

Monitoring Entity Recommendations Themes Dashboard – May 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 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 July 2022, the National Commissioner requested a review of national and regional documents and procedures relating to prisoner property. This was completed and provided to the Chief Custodial Officer in October 2022. With the closure of the NCC, the CCO has agreed to pick up this work stream. Prison Property will be an ongoing piece of work allocated to an adviser in the CCO team. Updates will be provided as this work progresses.
Clothing and bedding	Staffing pressures have impacted the ability for staff to consistently respond to requests for extra kit, or to proactively monitor the quality of clothing and bedding and replace these as required. A new provider of mattresses and bedding has been selected following a trial at five sites and information about the changeover will be advised to sites in the coming few weeks. Sites have sufficient stock on hand that they will not be impacted by the change. Regional Inspectors are reporting on issues with clothing and bedding as needed, and a new approach to address the issues of access and hygiene of clothing and bedding is being formulated by the Director Complaints Resolution.
	Connected to a work plan or programme but with limited evidence of change yet
Increased unlock hours and normalised mealtimes	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. Staffing pressures are impacting the ability to deliver increased unlock hours and normalised mealtimes at most sites. Corrections Services is supporting each site to develop their own 1-2 year plan to improve service delivery by outlining how their site will operate.
Enhanced privacy from cameras and barriers	The legislative policy team are seeking final Cabinet approval in June 2023 to allow privacy screens in cells for people segregated for their mental health or subject to the penalty of cell confinement. If approved, this will come into effect in July 2023 but is drafted to give a five-year window for Corrections to make the necessary infrastructure changes across all prisons. As of May 2023, a successful trial has been completed at Rimutaka Prison to pixelate hygiene areas of a cell, such as a toilet, to give prisoners more privacy. In March 2023, the Deputy National Commissioner and Chief Custodial Officer approved the implementation of an initial stage of camera pixelation across the estate for approximately 475 CCTV cameras across 14 sites.
Prison Inductions	Work is underway to progress Hōkai Rangī action point 3.1 to improve the immediate needs assessment that is completed in the Receiving Office on arrival to prison. This action has moved to pilot phase with pilot sites identified and training commencing in early May. Induction information has been translated into six languages to support the access to information for foreign nationals in prison. The pilot of the material was successful and 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. A whānau space has been created on our external website where 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 has been endorsed and finalised following the release of the Inspectorate’s Older Prisoners Thematic Review, with a launch planned for August 2023. The plan will be supported by an Advisory group of experts with immediate and short-term actions (delivery by end of 2025) enabled by a working group.
Needs of disabled people	The Corrections Disability Action Plan 2023 - 2027 has been finalised and approved, a formal launch was held on 22 February 2023. Work has begun on the immediate actions of this plan. A Lead Adviser Disability has been recruited to lead the implementation and delivery of the action plan.
Medication Management	The E-Medication administration project is due for staged site-based implementation. It is being tested at two pilot sites and is expected to be rolled out at the remaining sites in a stepped approach throughout 2023. Safer Prescribing Guidelines have been developed, and the Medicines Management Policy has been split into operational procedures. Updates to the core medication management operational procedures were completed in February 2022. We are also exploring initiatives on top of current policy and practice regarding medication rounds, to allow people to hold their own medication where safe to do so in order to free up time for other critical activities.
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 platform for new Corrections Officers was successfully rolled out in January 2023 and has been well received. Work will continue to ensure it delivers the outcomes sought. Three out of five transitional managers have been identified to lead the development and design of the new capability function, with the remaining managers to start in the coming weeks. Te Ara Rangatira (leadership development pathway) has been developed, and a stocktake of the existing leaderships courses is being run nationally and regionally. Planning for the delivery of a number of cultural capability uplift initiatives is underway. Work continues 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.
Segregation and Use of Force, and improving prison safety	The Reducing Violence and Aggression Programme of work is continuing. Key actions progressed in the last six months include: a national roll out of the 105 online tool for staff to report assaults directly to Police in a consistent format; the national roll out of violence and aggression capability uplift training has started with over 500 frontline custodial staff already having received the training; all sites have developed site-specific violence and aggression plans and identified their key areas of focus, which will now be highlighted through a new structure of prison/union cluster groups; and, a programme of work has been initiated to look at the fit for purpose training deliverables in the Action Plan, called the “Future of Learning”. Upcoming activities and milestones for the Action Plan include: ongoing and high-volume training delivery for the violence and aggression uplift; and the Prison/Union cluster groups referenced above will be stood up and embedded. The Office of the Inspectorate’s thematic report entitled ‘Separation and Isolation: prisoners who have been kept apart from the prison population’ has been completed, with a date for public release to be determined soon. 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.
Incentives Scheme	ELT Strategy in August 2022 endorsed a broad review of the Prisoner Incentives Allowance Framework. 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	As we progress the major long-term programme of work focused on delivering new builds, including modular builds, we can close units that are no longer fit for purpose. ELT endorsed development of a long-term network plan and the Draft Long Term Network Configuration Plan was presented to ELT in March 2023. The draft plan has a five- to ten-year horizon and will look to provide a quality, fit for purpose future prison network through a focus on High Security Resilience, Purposeful Prisons, Low Security/Hut units, Network Resilience and the utilisation of new capacity to optimise the network.
Access to Light, Air & Ventilation	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. Planned Asset Replacement have implemented improvements wherever possible when replacing end of life existing assets. The Capital Plan contains an initiative to cover HVAC in Prison sites, which will run side by side with the boiler programme.
Information management and record keeping	The Organisational Performance Committee has endorsed the Information Management pack presented to them in April 2023 and the high-level Digital Information Management Work Programme. Pending a funding request, the discovery phase of the Information Management Work Programme will kick off in June 2023.

Existing theme	Progress Update
Recording minimum entitlements	Guidance is being sought on next steps following the pilot of the Minimum Entitlements app developed by Digital Solutions. A decision is yet to be made on a further rollout of the digital solution to other prisons, and whether to expand or amend the minimum entitlements being monitored at the pilot site.
Access to interventions	A new Services and Strategy Portfolio has been established to provide the governance for the evolving of Corrections' service delivery system (everything we do operationally with people in our care and under our management). Transformation of the service delivery system will be deliberately incremental, underpinned by Hōkai Rangī, with the intended outcome being the embedding of holistic pathways and care packages that leverage off the existing initiatives and innovation underway across the Department.
	Connected to a work plan or programme with evidence of change, but progress is still underway
Access to Prison Health Care	The Health Team continue to consider how the first annual Health Prevalence Analysis (from 2021) can improve services and outcomes for people we manage. Sites are using data to inform service delivery planning and address the backlog of work – the immediate focus is reducing the volume of overdue Initial Health assessments. Other initiatives are underway to reduce delays in treatment and enhance access to health services. These include refreshing our Health Care Pathway; a review of assessment tools used on arrival into prison; and exploration of funding for AVL equipment to enable virtual consults with community health providers. Health Services is considering whether the multidisciplinary teams of mental health clinicians in place at seven prisons should be expanded to other prison sites. A clinical outcome measure has been adopted, which will provide data around service benefits for the people who engage with this service in prison. The Addiction Services team are striving to improve access by working with stakeholders to identify barriers to access and resolve these. The Alcohol and Other Drugs (AOD) Needs Analysis has identified sites where there was little or no AOD treatment available, and the potential to provide interventions across the continuum of AOD need. Based on this analysis, new AOD services have been initiated at Rolleston Prison and ARWCF, with further interventions planned for the remand population at NRCF, Arohata Prison and Manawatū Prison.
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 and Support Unit dashboard was rolled out to a select number of users for testing between November and January 2023. The dashboard will go live for all users by August 2023. Training continues to be provided to staff, including training for mental health staff) to enhance their ability to assess and effectively manage suicide risk. The Mental Health 101 training continues to be delivered to custodial and community corrections staff and this programme has also been embedded into the Custodial Officer Development Pathway for newly hired custodial staff. Several projects are underway aimed at improving physical environments within Intervention and Support and Units. The Office of the Inspectorate is also conducting a thematic review of suicide and self-harm over the past five years, with a draft report to be completed and received by the CE by the end of June 2023.
Needs of women	The implementation of <i>Wāhine – E rere ana ki te pae hou: Women's Strategy</i> and the associated action plan is progressing well, despite operational challenges such as staffing pressures. Of the 38 'Do Now' actions, ten have now been completed, with four of these completed this quarter (Q3 FY22-23) The majority of the remaining 28 'Do Now' action points are on track to be completed this year, despite some operational challenges with staffing levels. Two actions have been identified as 'At Risk' for this quarter, with mitigations identified. Good progress has also been made on a number of 'Do Next' actions. There have been a number of highlights this quarter, the most significant being the completion and approval of the design of a Learning and Development Pathway and Support Framework for custodial staff working in a women's prison (linked to WS2.5, 7.5, 7.6, and 7.7), which has now progressed to the development phase. Ongoing flexibility will be essential depending on any unforeseen issues that arise.
Access to culture	Work is continuing against many of the Hōkai Rangī actions to improve access to culture, providing both people under our management and our staff with cultural support to ensure their wellbeing and oranga. Some examples of initiatives providing this kaupapa for people under our management include (but are not limited to): Wāhine wellness wānanga, which was aimed at helping wāhine restore wellness and balance in their lives was attended by 11 participants who had been through Ara Poutama Aotearoa and the Justice system in April 2023; Waka Anga Mua programme, which supports men to build positive relationships with their whānau and teaches tikanga Māori as guiding principles for behaviour had five graduates on 14 April 2023, with a further 10 men are scheduled to graduate in the coming weeks; Tēnei Au, Tēnei Au has seen 53 men complete the programme in high security as of March 2023 with a further 22 currently enrolled; Pou Arahi roles have been established at Te Titirohanga units to work with people and their whānau, hapū, and iwi to provide wrap around support; and Mauri Te Pae, which enables Ara Poutama Aotearoa to provide ongoing support for men during their time in prison and upon release, has been successfully completed by 397 men since 2020.
Access to personal information	Through the Privacy Work Plan, Corrections continues to develop its frontline staff's understanding and capability of processing of access requests. A key feature is staff undertaking an online privacy awareness module: <i>Being Privacy Safe at Ara Poutama Aotearoa</i> , which includes guidance on access requests. Nearly half of our staff have completed the module. We have also revised our Privacy & Personal Information Guide to now be an online decision-support tool to assist staff with their processing of access requests.
Re-designing the complaint resolution system	A thematic review into the complaints system was completed in March 2022 and the Director Review & Response is leading a programme of work to implement the recommendations. At the onset of the project some pieces of work were identified which required minimal consultation. 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 Tātou. Recent initiatives include: a new complaint advocate process which went live on the external website in January 2023, and has been used to support a number of complainants in the months since; a pilot of a frontline complaint support lead started at Christchurch Women's has now been expanded to support Christchurch Men's Prison as well; a new database to enable enhanced management and reporting on complaints has been rolled out to a number of business groups responsible for complaint management including Health Services and Community Corrections and a pilot to provide cultural supervision to a small group of Integrity, Employee Relations and Inspectorate managers began in March 2023, to complement the development of kaupapa Māori informed resolution standards.
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 PEV Escort Routes have been formally adopted. These routes are under constant review as part of the team's oversight of movements and will be amended where issues or improvements are identified. Quarterly reviews from the Regional Operational Performance Teams to the Chief Inspector have been reduced to six-monthly with the agreement of the Chief Inspector.
Improved prison maintenance	With the application of the business process improvements to last year's Maintenance Management Plan, we are able to see the effectiveness of this through the YTD Planned Maintenance vs Reactive Maintenance score of 86.4% (well above the 70% target threshold). The improvement in the scoring is supported with a visible drop in the number of Reactive Maintenance calls per month over the past 12 months, across all work priorities. As part of the continuous improvement process of the Master Maintenance Plan feedback from maintenance activities such as site inspections, condition assessments, and scheduled maintenance activities are fed back to the contract team. These are then reviewed and incorporated into the Master Maintenance Plan as required. The annual maintenance plan review commenced in March 2023, with a focus on the effectiveness of the current maintenance plan (to maintain asset condition and reduction in faults), effectiveness of specific maintenance items, and supporting core deliverables around zero harm and compliance. The Planned Asset Replacement programme continues to focus and prioritise assets that are end-of-life, in-conjunction with analysis of reactive maintenance jobs and mean time between failure. Regional Inspectors are reporting on issues with maintenance as needed. This is raised with the PD in the first instance and recorded in a monthly summary of their site visit.