemented. A First Line assurance activity is also scheduled Q2 18/19 for Prisoner Property due to the high proportions of this category within complaints. Both of these activities will pass through the Risk Assurance Committee to provide visibility of the identified issues and ensure recommendations are implemented. Assurance activity continues to take place and is discussed frequently at the Monitors Observation & Resolution Escalation Pathway (MOREP) meeting held on site bi weekly with Secure Future QA Manager, Corrections Monitors, ASCF Deputy Director and AD Operational Performance in attendance.

12.	<p><b>House Block One – Safety and Humane Treatment</b></p> <p>House Block One did not provide an environment conducive to safety and good order. Staff numbers, frequent staff redeployment, failure to challenge inappropriate prisoner behaviour, membership of gangs, and rising tensions as a consequence of limited unlock time provided some prisoners with the opportunity to engage in violence.</p> <p>The restricted unlock times in House Block One meant prisoners had limited opportunities to engage in constructive out-of-cell activities. Prisoners had limited access to rehabilitation or treatment programmes, work experience, education programmes or the gym. Staffing numbers also meant staff had few opportunities to actively manage prisoners to assist with rehabilitation.</p>	<p>House Block 1 is designed to accommodate High security prisoners, among the most difficult to manage in Kohuora. The nature and complexity of the men within wings 2 and 3 ultimately evidences the need for continued focus. Staff management of these prisoners is modelled to encourage mutually respectful behaviours which earn progression through the prison.</p> <p>ASCF have taken the following action since the Inspection:</p> <ul style="list-style-type: none"> <li>• Created an operational oversight group which met weekly for 12 weeks.</li> <li>• Appointed a new Operations Manager with experience to lead Houseblock 1.</li> <li>• Supported the regime with an additional Supervisor and RO's when necessary.</li> <li>• Increased SERT operations within the area.</li> <li>• Ensured the rotation of staff to balance experience with inexperienced RO's.</li> <li>• Reviewed and introduced a new structured regime in Wings 2 and 3.</li> <li>• Reviewed prisoners within each wing and transferred men to more appropriate accommodation where necessary.</li> <li>• Reviewed the security of laundry, toilet and exercise yards. The laundry process in Houseblock 1 has been amended to support safety and security. Houseblock 1 laundry is sent to the main laundry building and the Houseblock 1 laundry doors have been locked in wings 2 and 3, restricting any opportunity for violence within those areas.</li> <li>• Reduction in Violence statistics are monitored and managed through a successful violence group meeting. Staff are more responsive to and follow up on violence indicators such as unexplained injuries and concerns reported by prisoners. Multidisciplinary team work has improved within the House Block to improve the flow of information to provide better understanding both individual and group dynamics. This has enabled a number of prisoners to be able to progress from House Block 1, where appropriate and introduce a more progressive regime in W2.</li> </ul>
-----	---	---



serco

		<p>ASCF have reviewed the regime in HBK1 wings 2 and 3 with a clearer path to progression for those who model responsible behaviours.</p> <p>Following consultation meetings with the Prisoner Representatives there has been an increase in time out of cell in wing 3 by 15 mins each of the four unlocks and wing 2 regime now incorporating a split half unlock. This then provides clear progression relating to time out of cell. Minimum legal requirements are being maintained within both regimes</p> <p>This regime will continue to be reviewed aligned to purposeful activity but also ensuring a safe working environment for staff, prisoners and visitors. Since the Inspection further activities have been provided via:</p> <ul style="list-style-type: none"> <li>• Educational Opportunities (access to Kick for the Seagulls sports and behavioural programme)</li> <li>• Further Educational opportunities will be provided in August 2018</li> <li>• Work opportunities within Industries</li> <li>• Access to physical exercise.</li> </ul> <p>The responsible prisoner model will continue to be managed to ensure the men who behave and follow expected standards have a greater access to work and purposeful activity opportunities.</p>
15.	Broken telephones and computers in some cells impacted prisoners' ability to organise visits with their family and friends.	<p>There is a clear process in place through the Detailed Cell Fabric and Cleanliness Inspection requirement to detect failures or faults within each individual accommodation space. This includes telephones and computers in cell.</p> <p>While in-cell technology is appreciated and works well for the majority of prisoners, a very small proportion continue to wilfully damage the equipment. These prisoners are held to account.</p> <p>Our investigation has determined that there are no satisfactory tamper-proof options, so the Prison Director is considering whether the continual damage of these items within Wing 3 should lead to a change of either products or access. This decision will be taken before 30 August 2018 but this continues to be a regular</p>

		<p>point of discussion on prisoner forums for W3 in relation to their environment and an area which demonstrates willingness to progress by prisoners.</p> <p>There are currently 112 Pending IT Cell Repair requests open, 97 of these requests are overdue and are from a total of 59 Prisoners, as many create duplicates. The Supervisors within the Houseblocks and IT staff have maintained positive relationships to ensure issues are dealt with as soon as possible when practicable. There are Kiosks available within each unit to support visit bookings in the event the cell kiosk is under maintenance or is out of order.</p>
	<b>Meal trays</b>	<p>There have been no further instances of staff placing meal trays on the floor. The delivery trolleys, for the exclusive use of each wing before and during meal service, have been supplied and are working well.</p>
<b>16.</b>	<p><b>Security and Reintegration Unit (please change the name to Separation and Reintegration Unit)</b></p> <p>Management plans for prisoners in the Security and Reintegration Unit were generic and not tailored to each individual prisoner's needs.</p>	<p>ASCF appointed a new Assistant Director Residential, who developed measurable targets, tailored for each individual prisoner's management plan. The focus of each plan is to work towards the prisoner's release from the SRU back into mainstream accommodation.</p> <p>In addition to this some prisoners, where appropriate, have been supported back onto main stream location through the use of behavioural compact following periods of directed segregation which have proved successful. The behavioural compact provides the prisoner with very clear guidelines on expected behaviours.</p> <p>A recent workshop was held with Advisors from Regional office to ensure ASCF was achieving success.</p>
<b>21.</b>	<p>Some prisoners were not able to meet with case managers due to staffing numbers and competing priorities, which can impact on them being scheduled onto programmes.</p>	<p>ASCF implemented a 5 phase plan to improve Case Management service delivery after completing a detailed first line assurance audit in December 2017- January 2018.</p> <p>At the core, the 5 phase plan considered the Case Management model that was being followed in 2017. The first line assurance audit identified a number of adaptive challenges present in the Case Management space,</p>

serco

	<p>including staffing numbers and subsequent lack of continued and meaningful prisoner contact. The first line audit supported findings from the Inspectorate report and provided recommendations for an improvement in service delivery.</p> <p>The following improvements have been implemented to date:</p> <ul style="list-style-type: none"> <li>• Two additional Case Management positions were created to increase the case Management team from 16 to 18;</li> <li>• A recruitment drive in the first half of 2018 saw the appointment of 5 Case Managers, filling the two new positions and vacant positions at the time.</li> <li>• A new Manager: Case Management (MCM) was appointed to fill the vacated role of the incumbent manager;</li> <li>• An additional managerial role was added to the Case Management team. This role is known as the Process Manager: Case Management (PMCM);</li> <li>• The PCMC supports performance advice to the MCM and the AD Rehabilitation on a weekly basis.</li> <li>• The PCMC has developed an additional layer of governance that now has the ability to report on Case Management PPM's on a weekly basis. More specifically; 1) arrival "stage": allocation, induction, assessment, SDAC, uploading into relevant ITC systems.</li> <li>• This also includes better governance. With improvements around referral and intervention processes.</li> <li>• We have also identified the need for a review on how we refer for interventions, i.e. removing PERF and moving to using Meganexus risk and actions tab.</li> <li>• A new "03 Scheduling report" enables us to prioritise more precisely on pathway scores and therefore criminogenic need;</li> <li>• From our improved process management we are now able to report: 79 % of prisoners have been allocated to Case Managers; 83% of the current prisoner muster have had initial pathways meetings and the recovery process continues for the remaining 17%.</li> </ul>
--	---



		<p>For the period 16-28 July:</p> <ul style="list-style-type: none"> <li>100% timeliness for SDAC completion;</li> <li>100% pathways assessments in Meganexus;</li> <li>77% Initial Offender Plans produced;</li> </ul> <p>New Zealand Parole Board (NZPB) Report completions and report quality monitoring continues and NZPB report timeliness was 100% for June 2018.</p> <p>Weekly Management Reports from Case Management team will provide detailed PPM statistics from the end of August 2018, highlighting on-going areas of improvement.</p> <ul style="list-style-type: none"> <li>It is currently considered that improved monitoring and governance, additional levels of accountability, an increase in staffing numbers combined with a change in the Case Management framework is improving Case Management Service delivery across the estate at ASCF. This will increase the efficiency of intervention referrals and expedite prisoner's waitlisting.</li> </ul>
25.	<p><b>Residences – Safety and Humane Treatment</b></p> <p>Some prisoners were concerned staff were not responding to their complaints appropriately.</p>	<p>Complaints remain on the ASCF issue register and are the focus of weekly meetings to ensure compliance with timescales. Please refer to comment #11.</p>
27.	<p><b>Residences – Rehabilitation</b></p> <p>There was limited opportunity for rehabilitation and reintegration for prisoners on preventive detention or life sentences.</p>	<p>ASCF will submit a proposal to the Department of Corrections to roll out additional programmes that are not presently available at ASCF before 30 August 2018.</p> <p>These programmes, combined with an increased focus on getting prisoner's ready for parole is likely to support a number of prisoners currently residing in the Residences, on long term sentences.</p> <p>Psychological Services and Interventions (PS&amp;I) have a dedicated waitlist for prisoners on Life or Preventative Detention sentences. During 2017-2018, 13 prisoners from this waitlist was seen in long-term individual treatment with a psychologist at ASCF.</p>

		<p>9x Prisoners remain on this waitlist for individual psychological interventions.</p> <p>The Temporary Release process including Release to Work at ASCF has matured significantly over the past two years, with a increase in successful applications and prisoners participating in Release to Work in 2018.</p> <p>Release to work and Temporary Guided Releases as reintegrative activities are only available to prisoners who reside in Residences.</p> <p>To date, 2 prisoners were approved for Temporary Guided Releases, as requested by the New Zealand Parole Board. Both these guided releases took place as requested and both prisoners were given release dates by the NZPB.</p> <p>Eligible prisoners, who apply for temporary release and RTW but are declined by the RTW panel as a result of on-going intervention needs, are prioritised for intervention with a psychologist. Individual interventions with prisoners in Residences are supported by Psychological Services and Interventions.</p> <p>For the period January to July 2018 we will report the following related to reintegration opportunities:</p> <ul style="list-style-type: none"> <li>• 29 x Applications where presented at the Release To Work panel;</li> <li>• 15 x RTW Applications were approved;</li> <li>• The maximum prisoners on RTW to date was June 2018 with 7 Prisoners working outside the prison;</li> <li>• Until July 2018, 100% of prisoners who attended RTW were released at their next appearance before the NZPB.</li> </ul>
28.	Waiting times for rehabilitation programmes could be long, with some priority given to prisoners who were nearing the end of their sentence.	<p>ASCF acknowledges that there are extensive waitlists for interventions and these waitlists are attended to, based on competing demands.</p> <p>With a large proportion of our population being of High Security classification, a high number of prisoners have RoC*RoI scores making them eligible for psychological interventions.</p>

serco

1982

	<p>With a high demand for Interventions and an average of 18 NZPB assessment reports requested per month, our resources are often challenged to meet the demand.</p> <p>Psychological Services and Interventions manage two waitlists for individual psychological treatment at ASCF. These waitlists have a total of 57 prisoners waiting for intensive psychological interventions.</p> <ul style="list-style-type: none"> <li>• 6 of these waitlisting are currently prioritised for interventions as mandated by Sect 21 of the Parole Board act.</li> <li>• 31 prisoners are currently prioritised for intervention before reaching their SRD at the end of September 2018.</li> <li>• 8 of these prisoners are serving sentences with end dates beyond 2020.</li> </ul> <p>ASCF acknowledges a high demand for programmes and interventions in the medium intensity intervention space. Between August and January 2018, ASCF lost 3 trained MIRP facilitators. This impeded our ability to present these programmes. To deal with the challenge of demand, ASCF referred eligible prisoners on their waitlist to MIRP programmes at other prisons or to the Saili Matagi programme at SHCF.</p> <p>PS&amp;I also undertook individual interventions through facilitators, supervised by psychologists, where priority interventions were required.</p> <p>The ASCF waitlist for MIRP programmes are currently at 101 and the next MIRP at ASCF will begin on 13 August 2018.</p> <p>ASCF is continues to work on better streamlining of referrals and triaging of interventions to meet the significant demand.</p> <p>ASCF will submit a proposal to the Department of Corrections to roll out additional programmes that are not presently available at ASCF before 30 August 2018. These programmes, with their additional resources are likely to alleviate local and national pressure for prisoner interventions.</p>
--	--



serco

		<p>PS&amp;I is currently reporting intervention time and prisoner facing hours in the programme space to the AD Rehabilitation on a weekly basis, for visibility to senior management. This is enhancing accountability and insuring optimal utilisation of valuable intervention resources.</p> <p>New targets for prisoner facing hours have been implemented and this is expected to drive delivery of more interventions in the latter half of 2018.</p>
29.	Some prisoners were not able to meet with case managers due to staffing numbers and competing priorities, which can impact on them being scheduled onto programmes.	See point 21
31.	<p><b>Health and Other Services</b></p> <p>There was no running water in the triage rooms in the house blocks, which impacts the nurses' abilities to run clinics in these areas.</p>	<p>This has no impact on running clinics. Hand gel is available in all triage rooms and there is a sink across the corridor if nurses wish to wash their hands. Clinics are run in each House Block daily. There have been no identified infections or outbreaks since the prison opened in 2015.</p>
32.	Health service staff requires more support from custody staff to ensure prescribed morning medication is issued to prisoners between 6.30am and 9am.	<p>ASCF are content with their process. All medication is largely completed within an hour and a half across the site. Since 2015, the medication rounds commence at 0830 and are largely completed by 10am. If there are delays in completing the medication round, this is escalated to the team leader or Head of Healthcare. Medication administration is also discussed at the health daily debrief which occurs at 1pm each day and the minutes of this are saved in the health drive</p>
34.	<p><b>Mental Health and Self Harm</b></p> <p>Reintegration officers did not receive the same level of training as other staff to recognise prisoners who may be vulnerable to self-harm.</p>	<p>Reintegration Officers receive training on suicide prevention and awareness as part of their initial training course. They are trained on risk assessment, actions required of the first responding officer, shared cell assessment processes and understanding human behaviour. This component includes a test, which requires an 80% pass rate before graduation. There is compulsory refresher training on this issue as part of the Reintegration Officers' professional development. Serco's training is comparable to</p>



		<p>Department of Corrections' training.</p> <p>ASCF in partnership with forensic mental health staff from the Mason Clinic delivered additional mental health training to custodial staff working in the Whare Ora (unit for vulnerable men and men with mental health issues) in July 2018. 19 officers attended the training.</p>
35.	<p><b>Spiritual Support</b></p> <p>Chaplaincy services were, at times, limited due to regime restrictions.</p>	<p>ASCF acknowledges that some scheduled religious activities provided by Chaplaincy Services are cancelled in favour of operational demands.</p> <p>Chaplaincy Services at ASCF report their outputs and constraints to their services to the AD: Rehabilitation on a monthly basis and further support is provided where necessary.</p> <p>Whilst sessions are cancelled at times, Chaplaincy Services endeavour to replace organised group services with individual sessions, to meet pastoral needs, where possible. See the example below:</p> <p>102 prisoners attended group religious services or Bible Studies in June 2018.</p> <p>173 prisoners attended individual Chaplaincy Services in June 2018; an increase of 52 from May 2018.</p> <p>202 Prisoners attended religious services or Bible studies in July 2018. This was an increase of 100 from the last full month. There were 5 extra services available.</p> <p>158 prisoners attended individual Chaplaincy Services in July 2018; A decrease of 25 from last month</p> <p>The Eid (Muslim New Year) Festival was celebrated at the end of Ramadan and 16 Muslim prisoners expressed their gratitude for being supported through this process.</p>
	<p><b>Reintegration</b></p> <p>Although the prison provided reintegration and rehabilitation opportunities to support prisoners after release, reintegration services were not being implemented in a timely manner to ensure prisoners' individual needs were being assessed and managed to adequately prepare them for release.</p>	<p>There is a piece of work currently in progress between the Community Reintegration Team and the Case Management Team to ensure that at the Transition Offender Planning meeting 12 weeks prior to release (or sooner where is appropriate according to length of stay at ASCF) a man's needs upon release are fully assessed, by way of a multi disciplinary team, and sequenced by the Case Manager, to ensure interventions or activities to support a safe and supported release into the community are a. delivered and b. in a timely manner.</p>

serco

382

	<p>In addition, we continue to have a presence at the community office in Friendship House in the Heart of Manukau. In addition to our own practitioners employed to be in the community office space at times in a week we have five agencies using the Friendship Space also to assist and support our men, and their whanau, once released. Those organisations are Muma, Pars, Brothers in Arms, NZ Prison Ministry and Vineyard.</p> <p>The first 12 week pre-release course at ASCF has concluded with 15 men in attendance. The course included external agencies and organisations including the Corrections Northern Employment Team, probation, and WINZ.</p> <p>Volunteer Mentoring: 15 candidates have been recruited. We are engaging an agency to deliver the necessary mentoring training to those recruited. We expect that training to take place before the end of September 2018. In addition to the piece of work referenced above where the Reintegration team and Case Management Teams are reviewing Reintegration needs at 12 weeks prior to release, they're also currently working on firming up the mentor matching process which will account for skill set of the mentor, aspirations of the prisoner, release area of the prisoner, risk and aspirations of the man.</p>
--	--