

# Monitoring Entity Thematic Dashboard

August 2025



# Overview

Organisational Performance Committee  
26 August 2025

547 ↑ (528)

**Open** monitoring  
recommendations  
(as at 1 Aug 25)

95

Actions **assured** and **completed**  
(1 Feb 25 – 31 Jul 25)

150

**New** actions  
(1 Feb 25 – 31 Jul 25)

84%

Of recommendations are  
tied to a **theme** (excludes  
'other' and 'uncategorised'  
recs and categories with  
fewer than 10 recs)

35

recommendations  
categorised as '**other**'

26

recommendations as  
'**uncategorised**'

## Key points to note

- **131** recommendations are owned by Prison General Managers and Health Centre Managers (the latter to be transferred to GMs Pae Ora). **400** are owned by National Office.
- There are **16** unassigned recommendations. These are from the Royal Commission of Inquiry into Abuse in Care report and United Nations Committee Against Torture (2024) report. Work to assign these is underway within the policy team.
- There are **24** recommendations in the Young People and Young Adults thematic report which are assigned to the Complaints Resolution Team on an interim basis.
- Our review of, and proposed updates to, categories in the Recommendations reviewer is ready for consultation with stakeholders. We have started this process with Internal Audit.

## Dashboard information

Recommendations are assigned to categories and subcategories when they are entered into the Recommendation Reviewer. **Themes** are derived from categories in the Recommendation Reviewer with 10 or more associated recommendations. Some recommendations are categorised but not subcategorised. Therefore, the number of recommendations associated with a theme will not necessarily equal the total the subcategory figures.

**Governed initiatives planned or underway** have mostly been linked to themes by MAR, based on information from sentient. The title of this column changed after the request to contributors for accuracy checks was made. We anticipate some updates may be required for accuracy.

## Source of recommendations

Inspectorate	301
Ombudsman	152
External Review (other)	60
Coroner's Reports	18
Health & Disability Commissioner	8
Children and Young People's Commission	4
Waitangi Tribunal Reports	3



# Monitoring Entity Recommendations Themes Dashboard

This dashboard reflects themes from monitoring entity recommendations and captures work happening across the department to address these themes. Themes are removed when there are fewer than ten open recommendations associated with the category/theme in the Recommendation Reviewer

Theme	Subcategory		Core business	Governed initiatives planned and underway	Links to Performance Framework (Impact Area/ Measures)
<b>Organisational Strategy and Management</b>  59	Contracts / MOUs / Service Level Agreements	4	<ul style="list-style-type: none"><li>Segregation, Use of Force and At-Risk Project- updating manual documentation into a digital process in our Integrated Offender Management System.</li><li>Organisational Policy Framework is due for approval in Aug 2025.</li><li>In 2025 the following new or updated artefacts have been developed and approved:<ul style="list-style-type: none"><li>Data and Information Policy</li><li>Information Security Policy</li><li>Classification Standard</li><li>Artificial Intelligence Policy</li></ul></li><li>Development of a three-year Data and Information Strategic Action Plan is in its final stages.</li><li>Reframed Data and Information Management Programme (DIMP) investment case to FIC in Aug 25.</li><li>IT (SAP access) – full review of user access underway.</li><li>Draft updated relationship agreement between Corrections and Oranga Tamariki is with OT to review. Work to update schedules to the agreement is underway.</li></ul>	<ul style="list-style-type: none"><li>Sexual Harassment Review response</li><li>Integrated Organisational System</li><li>Org Assurance Framework</li><li>Org Learning Framework</li><li>Resilience Framework</li></ul>	<ul style="list-style-type: none"><li>Partnering for equitable outcomes – E.g., Authentic and effective Partner relationships</li></ul>
	Corporate policies	2			
	Information management	13			
	IT / System control	3			
	Monitoring / Exceptions / Assurance	15			
	Organisational Strategies and planning	21			
<b>Prison &amp; Community Inductions</b>  10	Community Inductions	1	<ul style="list-style-type: none"><li>Cross agency work on induction processes to capture information on dependent children in the community.</li></ul>	<ul style="list-style-type: none"><li>Integrated Organisational System</li></ul>	<ul style="list-style-type: none"><li>Safe, secure and humane system - E.g., Complaints</li></ul>
	Prisoner access to information (Minimum Entitlement)	1			
	Prison Inductions and Receiving Office	8			
<b>Prison &amp; Community-based Interventions</b>  23	Constructive and Life Skills activities	8	<ul style="list-style-type: none"><li>Communities, Partnerships and Pathways (CPP) focus on sourcing sustainable accommodation options for people we manage across NZ and supporting staff to meet challenges in this space.</li><li>Hōkai Tapuwae - remand intervention focused on identity and whakapapa</li><li>Kiwi access cards – photo IDs are available to remand population.</li></ul>	<ul style="list-style-type: none"><li>Integrated Pathways</li><li>Optimising our Services</li><li>Future of Learning and Dev. Tech.</li><li>RoC*RoI review</li><li>In-cell Technology</li></ul>	<ul style="list-style-type: none"><li>Foundations for participation – E.g., Ability to gain and maintain employment; Stable accommodation arrangements; Rehabilitation programmes completed; Reintegration Services starts</li></ul>
	Education Support (Minimum Entitlements)	1			
	Housing and Support Services	1			
	Rehabilitation programmes	10			
	Reintegration services	1			



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<div>Cultural/Gender/Age Responsivity</div> <div>41</div>	Māori Culture	22	<ul style="list-style-type: none"><li>Prison Operations Manual now includes direction to provide culturally appropriate food for Matariki and Waitangi celebrations.</li><li>Te Tiriti Analysis training attended by 640 leaders across the organisation.</li><li>Monthly Community of Practice sessions supporting the learning and practice of Te Tiriti Analysis running since May.</li><li>Developing internal Te Tiriti Training for broader range of staff.</li><li>2025 refresh of Wāhine: E rere ana ki te pae hou - our gendered response to Hōkai Rangi – is due in October. This sharpens the focus on staff capability, equitable support for women, and consistency across the system.</li><li>Expression of Interest process for staff to work in the Mothers and Baby Unit.</li><li>Updating induction processes to better identify and support children of parents in prison. Link to interagency work following the Dame Karen Poutasi report.</li><li>Christchurch Women’s Prison and Arohata Prison are running quarterly Child Centric Visits.</li><li>Training modules are being developed as part of the Women’s Prison Network Learning &amp; Development Pathway, including:<ul style="list-style-type: none"><li>‘Culture and gender awareness’ module</li><li>‘Understanding trauma’ module</li><li>‘Mothers and Babies Units’ module</li></ul></li><li>Org Assurance Framework – application across Women's Prison Network (pending recruitment to Senior Adviser Assurance role).</li><li>Custodial Services report commissioned on how we can best support youth, including placement decisions and address some of the areas of concerns.</li></ul>	<ul style="list-style-type: none"><li>Women's Prison Network L&amp;D Pathway</li><li>Cultural Capability</li></ul>	<ul style="list-style-type: none"><li>Safe, supported and capable staff – E.g., Frontline staff capability</li></ul>
	Mothers and babies	7			
	Youth	6			

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<b>Prison Connections (Minimum Entitlements)</b>  <b>14</b>	AVL	<b>2</b>	<ul style="list-style-type: none"><li>Work underway in the Access to Defendants and wider justice sector Remote Participation space on how best to support audio visual links (AVLs), Statutory Visitors and aspects of telephones for legal calls.</li><li>Open Prisons working group is ensuring prisons report and record access to various visitors through bookings and sign in tools.</li><li>Capital funding and associated opex cost for prisoner telephones process updated, removing burden from prison sites. Where a new telephone(s) is needed, a request can be made via an IT request.</li></ul>		<ul style="list-style-type: none"><li>Safe, secure and humane system – E.g., Minimum entitlements</li><li>Safe, supported and capable staff – E.g., Frontline staff capability</li></ul>
	Private Visits	<b>5</b>			
	Staff training/prisoner connections	<b>1</b>			
	Statutory and Specified Visits	<b>1</b>			
	Telephone	<b>5</b>			
<b>Prison Duty of Care (Minimum Entitlements)</b>  <b>69</b>	Appropriate mealtimes	<b>3</b>	<ul style="list-style-type: none"><li>Digital application in place to record minimum entitlements (by exception). Discussions have started on building automated reporting around the manual data, to support ongoing checks.</li><li>Corrections Amendment Regulations, including changes re haircuts and facial hair, awaiting approval from Cabinet on 25 August 2025.</li><li>Bedding/Clothing - contract renewal for prison contingency stock and ongoing monitoring of stock.</li><li>Review of Shared Accommodation Cell Risk Assessment (SACRA) practice</li><li>Learning pathways are being mapped and reviewed across core roles</li><li>Implementing the recommendations to the Corrections Officer Development Pathway (CODP) review, including:<ul style="list-style-type: none"><li>to redesign core learning for Corrections Officers, with a focus on communication with prisoners by July 2026.</li><li>to design core learning for Offender Employment Instructors, Fitness and Wellbeing Trainers, and staff in Maximum Security Units.</li></ul></li><li>Training modules under development as part of Women's Prison Network Learning &amp; Development Pathway, including core learning module for Senior Corrections Officers (piloted in Women's Prisons for use across prisons)</li><li>Core learning for new managers to be developed in 2026 (Learning Pathways).</li><li>Training for staff on using High Security Handcuffs.</li></ul>		<ul style="list-style-type: none"><li>Safe, secure and humane system – E.g., Minimum entitlements</li><li>Safe, supported and capable staff – E.g., Frontline staff capability</li></ul>
	Daily exercise in the open air	<b>7</b>			
	Food and drink	<b>1</b>			
	Recordkeeping - Prisoner duty of care	<b>16</b>			
	Staff Training - prisoner duty of care	<b>37</b>			
	Suitable bedding/clothing	<b>3</b>			





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Prison Facilities  42	Decommission	5	<u>Decommission:</u> <ul style="list-style-type: none"><li>Hawke’s Bay Regional Prison - Funding approved to begin demolition of former Youth Unit.</li><li>Christchurch Men’s Prison, Matai, Kauri and Rawhiti (MKR) Units - demolition expected end of 2025. Once clear, site can enable early work on redevelopment.</li></ul> <u>Prison enhancements:</u> <ul style="list-style-type: none"><li>Latest funding round for Anti-Ligature and Cell Hardening Programme is going to FIC for approval in August.</li><li>Temperature &amp; Ventilation Programme – decisions on priorities and project scope, including focus on cooling solutions in high-security units, is going to FIC for approval in August.</li></ul> <u>Prison maintenance:</u> <ul style="list-style-type: none"><li>Addressed through a multiyear Planned Asset Replacement programme + minor capital works.</li></ul>	<ul style="list-style-type: none"><li>CMP Redevelopment prog</li><li>Waikeria Prison Development</li><li>Waikeria Expansion</li><li>ISU improvements/refurbs</li><li>Statutory compliance prog</li></ul>	<ul style="list-style-type: none"><li>Safe, secure and humane system – <i>E.g., Network health; Prison capacity</i></li></ul>
	Prison Enhancements	32			
	Prison Maintenance	4			
Prison Security  20	Prison Disorder events	4	<ul style="list-style-type: none"><li>Internal Audit, audit re Security Classifications.</li><li>Work to support Security Classification override decision making, including trial of multi-disciplinary approach.</li><li>Arohata Prison infrastructure work in progress prior to installation of body scanners. Auckland Region Women’s Corrections Facility and Christchurch Women’s Prison both have body scanners.</li><li>Assurance activities for escape learnings, key management and ongoing Waikeria Riot recommendation actions.</li></ul>	<ul style="list-style-type: none"><li>Critical Risk Management</li><li>ES contraband prevention enhancements programme</li><li>Safer Prisons</li><li>Women's Prisons Full Body Scanning Project</li><li>Digital Radio Project</li></ul>	<ul style="list-style-type: none"><li>Safe, secure and humane system – E.g., Prisoner-on-prisoner assaults; Use of force incidents; Prison escapes</li><li>Safe, supported and capable staff – E.g., Serious harm events involving staff; Serious prisoner-on-staff assaults</li></ul>
	Prison Unit safety	13			
	Security classification	3			

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Access to Health Services  22	AOD	3	<u>AOD</u> <ul style="list-style-type: none"><li>Harm Minimisation sessions for people on remand.</li><li>Alcohol and other drug (AOD) comprehensive assessments to enable treatment matching. Currently rolled out across the network as part of the continuum of care.</li></ul>	<ul style="list-style-type: none"><li>Hikitia</li><li>Te Matatiki O Te Oranga</li><li>Profile - Medtech replacement</li><li>Forensic Pathways Programme</li><li>Ageing Well Action Plan</li><li>Kiosk updates</li></ul>	<ul style="list-style-type: none"><li>Safe, secure and humane system – E.g., Equitable health access</li><li>Foundations for participation – E.g., AOD outcomes; Mental health outcomes</li></ul>
	Dental	1	<ul style="list-style-type: none"><li>Case management updated ASIST (Alcohol and Substance Involvement Screening Test) practice guidance</li></ul>		
	Disability Services	5	<u>Dental</u> <ul style="list-style-type: none"><li>Dental Contract Procurement – the dental procurement plan was signed off on 1 August 2025. The RFP will likely go live in early September.</li><li>CWP - new Dental Suite – project is due to hand over the facility to site early 2026.</li><li>Utilisation of unspent dental funding in last quarter of 2024/25 to run an additional 64 hours of contracted dental hours at sites with longest wait lists.</li></ul>		
	End of life / palliative care	2	<u>Disability Services</u> <ul style="list-style-type: none"><li>Continuing to progress on Disability Action Plan 2023-2027.</li><li>Social Worker Disability and Older Persons Operating Model.</li><li>Disability Action Plan: All is for All survey of tāngata whaikaha Māori and Disabled People in prison.</li></ul>		
	Medical	1	<u>End of life/ palliative care</u> <ul style="list-style-type: none"><li>End of Life/Palliative care procedure under review.</li><li>Review of Assisted Dying (End of Life Choice Act) pathway completed, and resources updated.</li><li>Thematic Review of Natural Deaths completed.</li></ul>		
	Mental Health	10	<u>Medical</u> <ul style="list-style-type: none"><li>Assurance spotlight on deferred/delayed appointments completed – action plan to be developed.</li><li>Health request forms are now available via Prisoner Kiosks</li></ul>		
			<u>Mental Health</u> <ul style="list-style-type: none"><li>Four additional Intervention and Support Practice Teams (ISPTs) established in FY 2024/2025. We now have a total of 12 ISPTs covering 17 prison sites.</li><li>Developing a national Service Level Agreement for forensic mental health services with Te Whatu Ora</li><li>Embedding the updated Mental Health Operations Manual to ensure consistency of care.</li></ul>		



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Provision of care - Health  85	Adverse Event Review	1	<ul style="list-style-type: none"><li>Resources updated to support Wellbeing Checks for people who are segregated.</li><li>Long term condition management in draft, due end of 2025.</li><li>National Audit schedule for primary health services in place.</li></ul>	<ul style="list-style-type: none"><li>Te Matatiki O Te Oranga</li><li>Profile - Medtech replacement</li><li>ISU improvements/ refurbishment</li><li>Kronos Project – bringing nurses onto electronic rostering platform</li><li>Ageing Well Action Plan</li></ul>	<ul style="list-style-type: none"><li>Safe, secure and humane system – E.g., Equitable health access</li><li>Foundations for participation – E.g., AOD outcomes; Mental health outcomes</li><li>Safe, supported and capable staff – E.g., Frontline staff capability</li></ul>
	Assessments	5	<u>Discharge/Transfer from care</u> <ul style="list-style-type: none"><li>Patient Transfer between Prisons policy finalised.</li></ul>		
	Clinical care	6	<u>Documentation</u> <ul style="list-style-type: none"><li>All new staff required to complete Clinical Documentation and Communication e-learning module.</li></ul>		
	Communication	6	<u>ISU</u> <ul style="list-style-type: none"><li>Segregation, UoF and At-Risk Project- Updating manual documentation into a digital process in IOMs.</li></ul>		
	Consumer rights	1	<ul style="list-style-type: none"><li>Christchurch Men’s Prison Intervention Support Unit (ISU) refurb – 5 of 18 temporary cells now in use. Contractor has started works on temporary ISU yards.</li><li>Org Assurance Framework – development of Assurance Plan for segregation and at-risk</li></ul>		
	Discharge / Transfer from care	3	<ul style="list-style-type: none"><li>Intervention and Support Unit Placement Review Process implemented in October 2024.</li></ul>		
	Documentation	21	<ul style="list-style-type: none"><li>Mental Health and Addiction Workforce Plan 2024 – 2027 published by Te Whatu Ora in September 2024.</li><li>Suicide Prevention and Postvention Action Plan being updated and extended to 2029. Refreshed plan will consider recommendations from the Office of the Inspectorate thematic review on Suicide and Self-harm.</li></ul>		
	ISU	7	<u>Staff training/staffing and resources</u>		
	Staff training - Health Services	24	<ul style="list-style-type: none"><li>All Pae Ora staff have access to weekly virtual education sessions.</li><li>Clinical Nurse Educator appointed for Lower North Region.</li></ul>		
	Staffing and resources	9			





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<b>Prison Sentence Management</b>  <b>22</b>	Access to Case Management	<b>3</b>	<ul style="list-style-type: none"><li>Review of Prisoner Incentive Allowance Framework. Final recommendations to Executive Leadership Team expected in November 2025.</li><li>Case Manager Contact option via KIOSK</li><li>Collaborative Practice within Integrated Pathways, supporting frontline on working collaboratively.</li><li>Review of the Case Management workflow tool.</li><li>Enhancements to Allegations app supporting staff management of IR.07 Allegations Against Staff process.</li><li>Consultation underway with Digital on further systems improvements to complaints processes.</li></ul>	<ul style="list-style-type: none"><li>Integrated Pathways</li></ul>	<ul style="list-style-type: none"><li>Safe, secure and humane system – E.g., Complaints;</li><li>Foundations for participation – E.g., Offender plan timeliness</li></ul>
	Collaborative management	<b>5</b>			
	Prison Misconducts	<b>1</b>			
	Prison PC.01 Complaint process	<b>8</b>			
	Prisoner Incentives	<b>4</b>			
<b>Prisoner Privacy</b>  <b>15</b>	CCTV / OBC coverage	<b>8</b>	<ul style="list-style-type: none"><li>Regulatory update clarifying lawful use, and restrictions, on CCTV underway – expected early 2026.</li><li>Infrastructure and Facilities Portfolio Governance Committee approved scope to deliver moveable screen design development (Prototype 3).</li></ul>	<ul style="list-style-type: none"><li>Privacy Screens/features</li></ul>	<ul style="list-style-type: none"><li>Safe, secure and humane system – E.g., Complaints</li></ul>
	Privacy screens	<b>6</b>			
<b>Prisoner Segregation &amp; Restraint</b>  <b>34</b>	Mechanical Restraints	<b>1</b>	<ul style="list-style-type: none"><li>Segregation, UoF and At-Risk Project- updating manual documentation into a digital process in IOMs. Rollout will include user training emphasising process and procedure.</li><li>Legislative policy work on prisoners of extreme threat continuing.</li><li>Procurement of new handcuffs – easier to use for staff.</li><li>Recommendations from Organisational Resilience Learning &amp; Assurance work on Segregation are under consideration.</li></ul>		<ul style="list-style-type: none"><li>Safe, secure and humane system – E.g., Segregation; Use of force incidents</li></ul>
	Segregation	<b>23</b>			
	Use of Force	<b>6</b>			



# Work progressing against other recommendation categories

<p><b>OTHER</b> [includes recommendations which will sit in new Health &amp; Safety and Resilience categories in future]</p>	<ul style="list-style-type: none"> <li>• Business Continuity</li> <li>• Developing an Alternate National Coordination Centre plan (Including alternate Communication plan)</li> <li>• Developing a Logistics Contingency Plan</li> <li>• Developing an IT Contingency plan</li> <li>• Developing a workforce contingency plan (Loss of staff) – Incorporating learning from Industrial Action planning.</li> <li>• Reviewing and updating Business Impact Analysis for sites</li> <li>• Updating regional Business Continuity Plans (BCP)</li> <li>• Developing Parole Board BCP</li> <li>• Developing Community residences BCP including evacuation plans</li> <li>• Refining Prison Evacuation plan.</li> <li>• Developing biosecurity contingency plans</li> <li>• Critical H&amp;S</li> <li>• Developing Vehicles Critical Control Protocol</li> <li>• Reviewing Violence and Aggression Critical Control Protocol and assurance</li> <li>• Reviewing Critical Health and Safety Risks – Risk assessment of all current risk scenarios</li> <li>• Develop and reporting for Fatigue Verification Assessment (Assurance)</li> <li>• Develop and reporting for Contractor Management Verification Assessment (Assurance)</li> <li>• Reporting for Hazardous Substances Control Assessment</li> <li>• Reviewing assurance for current Fire controls</li> <li>• Reviewed Duress Alarm procedures, guidance and assurance with improvements across these completed and in progress.</li> </ul>		
<p><b>OIA</b>  <b>2</b></p>	<p>Staff training - OIA</p>	<p><b>2</b></p>	<ul style="list-style-type: none"> <li>• Three new FTE roles established in 2025. Confirmed change to the Ministerial Services team, which will see ministerial engagement functions moved to a new team from 6 October 2025. This will result in the renamed Official Correspondence team having a dedicated focus on the OIA and Privacy Act. While we anticipate a transition period, we expect this change will assist in addressing currently high workloads and our ability to enhance training in this space will increase.</li> </ul>
<p><b>Medication management</b>  <b>8</b></p>	<p>Administration</p>	<p>2</p>	<ul style="list-style-type: none"> <li>• Updated Safer Prescribing Guidelines released January 2025.</li> <li>• Clinical Director (Medical) appointed June 2025.</li> <li>• Prescribing audit underway.</li> <li>• External review of Medicinal Cannabis is being commissioned.</li> <li>• National Standing Orders updated.</li> </ul>
	<p>Documentation</p>	<p>2</p>	
	<p>Prescribing</p>	<p>4</p>	