

Monitoring Entity Recommendations Themes Dashboard – February 2023

This dashboard provides a progress update against open themes from monitoring entity recommendations. Themes will be removed from this list once they no longer appear consistently in monitoring entity recommendations and findings. Some themes are significant issues seen across numerous reports. Others are issues raised via a single thematic report or through other channels by monitoring entities.

Existing theme	Progress Update
	Not clearly connected to a work plan or programme yet
Prisoner property	In mid 2022, the Policy team completed an in-depth analysis of property related complaints to determine key issues. Following this analysis, the National Commissioner then requested a review of national and regional documents and procedures relating to prisoner property. In February 2023, the Chief Custodial Officer commissioned his team to develop a plan to respond to the issues identified through this review.
Clothing and bedding	Staffing pressures have impacted the ability of staff to proactively monitor the quality of clothing and bedding and replace these as required. In late August 2022, five sites were selected to trial new mattresses and bedding from four different suppliers. The trial is due to be completed at the end of February 2023. Feedback from prisoners will be considered as part of the future procurement process. From this trial, a gradual change to products is expected to occur during stock replenishment. Regional Inspectors are also reporting on issues with clothing and bedding as needed. The next step is for further assurance settings to be explored.
	Connected to a work plan or programme but with limited evidence of change yet
Increased unlock hours & Normalised Mealtimes	Staffing pressures are impacting the ability to deliver increased unlock hours and normalised mealtimes at most sites. Corrections are attempting to address this through recruitment, retention, and network rebalancing initiatives. Many of these are being considered on a site-by-site basis, to best respond to the differing needs across sites. The Making Shifts Work Project closed in June 2022, having delivered a replacement roster-to-pay solution at 11 prisons. The residual obligations from the project have been incorporated into an ongoing work programme.
Inter-Prison Transfers	Activities related to inter-prison transfers now sit as a BAU function within Corrections Services. Following a trial in late 2022, new Prisoner Escort Vehicle Escort Routes have been formally adopted. The routes are under constant review as part of the team's oversight of movements and will be further amended if an issue arises. Quarterly reviews from the Regional Operational Performance Teams are underway and being shared with the Chief Inspector as part of their assurance work.
Enhanced privacy from cameras and barriers	The Policy Team is exploring options to change the Corrections Regulations 2005 to allow privacy screens in cells for people segregated for their mental health or subject to the penalty of cell confinement. Public consultation closed in late 2022 and the team are reviewing submissions before drafting Cabinet materials to get approval to regulatory change. The National Commissioner has approved a 90-day trial of surveillance systems that pixelated CCTV footage to enhance privacy. Electronic Security will identify two cells for blur pixelation and two cells for block pixelation at each prison. The trial aims to balance the need to enhance mental wellbeing while providing the necessary oversight to ensure people's safety.
Prison Inductions	Work is underway to progress Hōkai Rangi action point 3.1. to improve a prisoner's immediate needs assessment that is completed in the Receiving Office on arrival. We have three pilot sites and are waiting for contracts to be finalised. Induction information has also been translated into six languages to support the access to information for foreign nationals in prison. A pilot of the material was successful; the translated material and reader-pens to support dyslexic readers or people with low literacy are now part of BAU inductions practices at the pilot sites. We are now considering further rollout options. Our external website has created a whānau space where the information whānau need is easily accessible. We are working through the brochures and information packets to ensure the message is easy to understand and accessible via phone, tablet, or computer.
Needs of older prisoners	The Ageing Well Action Plan for Older People 2023-2025 has been drafted following the release of the Office of the Inspectorate's Older Prisoners Thematic Review. The plan is built on the needs, aspirations, voices, and feedback from older people managed by Ara Poutama Aotearoa. It will be supported by an Advisory group of experts who will oversee the delivery of the immediate actions (delivery by the end of 2023) and short-term actions (delivery by end of 2025) enabled by a working group.
Needs of disabled people	Corrections continues to increase our ability to effectively respond to the needs of tāngata whaikaha Māori/disabled people in prison. The Corrections Disability Action Plan 2023 – 2027 has been finalised and approved with a formal launch planned for February 2023. This plan sets the direction for achieving (1) Equitable access and choices, (2) Mana enhancing practice for all tāngata whaikaha Māori/disabled people and (3) tāngata whaikaha Māori/disabled people led participation – “Nothing for us without us”. Work has also begun on the immediate actions of this plan.
Medication Management	Corrections has implemented a project to provide access to an Electronic Medication Administration System, with pilot sites identified. One site is already using the devices and providing feedback on any challenges that arise – all feedback so far has been positive. The other is preparing to go live during February 2023. Work is underway to improve the efficiency of these processes for future rollout sites. A phased roll-out plan will be developed following the pilot, with wider implementation planned for November 2023. Electronic prescribing through the patient management system will be linked to this system which will support safer prescribing and administration processes. Safer Prescribing Guidelines have been developed, and the Medicines Management Policy has been split into operational procedures. Updates to the core medication management procedures were completed in February 2022, and next due for review in February 2025.
Access to dental services	In December 2022, an extension to the current Dental Contracts was approved through to November 2025.
Staff Training	Significant work is underway to help lift staff capability and training opportunities across the Department. A new version of the core initial training for new Corrections Officers was rolled out in January 2023 and has been well received. Work will continue to ensure it delivers the outcomes sought. The new framework for the L&D function was confirmed in December 2022. Expressions of Interest have gone out for five new transitional managers who will lead the development of the new Operating Model for Learning Delivery. Te Ara Rangatira (leadership development pathway) has been developed. Planning for the delivery of cultural capability uplift initiatives is underway. Work is also underway to develop a future state vision for cultural capability, building upon the content of Whāinga Amorangi Te Ao Māori Capability Plan. There continues to be a significant number of updates to learning content available to staff and a significant number of staff completing learning and development opportunities. Staff continue to access micro training sessions through the Safety Conversations and My Learning Hub portals on the intranet. In 2021 Corrections refreshed its Women's Strategy – Wāhine – E rere ana ki te pae hou: Women's Strategy 2021 – 2025. One key action includes the development of a gender and culturally responsive, trauma informed learning and development pathway for custodial staff working in a women's prison. Sign off for the design of the pathway and framework has occurred. Planning for the development of content and implementation is underway.
Reduced Segregation Reduced Use of Force Improving Prison Safety	The Reducing Violence and Aggression Programme of work is continuing. Key actions progressed in the last six months include: a further pilot of the 105 online tool for staff to report assaults directly to Police; a successful pilot of violence and aggression capability uplift training has concluded and a national roll out for all frontline custodial staff in 2023 has been approved; and advanced psychological resilience training for frontline staff is going into a pilot phase. Upcoming activities and milestones include: training delivery for the violence and aggression uplift will be ongoing and high volume until December 2023; further roll out of the 105 Police reporting tool to North Island sites; and establishing the structure for cluster prison groups who can escalate initiatives and issues into the newly established Prison Director Governance Group. These are for the continuation of Prison Director and union relations and joint work towards safer prisons. The Office of the Inspectorate is conducting a thematic review into segregation due in mid-March 2023. The Chief Custodial Officer's team is also conducting a review of use of force, with work focusing on assessing various solutions to the opportunities already identified. The review will seek to provide new guidance for the completion of these reviews, and an IT system to support oversight and ease administrative burden.

Existing theme	Progress Update
Incentives Scheme	ELT Strategy in August 2022 endorsed a broad review of the Prisoner Incentives Allowance Framework, including consideration of its purposes. It is anticipated the full review will be completed by February 2024, with possible opportunities to make early incremental changes to be identified as the project progresses.
Fit for purpose prison facilities	Corrections has a major long-term programme of work focused on delivering new builds, including modular builds. As these builds are delivered, we can close units that are no longer fit for purpose. ELT has endorsed a strategic asset management workplan, which includes developing a network configuration plan that will provide recommendations on investment, divestment, expansion, downsizing or repurposing of sites. The initial Long-Term Network Configuration plan has been drafted as is at consultation stage.
Access to Light, Air & Ventilation	So far, work to improve light and temperature (cooling and ventilation) has had limited benefits, being reactive or smaller scale pilot projects. Capital Planning and Planned Asset Replacement Plans have agreed a more integrated approach to invest in improving existing cooling equipment with an establishment of a Heating, Ventilation and Air Conditioning programme over 2023-26FYRs. Significant improvements to light and ventilation are currently constrained by the nature of our built environment and ensuring safety and security needs are not compromised. Planned Asset Replacement have implemented improvements wherever possible when replacing end of life existing assets. The Delivery Planning team have allowed for funding within the Capital Plan and are planning to run the programme side by side with the boiler programme. The team is also planning on getting a resource to deliver this programme
Improved prison maintenance	Business process improvements are assisting with the timely and cost-efficient delivery of Asset Management work. A Maintenance Management Plan and methodology have been developed. The YTD Planned Maintenance vs Reactive Maintenance is currently sitting at 78.5% and is above the 70% target threshold. This provides a good indication of the effectiveness of the Maintenance Plan, with the focus on ensuring the equipment is maintained rather than having unplanned breakdowns that are more costly to fix. Our established Planned Asset Replacement programme identifies and prioritises assets that are under-performing and end-of-life, and which pose an operational risk that may impact the core functions of the site to operate without interruption or hinderance. The benefits from this work are reflected in a reduction in the volume of operational interruptions and reactive maintenance jobs and costs. Similarly, there is a reduction in the average cost of intentional damage with recent works to harden the cells.
Information Management	An Information Management Programme Overview has been developed to provide context and reasoning to support Ara Poutama Aotearoa putting an information management programme in place. The overview identified risks and a programme delivery approach. While the overview was well received, further information on the risks and benefits has been requested, and this is being collated.
Recording minimum entitlements	The Minimum Entitlements app developed by Digital Solutions, in consultation with sites and union partners, is being informally piloted at ARWCF. This tracks 3 of the 17 possible minimum entitlements. The NCC are also tracking minimum entitlements relating to access to open air and visits. We are considering the next steps, taking into account staffing pressures on the frontline.
Access to interventions	Access to interventions remains constrained to varying levels at different sites due to resourcing pressure created by staffing shortages. Corrections has a range of initiatives underway to recruit and retain staff, which would in turn assist in improving access to interventions. We are also exploring opportunities to strengthen the service delivery model across mental health and AOD services, rehabilitation programmes, reintegration, housing services, education programmes, and industries.
	Connected to a work plan or programme with evidence of change, but progress is still underway
Access to Prison Health Care	The 2021 Health Needs Assessment is being analysed for improvement opportunities, with a new iteration planned for delivery in May 2023. Work continues to understand secondary impacts of COVID-19. Other initiatives are underway to reduce delays in treatment and enhance access to health services. These include refreshing our Health Care Pathway; E-referrals, as enabled by Te Whatu Ora; review of assessment tools used on arrival into prison and exploring of funding for AVL equipment to enable virtual consults with community health providers. A range of medication management procedures and other pathways have also been reviewed and updated. A multi-disciplinary team of mental health clinicians to support people with moderate to high mental distress are currently operating in seven prisons. We are considering which other prisons would benefit from these teams. A clinical outcome measure has been adopted, which will provide data around service benefits for the people we manage. The Alcohol & Other Drug (AOD) Needs Analysis is now complete. Based on the analysis, work is underway on a new AOD service at Rolleston Prison and a new Drug Treatment Programme at ARWCF. Both will be established in Q4 22/23. Interventions for the remand population are expected to be established at Arohata Prison by Q4 22/23. Mt Eden Corrections Facility, Rimutaka Prison and Spring Hill Corrections Facility remain high priorities for an AOD intervention in remand; however, providers are unable to access the sites.
Reduced suicide and self-harm	Work on completing the actions laid out in the Suicide Prevention and Postvention Action Plan continues to progress well. An Intervention & Support Unit dashboard was rolled out to select users for testing between November 2022 and January 2023. The dashboard will go live for all users by August 2023. Training was delivered to a number of frontline staff on the relationship between chronic pain and suicide risk, with formal guidance to be developed by April 2023. In July 2022, training was organised for mental health staff on suicide screening and assessment. A further workshop will be delivered on 22 February 2023 for all staff who were unable to attend the last workshop. Formal guidance on this is expected to be developed by April 2023. The Office of the Inspectorate is also conducting a thematic review of suicide and self-harm over the past five years.
Needs of women	The implementation of <i>the Women's Strategy</i> and the associated action plan is continuing. Most action points are progressing well, despite operational challenges with staffing levels. Highlights this quarter include: strengthening policies and guidance to better support mothers with babies in prison (WS6.2 completed); hui with the Women's Strategy Reference group to acknowledge their support in creating the refreshed Strategy, as well as discuss ongoing support and accountability they can provide (WS 8.4); installing Full Body Scanners at Christchurch Women's Prison and Auckland Region Women's Corrections Facility (WS2.1). The operational pressures noted above have required us to consider adjusting the priority of our "Do Now" action point timelines, noting the timeframe for these actions is from 2021-2023. Next steps involve further discussions with action point owners to determine any adjustments to dates required, and the management of these actions moving forward. Ongoing flexibility will be essential depending on unforeseen issues that arise.
Access to culture	Work is continuing against many of the Hōkai Rangi actions to improve access to culture and provide Māori staff with cultural support to ensure their wellbeing and oranga. Key initiatives include: funding initiatives such the department's Te Reo Māori strategy (4.5); progressing initiatives in the annual reo Māori plan – that contributes to the department's Te Reo Māori Strategy; implementing the new Kaiwhakamana policy; finalising the contracts for the five sites piloting two new roles of Kaiwhakamana Chair and Kaiwhakamana Coordinator; extending the existing Tikanga Māori Motivational Programme (TMMP) contracts for an additional 18-months (to 31 December 2024); continuing work on the Māori Pathway sites in an agile and flexible ways to ensure delivery of initiatives are balanced with any operational challenges sites may be experiencing.
Access to personal information	In May 2022, the Chief Executive responded to the late 2021 Privacy Commissioner Compliance Investigation, providing details of the Privacy Work Plan that was underway. The plan is designed to enhance frontline staff's understanding of their privacy obligations, including on the processing of access requests. The specific activities relating to access requests include: the launch of an online privacy awareness module, which includes guidance on access requests (as at December 2022, 32% of staff had completed the module since its launch in August 2022; the privacy team is currently developing a specific online module about managing access requests; 20 Privacy Fact Sheets have been published on the Privacy Home Page, designed to provide staff with snap-shot guidance about specific privacy aspects; since the team started keeping records of these sessions in May 2022, 69 bespoke privacy sessions have been delivered to staff by the privacy team.
Access and improvements to the complaint system	Erin Judge completed a thematic review into the complaints system in March 2022 and the Director Review & Response is leading a programme of work to implement the recommendations. At the onset of the project 'quick wins' were identified. These are complete and include an online form on the website, enhanced public complaint reporting, supporting the HD Advocacy Service to better connect with sites, and a Complaint Resolution Practice Centre on the intranet. Recent initiatives include a new complaint advocate process went live on the external website in January 2023; a pilot of a frontline complaint support lead started at Christchurch Women's Prison on 6 February 2023; and a pilot to provide cultural supervision to a small group of Integrity, Employee Relations and Office of the Inspectorate managers is due to begin in March 2023.