

Monitoring Entity Recommendations Themes Dashboard – November 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	
Clothing and bedding	The issues of access to and hygiene of clothing and bedding have been long-standing. Work at a regional level remains ongoing to ensure that there are appropriate volumes of clothing and bedding available, not only in the receiving office but across all units within a prison. Practice guidance was sent to all Prison Directors in October 2023 advising that sites needed to ensure that they had sufficient volumes of clothing and bedding.
Connected to a work plan or programme but with limited evidence of change yet	
Prisoner property	Common prisoner concerns about property relate to delays in processing, property damage, and reviews of property claims. Improvements have been made to property processes, introducing volumetric control to limit storage and decrease claims. Positive outcomes have been observed. Additionally, there are plans to update the Integrated Offender Management System (IOMS) property function (likely 24/25FY) for a more modern and efficient system.
Increased unlock hours, normalised mealtimes	The Making Shifts Work programme closed in June 2022, having delivered a replacement roster-to-pay solution at 11 prisons. Staffing pressures are impacting the ability to deliver increased unlock hours and normalised mealtimes at most sites. This means that some benefits of the Making Shifts Work programme are likely to be impacted. The programme to re-establish and improve the availability of prison activities is supporting sites to develop plans to improve service delivery across the network. The National Workforce Planning Team is supporting this by ensuring oversight of roster changes required to support planning and increases to operational capacity.
Medication management	The E-Administration project (MediMap) is well underway, delivering a new digital solution for real-time medication management in prisons. A pilot at Whanganui Prison and Christchurch Women's Prison is scheduled for early 2024.
Access to dental service	Ensuring continued access to dental services remains a priority. An extension of dental contracts until November 2025 has been approved to ensure continuity of service provision and local options continue to be explored to best meet the demand for services at different sites.
Improved separation	Corrections has accepted all seven recommendations from the Inspectorate's thematic report on 'Separation and Isolation' released on 13 June 2023. Immediate actions underway include implementing an interim assurance process and targeted training for Directed Segregation oversight. Reporting is being adapted for improved visibility, and a longer-term system-wide response plan is underway.
Incentives scheme	In August 2022, a broad review of the Prisoner Incentives Allowance Framework was endorsed. 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.
Information management and record keeping	In April 2023, OPC supported the recommendation to endorse the high-level Digital Information Management Work Programme. A Seed Funding Request was submitted to the Digitally Enabled Business Portfolio Governance Committee (DEBPGC) in September 2023 for the discovery phase of the Information Management Work Programme.
Recording minimum entitlements	An app has been developed to record some (but not all) minimum entitlements. Following the initial pilot period, the app has been tested at a further three sites. A decision is yet to be made on a further roll out 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	The Services and Strategy Portfolio has been established to provide the governance for Corrections evolving service delivery system. Transformation of the service delivery system will be deliberately incremental, underpinned by Hōkai Rangī, with the intended outcome being embedding holistic pathways and care packages that leverage off existing initiatives and innovation underway across Corrections.
Strategy and planning	Continued delivery of Hōkai Rangī and other strategies is a priority, aligning with the Chief Ombudsman's recommendations. In late October, indicative role appointments for 133 staff were finalised through Te Ara Whakamua – the Pathway Forward reassignment process. November marked the commencement of recruitment for roles not filled through reassignment. The new Strategy and Corporate Services group will focus on supporting strategic outcomes and effective governance, while the revised People and Capability group will prioritise aligning roles with the organisational purpose and facilitating capability uplift.
Monitoring and assurance	Over the past 18 months, there has been a concerted effort to improve how both internal and external monitoring entity reports are endorsed and monitored. This ensures a direct link between key recommendations and corresponding programmes of work, with assurance measures overseeing implementation. Continuous refinement and reinforcement of monitoring and assurance mechanisms are pivotal to the implementation of Te Ara Whakamua – the Pathway Forward. This involves the creation of a new 'Enterprise Planning' team to coordinate and prioritise actions at an enterprise level. Simultaneously, the Organisational Resilience and Safety Group will be established to enhance the delivery of critical activities, proactively address operational risks, and learn from undesirable events.
Emergency management and planning	Significant efforts are underway to enhance emergency management and natural disaster preparedness, aligned to the principles of risk reduction, readiness, response, and recovery. This includes utilising Geographic Information System (GIS) for a better understanding of site-specific risks, developing a tailored CIMS training programme for Corrections with NSQA unit standards, and updating incident response guidance for custodial, Prison Escort Vehicles (PEV), and corporate (including Community Corrections).

Existing theme	Progress update
Prison inductions	Ongoing initiatives are enhancing prison inductions. This includes the He Ara Whānau pilot programme with Te Pā at Auckland Region Women's Corrections Facility (ARWCF), Auckland Prison, and Mount Eden Corrections Facility (MECF) to address whānau needs. Trials of providing translated material and reader-pens for dyslexic readers or those with low literacy have been successful. Preparations for implementation at other sites are underway. Our website now features a dedicated whānau space for easy access to information. We are also working on optimising brochures and information packets for accessibility. Expanded translation of induction material is with DIA for translation, targeting full implementation by the end of 2023.
Needs of disabled people	In February 2023, we launched the Disability Action Plan 2023 – 2027 , shaping an oranga-centred approach for tāngata whaikaha Māori and disabled people in prison. Progress includes recruiting dedicated social workers, establishing a Disability Advisory Group, and improving screening assessments. In September 2023, we released accessible versions of the plan. All immediate actions are on track for completion by late 2023 to early 2024.
Staff training – health	We are investing in our staff to ensure they have the capability to meet the high and complex needs of the people in our care. This is progressing well in the context of staffing shortages and significant pressure on our frontline. Nursing staff currently are required to complete Deteriorating Patient training and Primary Mental Health training. The Deteriorating Patient training is new and will be evaluated in December 2023 to provide assurance it is meeting the needs of staff. A review of the Primary Mental Health training was completed in July 2023 and demonstrated learning objectives are being met, with staff confidence increasing and learning being incorporated into practice. Despite staffing challenges, attendance has been strong.
Staff training – custodial, whole of organisation	Significant work is underway to increase staff capability and training opportunities across Corrections. A new version of the core initial training platform for new corrections officers was successfully rolled out in January 2023. The training has an enhanced mental health module and has been well received. Work is continuing to ensure it delivers the outcomes sought, including enhanced operational scenarios to improve operational readiness. Pending approval, a new pathway for senior corrections officers will be implemented in 2024. The new Kaitiaki - Capability Pathway Manager is building upon the content of Whāinga Amorangi Te Ao Māori Capability Plan to lift cultural capability. This includes planning for the delivery of a number of cultural capability uplift initiatives, the continued delivery of Te Tiriti and partnership trainings and a review of Ara Tika, to ensure cultural capability is embedded in the foundational learning received by all new staff.
Reduced use of force, improving prison safety	The Reducing Violence and Aggression Programme is progressing, with the next action plan in development for signing in 2024/25. Key updates include more than 2,700 frontline custodial staff completing violence and aggression capability uplift training. All sites have developed site-specific violence and aggression plans, supported through union engagement and the Prison Director Governance Group. Efforts are focused on increasing core training completion levels, with ongoing work on a comprehensive review of use of force by the Chief Custodial Officer's team.
Fit for purpose prison facilities	ELT Strategy endorsed a long-term network plan presented in March 2023, focusing on a five- to ten-year horizon. The plan aims to optimise the prison network, emphasising High Security Resilience, Purposeful Prisons, Low Security/Hut units, and Network Resilience. The Waikeria new build is set for completion in November 2024. Once construction has been completed, a period of commissioning will occur before new prison units are brought into operation. The facility is expected to be fully utilised by late 2025.
Access to ventilation and temperature control	Capital Planning and Planned Asset Replacement are adopting an integrated approach for improving existing cooling equipment, launching the Temperature Control and Ventilation programme (previously HVAC Programme) for 2023-26FYs. Incremental improvements are ongoing, with seed funding approved in July 2023 for estate-wide feasibility activities, anticipating a subsequent investment request in July 2024.
Connected to a work plan or programme with evidence of change, but progress is still underway	
Enhanced privacy (cameras and barriers)	Changes to the Corrections Regulations 2005 allowing privacy screens for people segregated for their mental health or subject to the penalty of cell confinement individuals came into effect on 6 July 2023, allowing a five-year window for prison-wide infrastructure changes. The feasibility study for these changes is underway. Following a successful pixelation trial in January 2023, the initial phase of camera pixelation has started across 14 sites, covering around 475 CCTV cameras. The pixelation of these cameras will increase privacy across a broad range of cells including those used for at-risk prisoners, and cameras used for mental health and cell confinement.
Access to prison healthcare	Initiatives are in motion to enhance healthcare access in prisons. This includes needs assessments for improved services, ongoing quarterly health dashboard deep dives, refreshing the Healthcare Pathway, and reviewing mental health services with a focus on Māori health equity. The procurement process for replacing alcohol and other drug (AOD) services at six sites is underway, and a new AOD pathway of care is being developed to better match interventions to the needs of individuals who have been assessed.
Reduced suicide and self-harm	Progress on the Suicide Prevention and Postvention Action Plan is positive. This includes the implementation of an enhanced reporting system for detailed mental health service delivery data, ongoing mental health literacy workshops and the delivery of additional furniture to all Intervention and Support Units to improve the environment. In August 2023, capital funding for detailed design at six priority sites was approved, with work underway with designers and surveyors.
Needs of women	Progress on the implementation of Wāhine – E rere ana ki te pae hou: Women's Strategy and the associated action plan is positive. Fourteen 'Do Now' actions and one 'Do Next' action have been completed, with most of the remaining 'Do Now' actions on track for completion this year. Highlights include the completion of the Nā Wai Au prototype, the commencement of Te Ira Oranga alcohol and other drug programme, and the establishment of a working group for shared learnings across Tactical Options Teams. Additionally, the development of the Learning and Development Pathway and Support Framework for custodial staff in women's prisons is underway, focusing initially on strengthening site leadership.
Access to personal information	Through the Privacy Work Plan, Corrections continues to develop frontline staff understanding and capability of processing access requests. A key feature is staff undertaking an online privacy awareness module 'Being Privacy Safe at Ara Poutama Aotearoa', which includes guidance on access requests. As of 1 November 2023, 65 percent of our staff had completed this module. Work is also underway to develop specific online modules that will focus on responding to access requests (under the OIA and Privacy Act) and provide assistance with the immediate response tasks.
Access to culture	Work continues to be progressed on many of our Hōkai Rangi actions to improve access to culture. This work is focused on providing both our staff and people in our management with cultural support to ensure their wellbeing and oranga. Some examples of initiatives include:

Existing theme	Progress update
	<ul style="list-style-type: none"> • Waka Anga Mua programme - this programme at Northland Region Corrections Facility (NRCF) helps people with their whakapapa to build positive relationships and whānau connections with tikanga Māori as guiding principles. Seven cohorts have participated in this programme. • Tēnei Au, Tēnei Au – the programme uses a kaupapa Māori approach that aims to address intergenerational trauma through exploring cultural norms and kahungutanga. 72 men have completed the programme. • Pou Arahi - 23 Pou Arahi roles have been established since the Pathway Programme started in 2019. Pou Arahi roles work with people and their whānau, hapū, and iwi to provide wrap around support for the people in Corrections management. • Mauri Tū Pae - 475 men have successfully completed this programme since 2020. The programme enables Corrections to provide ongoing support for men during their time in prison and on release.
Access to quality complaint resolutions	<p>Since April 2022, the Director Complaints Resolution has led a programme implementing recommendations from the thematic review into the complaints system. Completed initiatives include an online form on the website, a new advocate process, new policy and revised procedures, an integrated 'Resolve' case management system, enhanced public complaint reporting, supporting the Health and Disability Advocacy Service to better connect with sites, and a Complaint Resolution Practice Centre on Corrections' intranet. The Custodial Practice Team has also continued refinements to the kiosk function for prisoners to submit complaints. While the Office of the Inspectorate data shows improved access for complainants and advocates, there is an increase in complaints about progress updates, likely linked to the administrative pressure from the kiosk project and increased complaint volumes. Work continues to measure the quality of complaint resolutions.</p>
Improved prison maintenance	<p>The annual Downer maintenance plan review, completed in June 2023, focused on effectiveness, with a shift to planned maintenance reducing reactive work. The mid-term contract review has been finalised, with a focus on implementing changes for more efficient project delivery since July 2023. FY25 Planned Asset Replacement (PAR) planning has commenced. Regional Inspectors are reporting on issues with maintenance as needed.</p>