

Northland Region Corrections Facility

Unannounced Follow-up Inspection
November 2019



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Office of Inspectorate *Te Tari Tirohia*

Our whakataukī

Mā te titiro me te whaāngo ka puta mai te māramatanga

By looking and listening, we will gain insight

Our vision

That prisoners and offenders are treated in a fair, safe, secure and humane way.

Our values

Respect – We are considerate of the dignity of others

Integrity – We are ethical and do the right thing

Professionalism – We are competent and focused

Objectivity – We are open-minded and do not take sides

Diversity – We are inclusive and value difference

We also acknowledge the Department of Corrections' values: rangatira (leadership), manaaki (respect), wairua (spirituality), kaitiaki (guardianship) and whānau (relationships).



Foreword

The Office of the Inspectorate *Te Tari Tirohia* is a critical part of the independent oversight of the Corrections system and operates under the Corrections Act 2004 and the Corrections Regulations 2005. The Inspectorate, while part of the Department of Corrections, is operationally independent, which is necessary to ensure objectivity and integrity.

This report follows an unannounced follow-up inspection at Northland Region Corrections Facility (NRCF). It was the Inspectorate's fourth unannounced inspection, after a programme of scheduled inspections of all 18 New Zealand prisons that began in March 2017. These inspection reports are being progressively published on the Inspectorate website and are made available to prisoners in prison libraries. The inspection reports contain findings rather than recommendations. This means that concerns are identified, and the onus is on the Department and the prison to come up with solutions.

The inspection process provides an ongoing invaluable insight into prisons and provides assurance that shortcomings are identified and addressed in a timely way, and examples of good practice are shared across the prison estate. As the Inspectorate has added health expertise to its team of inspectors, inspections now have a strong clinical focus.

The follow-up inspection links to the work of my regional inspectors, who have close and ongoing contact with sites.

The initial inspection of Northland Region Corrections Facility, in March 2018, identified that the facility generally provided an environment in which prisoner's needs were met. Security was good with low levels of gang influence and contraband. A broad range of rehabilitation, education and work opportunities were provided. Prisoners' health needs, some environmental issues and telephone access were identified as some of the issues that required monitoring.

The Department responded to my report by carrying out improvements in some areas, such as the property office and the environment of Kāramu unit.

Our unannounced inspection took place in November 2019 and focused on areas identified in the initial inspection that required improvement, as well as considering areas covered by new *Inspection Standards*.

An unannounced inspection provides the inspection team with a clear picture of what happens routinely in the prison. It gives assurance that the findings of the previous inspection are being addressed by the site and standards are being maintained constantly.

I am pleased to note that the follow-up inspection found that the prison had made good progress overall in its response to the 2018 observations. It identified ongoing issues with facility maintenance, provision of health services and prisoner clothing. However, it noted positive staff engagement with prisoners incorporating the Department of Corrections' values

and the six strategic areas for change in the Hōkai Rangi¹ strategy to inform day to day interactions with prisoners.

I acknowledge the cooperation of Northland Region 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

¹ Hōkai Rangi expresses the Department's commitment to delivering great outcomes with and for Māori and their whānau, to begin to address the significant over-representation of Māori in the corrections system.

Our findings

1. This report sets out observations from our 2018 inspection, along with the response from the National Commissioner at the time (noting that the National Commissioner did not comment on all aspects of the 2018 inspection). The *Inspection Standards* for each section are also noted. Our commentary from the 2019 follow-up unannounced inspection follows and our 2019 findings are listed.

Reception and induction

- Finding 1. The prison has made good progress improving new prisoners' access to general health information.
- Finding 2. The prison has made good progress ensuring prisoners are kept safe and well during transport and reducing the number of last-minute changes to the transfer lists.
- Finding 3. The prison continues to make good progress to ensure prisoners are kept safe and are treated with respect and dignity in the Receiving Office.
- Finding 4. The prison continues to make good progress to ensure prisoners receive their induction and initial telephone calls to family and whānau. We acknowledge the work underway to develop a revised prison induction booklet.
- Finding 5. Some prisoners were delayed in accessing a kiosk as a finger or thumb print was not consistently obtained and recorded by Receiving Office staff.
- Finding 6. The prison has made insufficient progress to ensure prisoner privacy is maintained during reception health assessments.
- Finding 7. Health and custodial staff in Receiving Office did not liaise or consult each other when determining a prisoner's At Risk status.

Duty of care

- Finding 8. Despite having good AVL facilities, the prison has made insufficient progress to ensure there is adequate staff available for prisoners to attend their audio-visual link appointments.
- Finding 9. The prison offers prisoners good access to telephones where they can speak to their lawyer in private.
- Finding 10. Prisoners generally feel safe from violence, bullying and standovers in the units. Staff actively challenged anti-social behaviour and negative attitudes among prisoners.
- Finding 11. Gang management is an ongoing focus for the prison. However, some staff appeared unfamiliar with the prison's Gang Management Strategy.
- Finding 12. Younger Māori prisoners in Kea unit and those individuals accommodated in the self-care units received good opportunities to practise their language, culture and customs. However, more opportunities are required for Māori prisoners in other units.

Finding 13. The prison has made good progress to ensure prisoners have access to their personal and electrical property.

Finding 14. Despite the appointment of a second property officer, staff in the property office continued to have high workloads due to prisoner volumes and the frequency of inter-prison transfers.

Health

Finding 15. Despite staff shortages, medication rounds were prioritised and generally administered on time.

Finding 16. Health staff worked positively with custody staff to manage the needs of a prisoner who had to use a wheelchair following surgery.

Finding 17. Health staff were professional and responsive with patients when discussing their health needs.

Finding 18. The prison has made insufficient progress to improve prisoner access to health services. Health appointments are often rescheduled, and the volume of outstanding recalls remains high. There is high attrition among health staff and insufficient custodial support to consistently facilitate prisoner movements.

Finding 19. Prisoner privacy and confidentiality is not always maintained by health or custodial staff.

Finding 20. Some health staff had not completed their training requirements.

Finding 21. The prison has made insufficient progress to improve documentation for health reviews and observation notes for patients in the ISU.

Finding 22. The prison has made insufficient progress to install a kiosk in the ISU for prisoners to use.

Finding 23. The prison has made reasonable progress maintaining how it responds to the needs of prisoners with disabilities, given the limitations of the site's physical environment. However, at times, there were issues with timeliness.

Environment

Finding 24. The prison has made good progress ensuring prisoners have access to a toilet in the yards.

Finding 25. The prison has made reasonable progress addressing the maintenance issues in residential units identified in our 2018 inspection. Some areas in the residential units required painting and potential hazards addressed.

Finding 26. The prison has made insufficient progress providing appropriate quantities of seasonal clothing, towels and bedding for prisoners.

Finding 27. The prison has made good progress to improve the food available to prisoners, with the introduction of the new national menu, but current breakfast packaging affected food quality.

Finding 28. The prison has made reasonable progress to improve prisoner access to hot water. Some prisoners could not access hot drinks.

Finding 29. Most units no longer have communal dining areas. Prisoners must eat meals in their cells and most lower security prisoners cannot access a toaster or refrigerator in their unit.

Good order

Finding 30. The prison manages prisoners subject to cell confinement or directed (non-voluntary) segregation appropriately.

Finding 31. Work is ongoing to improve the quality and filing of Use of Force documentation.

Finding 32. The prison continues to make good progress with undertaking effective searches and limiting the introduction of contraband to the site.

Purposeful activity

Finding 33. Most prisoners had regular access to appropriate exercise opportunities and equipment.

Finding 34. The prison has made good progress facilitating prisoner access to visits with family and whānau. Visits continue to be child friendly.

Finding 35. The prison has made insufficient progress facilitating access to telephones to support regular contact with family and whānau.

Finding 36. The prison continues to make good progress with ensuring prisoners have access to the library and reading material.

Finding 37. The prison has made reasonable progress to provide prisoners with the support required to complete their offender plans. However, prison staff are not undertaking Right Track meetings as required.

Finding 38. The prison has made reasonable progress improving prisoner access to rehabilitation programmes, including for remand prisoners.

Finding 39. The prison has made insufficient progress to increase the number of suitable programme rooms.

Finding 40. A good range of education, training and work opportunities are available to prisoners.

Finding 41. Opportunities to support prisoner wellbeing were also available.

Finding 42. The prison continues to make good progress to provide prisoners access to chaplains and appropriate faith-based support.

Reintegration

Finding 43. The prison continues to make good progress in the area of reintegration.

Prison staff

Finding 44. The prison has made good progress ensuring staff role model and communicate effectively with prisoners.

Finding 45. Despite only being four FTE below the prison's minimum operating requirement, many staff told us there were insufficient staff available to adequately meet the needs of prisoners.

Finding 46. The prison has made good progress ensuring Karamū unit is appropriately staffed.

Introduction

2. This report is the fourth of a programme of follow-up prison inspections to be carried out by the Office of the Inspectorate *Te Tari Tirohia*.
3. The Inspectorate visited Northland Region Corrections Facility between 26-28 November 2019 to carry out the unannounced follow-up inspection.
4. Inspectors assessed the treatment and conditions of prisoners at Northland Region Corrections Facility against the *Inspection Standards*, which relate to 10 areas of prison life: reception and admission, first days in custody, escorts and transfers, duty of care, health, environment, good order, purposeful activity, reintegration and prison staff.
5. Follow-up inspections consider areas of prison life that were the subject of findings in the initial inspection. Standards that are new or were not considered as part of the initial inspection are also considered in the follow-up inspection.
6. The *Inspection Standards* are informed by:
 - » the United Nations Standard Minimum Rules (SMR) for the Treatment of Prisoners ('the Nelson Mandela Rules')
 - » HM Inspectorate of Prisons *Expectations* (England's equivalent criteria for assessing the treatment of and conditions of prisoners)
 - » the United Nations Rules for the Treatment of Women Prisoners and Non-custodial Measures for Women Offenders ('the Bangkok Rules')
 - » the Yogyakarta Principles, which guide the application of human rights law in relation to sexual orientation and gender identity
7. Inspectors make their assessments with four key principles in mind, to ensure that prisoners are treated in a fair, safe, secure and humane way. The principles are:
 - » **Safety:** Prisoners are held safely.
 - » **Respect:** Prisoners are treated with respect for human dignity.
 - » **Purposeful activity:** 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 reoffending.
8. The Inspectorate has adopted the assessment methodology used by HM Inspectorate of Prisons for England and Wales² to assess progress made by prisons since our initial inspection. There are four possible progress judgements:
 - » **Good progress:** Managers have implemented a realistic improvement strategy and have delivered a clear improvement in prisoner outcomes.
 - » **Reasonable progress:** Managers are implementing a realistic improvement strategy and there is evidence of progress (for example, better systems or processes) and/or early evidence of some improving prisoner outcomes.

² Refer to guidance on Independent Reviews of Progress <https://www.justiceinspectorates.gov.uk/hmiprisonswp-content/uploads/sites/4/2019/03/INSPECTION-FRAMEWORK-2019.pdf>

- » **Insufficient progress:** Managers have begun to implement a realistic improvement strategy, but actions taken have not yet resulted in any discernible evidence of progress (for example, better systems or processes) or improved prisoner outcomes.
 - » **No meaningful progress:** Managers have not yet formulated and resourced a realistic improvement plan.
9. The fieldwork for the follow-up inspection was completed by five inspectors including a clinical inspector, closely supported by a Principal Inspector. Inspectors carried out:
- » interviews with prison management and selected staff
 - » informal interviews with prisoners
 - » a physical inspection of all prison units, including the Health Centre, and
 - » a review and analysis of relevant documents and data
10. This section sets out the observations from our 2018 initial inspection, the National Commissioner's response to those findings and the findings of our 2019 follow-up unannounced inspection.
11. In July 2020, we provided the National Commissioner with a draft of this report. The National Commissioner responded to the draft 28 August 2020 and her response is attached as Appendix B. We acknowledge the improvements that have taken place at the prison in response to this inspection report.

Northland Region Corrections Facility

12. Northland Region Corrections Facility is located at Ngawha, about 5km east of Kaikohe, in Corrections' Northern region. It was originally established in 2005 as the first of four new campus-style prisons built as part of the Regional Prisons Development Project.
13. The Prison's residential facilities are comprised of seven residential units and two self-care units. Four of the seven residential units contain two separate wings.
14. The prison has the capacity to accommodate up to 652 male prisoners, including remand prisoners.

Prisoners

15. At the time of our inspection, the prison housed 593 prisoners, of whom 435 were sentenced prisoners and 158 were remand prisoners.
16. Prisoners accommodated at the site at the time of our inspection ranged from minimum to low-medium security classifications, although all remand prisoners were managed as high security prisoners.
17. The majority of the prison population identified as Māori (58%), followed by Pākehā (28%) and Pasifika (7%).
18. At the time of our inspection, eight prisoners were aged 19 and under, and 47 were aged 60 and over.

Staff

19. At the time of our inspection, the prison had 234 FTE³ custodial staff, which is four FTE below the prison's minimum operating requirement. Twelve corrections officers were identified as either on secondment or on leave.
20. The prison's case management team has an approved FTE total of 22 staff. At the time of our inspection, the prison was operating six below their required FTE due to staff vacancies. Three case managers were on long term unpaid leave. The prison managed those absences through secondments.
21. The Health Services team has an approved FTE total of 16. At the time of our inspection there were with two FTE vacancies and eight nurses had been employed in the team for less than one year.

Complaints received and deaths in custody investigated by the Inspectorate

22. From 1st July 2018 to 30 June 2019, the Inspectorate received the following contact from prisoners:
 - » 131 complaints⁴
 - » 9 information requests
 - » 19 statutory reviews (misconducts and temporary release/removal reviews)
 - » 1 Visitor Prohibition Order review
 - » In addition, there was one death in custody.⁵

³ Full time equivalent.

⁴ The top five complaint categories were the complaints process (18%), property (15%), Health Services (10%), staff conduct & attitude (9%) and sentence management and prison conditions (7%).

⁵ There is no further comment in this report about the death. The Inspectorate is investigating it separately.

Progress since the initial inspection

Escorts and Transfers

2018 observations	National Commissioner's response
<p>Prisoners were generally kept safe during transport to and from the prison.</p> <p>The high volume of transfers and last-minute list changes created health risks, including possible impact on medication, appointment times and continuity of care.</p>	<p>The National Office movements' team is now managing all remand transfers. Further, a clear process has been put in place to mitigate the high volumes of remand transfers. This process has been working well and has cut down the risks associated for prisoners with medical needs.</p>

Inspection Standards

- Prisoners travel in safe, decent conditions and are treated with respect, and attention is paid to their individual needs.
- Prisoners understand why and where they are being transferred to.

23. During our follow-up inspection we observed staff preparing several prisoners, as required, to travel from the prison. Staff provided prisoners with water for the journey and assisted those who needed help to board the vehicle. We observed that the prisoner holding areas in the vehicle were clean.
24. A staff member in the Receiving Office confirmed that since our last inspection they had observed fewer last-minute changes to the transfer lists.

Reception and induction

2018 observations	National Commissioner's response
<p>During reception and admission, prisoners were kept safe and staff generally treated prisoners in a humane and respectful manner.</p> <p>Most prisoners received inductions and were provided with initial telephone calls.</p>	<p>Overall, the prison felt that the induction process was well established. The prison believed its process with prisoners was robust. A review of the process and secondary assurance checks had been completed to ensure it was in line with operational expectations and policy.</p>

Inspection Standards

- Prisoners are safe and treated with respect on their reception and during their first days in prison. Prisoners' immediate needs are identified on arrival and staff

ensure that individuals' immediate anxieties are addressed before the end of the first day.

- Prisoners are promptly inducted and supported to understand life in prison and know what will happen to them next.
- Prisoners can access legal advice and, where applicable, a consular representative.
- Information relating to prison life is accessible for all prisoners.

25. During our follow-up inspection, Receiving Office staff continued to operate at the same high standard as observed in 2018.
26. When prisoners arrive into the prison, they are allocated to a holding cell in the Receiving Office. Individual prisoners are then moved to a booth or cubicle for their custodial and health assessments. Doors into each booth or cubicle ensure prisoner privacy is maintained during these discussions.
27. In the Receiving Office, we found the holding cells very hot with little or no air circulation. Custodial staff were observed providing jugs of water to prisoners in these cells.
28. Overall, the Receiving Office was clean and generally free of graffiti.
29. The Receiving Office continues to have condensation (water droplets) on the ceiling around the air conditioning vent, which was an issue observed during our last inspection. We note that funds have since been acquired for a new air conditioning unit in the Receiving Office.
30. We observed several prisoners arriving from Mt Eden Corrections Facility (MECF). We noticed that the arriving prisoners had their medical files with them in appropriately sealed bags so that they were separate from their general files. These prisoners later told us they felt safe during their transportation and were treated with dignity and respect during the receiving process.
31. We observed two prisoners arriving directly from court. We listened to custodial staff appropriately explaining the receiving process to one of those new prisoners. This prisoner was later accommodated in a suitable unit following his health assessment.
32. Prisoners we spoke to in various units confirmed that when they arrived in prison, they received their respective unit inductions.
33. At the time of our inspection, staff said that the prisoner induction booklet was being revised to ensure the information was concise, clear and in a format that could be understood by prisoners with lower literacy levels. Staff said the finalised booklet would contain general prison induction information as well as unit induction information.
34. We reviewed several prisoner records to confirm they received their initial telephone calls within the first few days of their arrival in prison. Initial telephone calls were attempted on the day of each prisoner's arrival either in the Receiving Office or unit. Records showed unit staff continued their attempts to connect newly arrived prisoners with family or whānau if they could not be reached in the first 24 hours.
35. Prisoners use a finger (or thumb) print to access the kiosk. We noted the Receiving Office had only one fingerprint machine. Staff told us this was inadequate given the volume of prisoners they frequently received. Some prisoners were placed in units without their fingerprints

recorded and later had to be returned to the Receiving Office for this purpose. This created additional work for unit staff and delayed prisoner access to information available on the self-service kiosks in the units.

Health screening on reception

2018 observations	National Commissioner's response
<p>At times prisoners' privacy was not respected adequately.</p> <p>Nurses did not provide enough information regarding reception assessments, consent forms or health services available.</p>	<p>Work had been undertaken to increase Health Centre staff's understanding of reception assessments, consent forms and available health services. The Health Centre Manager reported that this issue would be monitored closely.</p> <p>The Health Centre Manager advised that he was now confident the Health team was completing induction interviews effectively and with rapport building in mind. Further development would allow the team to continue with their development to provide a high level of health care for the prisoners.</p> <p>The National Commissioner advised that the site now uses a national pamphlet, 'Your health in prison'. This includes information on how to make a complaint.</p>

Inspection Standards

- Prisoners immediate physical and mental health needs, including substance use and prescription medication needs are assessed on reception and responded to promptly and effectively.

36. During our follow-up inspection, we confirmed that the pamphlet "Your health in prison" is being offered to prisoners and will be included as part of the general health information with the revised prisoner induction booklet.
37. While in the Receiving Office, we observed a Corrections Officer entering a cubicle several times when a nurse was completing a prisoner's reception health assessment. The Corrections Officer did not seek permission before interrupting. This compromised the prisoner's privacy during his reception health assessment and reduced the nurse's time for meaningful interaction with the prisoner.
38. We noted that the prisoner signed a consent form to receive health care, however, the prisoner refused any explanation and the nurse did not check that he understood the purpose of the consent.
39. We observed very little consultation or liaison occurring between health and custodial staff to help determine a prisoner's At Risk status.

2019 Finding

- Finding 1. The prison has made good progress improving new prisoners' access to general health information.
- Finding 2. The prison has made good progress ensuring prisoners are kept safe and well during transport and reducing the number of last-minute changes to the transfer lists.
- Finding 3. The prison continues to make good progress to ensure prisoners are kept safe and are treated with respect and dignity in the Receiving Office.
- Finding 4. The prison continues to make good progress to ensure prisoners receive their induction and initial telephone calls to family and whānau. We acknowledge the work underway to develop a revised prison induction booklet.
- Finding 5. Some prisoners were delayed in accessing a kiosk as a finger or thumb print was not consistently obtained and recorded by Receiving Office staff.
- Finding 6. The prison has made insufficient progress to ensure prisoner privacy is maintained during reception health assessments.
- Finding 7. Health and custodial staff in Receiving Office did not liaise or consult each other when determining a prisoner's At Risk status.

Duty of care

Access to legal advisers and attendance at court hearings

2018 observations	National Commissioner's response
The prison is making good use of the audio-visual facilities. This mitigates risks to safety and good order that can arise when prisoners are transported to and from court. At times staffing was inadequate in covering operation of the suite and movements to and from it.	The prison conducted a review into the audio-visual link suite and a schedule had been put in place. Residential units are provided with a schedule by 3pm the day prior to a hearing. They are also contacted at least 30 minutes prior to a hearing by telephone to have the prisoner ready for pick up. The prisoner is then escorted by the audio-visual link staff. This continues to work well and has mitigated any delays.

Inspection Standards

- Prisoners have reasonable access to consult with a legal advisor.
- An audio-visual link can be used for eligible court cases and for other legal consultations.⁶

40. We were informed that each day up to nine staff can be allocated to manage the audio-visual link facilities or undertake prisoner movements depending on the day's requirements. During our inspection only one staff member was managing the audio-visual facility, and we were told this was common practice.
41. We were present when the staff member managing the audio-visual link facilities was attempting to contact additional staff to assist with moving a prisoner to the facility for their scheduled audio-visual link appointment. Multiple attempts proved unsuccessful, and we learnt later that the prisoner was eventually telephoned in their unit instead.
42. Overall, the audio-visual link facilities were clean and free of graffiti (See Image 2). We noted there were three holding cells in the audio-visual link facility that can hold one prisoner at a time. During our visit the holding cells were very warm and poorly ventilated. There was no plan in place to keep prisoners cool in these areas during summer.
43. In the residential units we identified that prisoners had good access to telephones where they could speak to their lawyer in private.

⁶ Note this is an indicator – not a standard.

2019 Findings

- Finding 8. Despite having good AVL facilities, the prison has made insufficient progress to ensure there is adequate staff available for prisoners to attend their audio-visual link appointments.
- Finding 9. The prison offers prisoners good access to telephones where they can speak to their lawyer in private.

Bullying and violence reduction

2018 observations	National Commissioner's response
Incidents of fights, gang influence, bullying and standovers were reported.	

Inspection Standards

- Prisoners feel safe from bullying, abuse and violence.

44. Prisoners told us they generally felt safe in their units and did not feel bullied.
45. In the six months to 31 October 2019, 30 physical assaults by prisoners were recorded. Of these, 20 were recorded as prisoner on prisoner assaults and 10 as prisoner on staff assaults. The number of recorded assaults above shows a reduction compared with the number of assaults recorded prior to our 2018 inspection. For the six-month period to 31 January 2018, 26 assaults by prisoners were recorded, including 18 prisoner on prisoner and eight prisoner on staff assaults.
46. At the time of our inspection, 316 prisoners were placed on voluntary segregation. The prisoners we spoke to in these units said they felt safe.
47. Active gang members, who were accommodated across several units, made up 36% of the total prison population. Prisoners we spoke to said typically there were no issues and generally prisoners from different gangs mixed well together in the units.
48. Prisoners told us that when violence did occasionally occur, it was more likely to take place between members of the same gang and was often due to a situation arising in the community. Prisoners (including gang members) said they felt comfortable informing staff if tensions were rising in their unit and that staff were responsive and often moved a prisoner causing the problem to another unit.
49. Staff confirmed their methods for preventing violence, standovers and bullying. Prisoners who displayed anti-social behaviour or negative attitudes were actively challenged by staff and this frequently led to a review of a prisoner's unit placement. We observed several staff challenging negative prisoner behaviours and appropriately responding to tension in the units. The prison requires that cells are locked when prisoners are exercising in the yards, preventing individuals returning to their cells or entering other prisoners' cells. Some staff, including a Principal Corrections Officer we spoke to, were unfamiliar with the prison's Gang Management Strategy.

50. In Kea unit, which accommodates younger prisoners, staff have established a culture of team unity. Unit rules state that the unit is gang free and all prisoners are expected to align themselves to the 'Kea' team. Young prisoners who come to the unit are required to sign a 'behavioural contract' upon entry and the unit induction clearly states that any anti-social behaviours or poor attitudes may result in prisoners being excluded from the unit. A prisoner we spoke to confirmed he was aware of the rules and that typically staff might consider issuing a warning for a breach.

2019 Findings

- Finding 10. Prisoners generally feel safe from violence, bullying and standovers in the units. Staff actively challenged anti-social behaviour and negative attitudes among prisoners.
- Finding 11. Gang management is an ongoing focus for the prison. However, some staff appeared unfamiliar with the prison's Gang Management Strategy.

Māori prisoners

Inspection Standards

- Māori prisoners can access and practise their Māori culture and customs.
- Māori prisoners have access to kaupapa Māori informed and tikanga-based rehabilitation and reintegration programmes.
- Māori prisoners are supported to access stable whānau support.

51. During our follow-up inspection we observed a whakatau (welcome) taking place in the internal self-care unit. Prisoners told us they initiated their own kapa haka sessions in the unit and share karakia before meals. Whakatau occur for new prisoners arriving into the unit, and there is kai and haka when a prisoner from the unit is to be released from prison.
52. Young prisoners accommodated in Kea unit also had access to cultural activities. Prisoners start their day together with karakia and participate in kapa haka twice a week. New prisoners are welcomed to the unit with a whakatau.
53. The prison has formed a performing arts group, based in the internal self-care unit. Its members are working towards the Certificate in Māori Performing Arts. Prisoners can access the New Zealand Certificate in Te Reo (Level 1 & Level 2). A carving programme (Whakairo) is also available to prisoners in the internal self-care unit.

2019 Finding

- Finding 12. Younger Māori prisoners in Kea unit and those individuals accommodated in the self-care units received good opportunities to practise their language, culture and customs. However, more opportunities are required for Māori prisoners in other units.

Property

2018 observations	National Commissioner's response
Prisoners told of delays in receiving property. Staff advised that while the prison population had increased, there was only one property staff member.	

Inspection Standards

- Prisoners' property held in storage is secure, and prisoners can access it on reasonable request.
- Prisoner funds are managed securely and are accounted for.

54. Staff advised us that most personal property is issued to prisoners within a few days of it being received. Any delays were usually due to the time it took to receive prisoner property from other prisons. Prisoners we spoke to in several units confirmed they had no issues with accessing their property in a timely manner.
55. Since our 2018 inspection, a second property officer has been appointed. Two prisoners worked in the property office to assist with property cleaning duties. Despite the additional staff member, property office staff told us that they continued to experience high workloads because of the large volume and regular movement of prisoners.
56. Property office staff showed us their property registers and recording procedures in place to ensure all prisoner property received is tracked. These improved processes may have reduced the number of complaints received about prisoner property since our 2018 inspection. In the six months ending 31 October 2019 there were 34 complaints received from prisoners about property matters, compared with 80 complaints for the period ending 31 January 2018.
57. We confirmed that electrical checks of prisoner radios were undertaken by a contracted electrician on a fortnightly basis. At the time of our follow-up inspection only two radios were waiting to be checked.

2019 Finding

- Finding 13. The prison has made good progress to ensure prisoners have access to their personal and electrical property.
- Finding 14. Despite the appointment of a second property officer, staff in the property office continued to have high workloads due to prisoner volumes and the frequency of inter-prison transfers.

Health

2018 observations	National Commissioner's response
Prisoners' health needs were not always well met. Some prisoners complained there could be long waiting times to see a medical officer or dentist. Many appointments needed to be rescheduled and there was a large number of outstanding recalls.	There has been significant progress with recruitment, and this has seen an increase in health staff. Wait times are now currently sitting at 5-10 days for the Doctor. Ongoing work is being done to reduce these times further.

Inspection Standards

- Prisoners have timely access to community-equivalent health and dental services, and receive treatment which is sensitive to their diverse needs from competent staff in an environment that promotes dignity and maintains privacy.
- Prisoners are supported and encouraged to optimise their health and well-being.
- Prisons have a health-care service which ensures professional care of the physical and mental health of prisoners.
- Health files are accurate, up-to-date and confidential, and accompany the prisoner when they are transferred.
- Prisoners have access to specialised external secondary and tertiary health care services when required.
- On reception, prisoners are made aware of the prison health services available and how to access them.
- Prisoners have a right to health confidentiality and do not have to provide information, undergo health interventions or screening.

Provision of health care

58. During our follow-up inspection we considered how prisoners gained access to the prison's health services. In most units prisoners completed a health request form and placed it in a box for this purpose. In most units the box was cleared daily by health services staff, according to policy. However, in Kea unit, where younger prisoners are accommodated, health requests were given to the Principal Corrections Officer to be emailed to health services. We were told this process was established to save the health services staff time collecting the forms and because they anticipated that few requests would be made by younger prisoners. The process

in Kea unit is contrary to Corrections' policy because prisoner privacy requirements are not maintained.⁷

59. At the time of our follow-up inspection, health staff told us wait times for nurses' clinics were around seven days and non-urgent medical officer appointments were approximately two days. The wait time for a dentist appointment was approximately four weeks and for physiotherapists one week, which is consistent with our previous inspection.
60. We found wait times for health services difficult to confirm because many appointments were recorded as missed and then rescheduled. High volumes of rescheduled appointments were also an issue identified during our 2018 inspection. Our inquiries revealed rescheduling occurred primarily due to overbooked clinics, health staff shortages and insufficient custodial support for prisoner movements to and from health services or external appointments.
61. We noted that staff attrition over the previous 12 months was high, with 75% of nurses in post for less than one year at the time of our inspection. There were two vacancies in the health services team at the time of our follow-up inspection and a further resignation immediately after our visit.
62. Several health services staff had not completed their necessary training requirements. Health staff told us they needed additional funding to enable their travel to Auckland or Wellington for essential training.
63. Despite the staff shortages, we noted that prisoners generally received their medication on time.
64. We identified that many prisoners were not having their initial health assessments completed due to poorly coordinated movements by both custodial and health staff. This contributed to a high number of outstanding recalls. At the time of our inspection, there were 309 outstanding recalls. Recall volumes were also recorded as high during our 2018 inspection.
65. In the Health Centre, we observed there was limited space for staff to undertake clinic appointments in private and there was limited storage space available for equipment. We observed the Medical Officer completing prisoner assessments in the corridor where other people were present. When we inquired about this practice, staff told us there were plans to relocate the dentist and physiotherapist to another part of the prison. Staff were concerned about the impact of this separation.
66. It was unclear to us whether all health complaints from prisoners were viewed and triaged by the Health Centre Manager. Health staff responded to most prisoner health complaints by email to the Principal Corrections Officer of the unit. This approach is inconsistent with the health complaints policy. The Health Centre Manager should respond to any prisoner health complaints directly with the prisoner.

⁷ We raised our concern immediately with the Health Centre Manager who said the process would be reviewed.

2019 Finding

- Finding 15. Despite staff shortages, medication rounds were prioritised and generally administered on time.
- Finding 16. Health staff worked positively with custody staff to manage the needs of a prisoner who had to use a wheelchair following surgery.
- Finding 17. Health staff were professional and responsive with patients when discussing their health needs.
- Finding 18. The prison has made insufficient progress to improve prisoner access to health services. Health appointments are often rescheduled, and the volume of outstanding recalls remains high. There is high attrition among health staff and insufficient custodial support to consistently facilitate prisoner movements.
- Finding 19. Prisoner privacy and confidentiality is not always maintained by health or Custodial staff.
- Finding 20. Some health staff had not completed their training requirements.

Mental health

2018 observations	National Commissioner's response
<p>Prisoners' mental health needs were generally well met. The prison was taking all reasonable steps to identify prisoners at risk of self-harm and responding appropriately. Prisoners in the At Risk Unit were kept safe.</p> <p>At Risk observation notes were generic with little detail.</p> <p>There was no kiosk in the ISU and there were delays in telephone numbers being approved.</p>	<p>The National Commissioner advised that [health] staff had been reminded to ensure that detailed observation notes were kept.</p> <p>The National Commissioner advised that a kiosk had been requested and was awaiting approval.</p>

Inspection Standards

- Prisoners with mental health needs are identified promptly and supported by community-equivalent services to optimise their well-being during their time in prison and on release.
- Prisoners at risk are appropriately located in a therapeutic environment and supported by trained staff who are resourced to meet their individual needs.

67. In the Intervention and Support Unit (ISU) we saw that information contained in prisoner health reviews and observation notes was often generic. It was not always clear in the documentation

how long some people had been in the ISU or why they were placed there. Interactions between external forensic staff and Corrections' Improving Mental Health clinicians appeared limited.

68. We were told that custodial staff working in the ISU had received no training to help them work effectively in that environment. We were told that is why the sensory equipment available in the unit was not used.
69. No kiosk was installed for prisoners in the ISU despite assurances after our last inspection. Staff told us that it was still "on order".

2019 Findings

Finding 21. The prison has made insufficient progress to improve documentation for health reviews and observation notes for patients in the ISU.

Finding 22. The prison has made insufficient progress to install a kiosk in the ISU for prisoners to use.

Prisoners with disabilities

2018 observations	National Commissioner's response
The needs of prisoners with disabilities were generally well met with some specific issues raised with staff.	The National Commissioner advised that the prison accepted that staff should have offered the prisoner the opportunity to have a reading aid (a magnifying glass or glasses).

Inspection Standards

- Prisoners with physical, mental or other disabilities have full and effective access to prison life on an equitable basis.⁸
- Prisoners with a disability or age-related needs are placed in a cell that is suitable and appropriate for their health related needs.⁹

70. We found the prison generally responded appropriately to the needs of prisoners with disabilities, given the limitations of the prison's physical environment.
71. During our follow-up inspection we found a prisoner accommodated in the ISU's dry cell because he required the use of a hospital bed and the small size of the other ISU cells made them unsuitable. This meant staff had to move the prisoner to another cell in the unit whenever he needed to undertake his ablutions. The prisoner also told us he was finding his separation from other prisoners difficult in the ISU. We followed up with the Health Centre Manager who

⁸ This is a basic principle – not an inspection standard

⁹ Note this as an indicator – not an inspection standard

confirmed there were plans in place to move him to another cell in the unit after the current bed was altered to meet his needs. We confirmed after our visit that the prisoner spent 28 days in the ISU.

72. In other units we identified that disability cells were available and in use by prisoners who required them.
73. We observed a sign on the wall of one unit that stated crutches could not be taken into the exercise yards. We followed up with the Principal Corrections Officer in the unit and he confirmed that although it was a prison rule, individual prisoner needs and risk was considered on a case by case basis. At the time of our follow-up inspection, we observed one prisoner in the exercise yard with his crutches.
74. In another unit we spoke to a prisoner with mobility issues who was accommodated in a double bunked cell. He told us he was issued with the top bunk bed and used the back rest of two chairs to access his bed. We spoke to unit staff about the placement of this prisoner who assured us the prisoner would be moved to a more suitable unit as soon as possible. We later confirmed the prisoner was moved to another unit 48 days after our inspection.

2019 Finding

Finding 23. The prison has made reasonable progress maintaining how it responds to the needs of prisoners with disabilities, given the limitations of the site's physical environment. However, at times, there were issues with timeliness.

Environment

2018 observations	National Commissioner's response
<p>In general, the prison provided a safe and healthy environment in which prisoners' needs were met. There were issues with condensation, leaks, and mould in some locations.</p> <p>Clothing in some units was not adequate to meet prisoners' needs and prisoners said clothing had become a commodity which contributed to standovers and bullying.</p> <p>Food was generally adequate, if lacking variety and sometimes unappetising. Broken kitchen equipment affected what food could be produced. Prisoner access to hot water was limited.</p> <p>In the Karamū separates unit yards were unsuitable and showers were in view of CCTV cameras, compromising privacy.</p>	<p>The prison had engaged with the contractor to ensure all vents were checked regularly and repaired to ensure no further leaking occurred.</p> <p>The National Commissioner advised that the prison replaced all old worn gear, and gumboots were checked monthly and replaced if necessary.</p> <p>The National Commissioner advised that the prisoner was laundering bedding regularly.</p> <p>The National Commissioner advised that there was a plan to have bread toasted and delivered with breakfasts the night before. So far prisoners had been happy with this.</p> <p>All practices regarding hot water had been reviewed.</p> <p>A review of all essential equipment in the kitchen had been completed. Identified equipment had been recommended for replacement. Bi-monthly and daily health and safety checks were completed.</p> <p>The National Commissioner advised several changes had been made to Karamū unit to improve suitability.</p>

Inspection Standards

- Prisoners live in a clean and suitable environment which is in a good state of repair and fit for purpose.
- Prisoners have sufficient bedding that is laundered regularly.
- Prisoners have adequate access to a variety of clean clothing, including underwear and footwear, which is seasonally appropriate and of the right size and quality.
- Prisoners have a varied, healthy and balanced diet which meets their individual needs.
- Upon request, the prison provides meals and food in line with religious, cultural and other special dietary requirements.
- Prisoners' food and meals are stored, prepared and served in line with hygiene regulations.

- Clean drinking water shall be available to every prisoner.
- Meal times are reasonable and generally match those in the community, where possible.

Residential units

75. The prison continues to provide an environment that is generally in a good state of repair. Prisoners had access to a toilet in the yards.
76. We observed little or no graffiti throughout the residential units. However, several units had peeling paint in either the prisoner ablution areas or cell floors (See Image 6). At the time of our inspection, staff told us there had been no painting instructor for the previous four months which had delayed painting maintenance. Some of the outstanding painting maintenance was previously identified in our 2018 inspection.
77. The condition of the cells in the ISU had improved since our last inspection. The cells had been painted and the glass front doors, which previously had graffiti present, had been replaced. However, one exercise yard toilet was found to be leaking, with mould present around the toilet base. This was also reported in our 2018 inspection.
78. Artificial grass mats had been placed on the floor of one exercise yard in the ISU to create a sensory garden effect. However, we noted the mats created unintended hazards because they overlapped, were not fastened to the floor and covered the yard's drainage outlet (See Image 5).
79. Conditions in Karamū unit (separates) had improved since our 2018 inspection, with cells and exercise yards appearing clean and well-maintained (See Image 1). The three exercise yards in the unit had wall-mounted blackboards available for prisoners to draw on. CCTV cameras in the yards had black-out patches applied to the camera lens to ensure prisoners could undertake their ablutions in private. We confirmed that CCTV cameras in the prisoner cells of this unit were disabled.

Clothing and Bedding

80. We observed that the quality and quantity of clothing and bedding available to prisoners continued to vary throughout the site. Winter clothing stocks had improved since our last inspection; however, limited summer clothing kits were available. During our visit there was a shortage of t-shirts, shorts and larger sized clothing items for prisoners in all kit lockers. We observed many prisoners wearing warm (winter) clothing during our inspection and prisoners we spoke to told us they cut the legs off track pants to make shorts during the warmer weather or asked family or whānau to send them t-shirts. Several prisoners we spoke to complained about the clothing quality and we observed several prisoners wearing very worn clothing.
81. In one unit, prisoners told us about six boxes of t-shirts in the unit's storage area that had not been distributed. We viewed these boxes and staff told us they were not authorised to distribute the t-shirts while the clothing audit was underway.
82. Although we observed some worn bedding items in the units, prisoners reported no issues with bedding quality. Some staff and prisoners told us that sufficient numbers of towels and bed sheets were often difficult to obtain. Prisoners in some units were drying their towels or bedding in the units to avoid sending these items to the main laundry.

83. Staff confirmed that prisoner clothing and bedding access had been an ongoing problem since our last inspection. Staff informed us a clothing and bedding audit was underway and there was a plan to centralise the issue of clothing kits to prisoners. It was anticipated that centralisation would make distribution more efficient and ensure the prison maintained acceptable levels of appropriate clothing and bedding supplies.
84. At the time of our inspection we checked each unit laundry and the main laundry (See Image 7). While there were an adequate number of washing machines available in unit laundries some were broken and were awaiting repair. Prisoners confirmed they washed and dried any personal items in the unit laundries.
85. We confirmed new washing machines had been installed in the main laundry at the beginning of 2019. However, the new machines malfunctioned when used without a full load. This meant laundry from different units was often mixed. This helped to explain why we received complaints from prisoners that they received clothing back from the laundry in the wrong size. Our inquiries revealed that laundry staff recorded only clothing or bedding type and quantities received from units, not clothing sizes. Staff told us they intended to create a new laundry list to ensure clothing sizes were recorded.
86. We visited the prison's kitchen and observed prisoners wearing the required footwear (gumboots or steel capped boots), which appeared to be in good condition. A prisoner advised they did not get issued with their own boots but receive a pair of boots when they arrive to work. This prisoner told us he had no issue with sharing boots.

Food

87. Staff overseeing the kitchen activities told us that much of the kitchen equipment had been replaced or upgraded since our last inspection, and that kitchen equipment was regularly checked.
88. Prisoners spoke favourably about the new national menu that was implemented across all Corrections managed prisons in October 2019. The new menu reduced the quantity of bread per day (from 11 slices to six per prisoner), improved sandwich fillings for lunch, introduced salads at weekends and introduced two meat free dinners. (See Image 4).
89. Prisoners confirmed they were receiving the breakfast packs, which were delivered to prisoners in their cells the evening before. Most prisoners told us they disliked the breakfast packs because the toast was hard by the morning. At the time of our inspection, the kitchen was looking to replace the existing breakfast pack packaging to ensure the quality of breakfast items was maintained until morning. (See Image 3).
90. Most prisoners ate meals in their cells because the communal dining spaces were removed from the units following the 2013 riot at Spring Hill Corrections Facility. Consequently, despite many of the prisoners on site classified as lower security, most cannot access a toaster or refrigerator in their unit like in other prisons.
91. We found that prisoner access to hot water for drinking varied across the prison. Prisoners in some units reported they did not have access to hot drinks.

2019 Findings

- Finding 24. The prison has made good progress ensuring prisoners have access to a toilet in the yards.
- Finding 25. The prison has made reasonable progress addressing the maintenance issues in residential units identified in our 2018 inspection. Some areas in the residential units required painting and potential hazards addressed.
- Finding 26. The prison has made insufficient progress providing appropriate quantities of seasonal clothing, towels and bedding for prisoners.
- Finding 27. The prison has made good progress to improve the food available to prisoners, with the introduction of the new national menu, but current breakfast packaging affected food quality.
- Finding 28. The prison has made reasonable progress to improve prisoner access to hot water. Some prisoners could not access hot drinks.
- Finding 29. Most units no longer have communal dining areas. Prisoners must eat meals in their cells and most lower security prisoners cannot access a toaster or refrigerator in their unit.

Good order

Segregation and cell confinement

Inspection Standards

- Prisoners are placed on directed segregation only with proper authority and for the shortest time period, which is regularly reviewed. Prisoners understand why they have been segregated.
- Prisoners are kept safe at all times while on directed segregation and individual needs are recognised and given proper attention.
- Cell confinement is subject to strict policies and procedures.
- Prisoners suspected of internal concealment are located in a dry cell as a last resort and the proper authorisation is recorded.

92. We reviewed the directed segregation register and several management plans for prisoners subject to cell confinement or directed (non-voluntary) segregation. We found the supporting documentation to be comprehensive and properly authorised.
93. Although prisoners subject to cell confinement or directed segregation generally could not mix, they received reasonable time out of cell and had access to telephones, yards, the gym, books, education and rehabilitation programmes.

2019 Finding

Finding 30. The prison manages prisoners subject to cell confinement or directed (non-voluntary) segregation appropriately.

Use of Force

Inspection Standards

- Force is used only against prisoners as a last resort and never as a disciplinary procedure. When used, force is legitimate, necessary, proportionate, and subject to rigorous governance.
- Instruments of restraint are used only in clearly defined circumstances, when lesser forms of control fail, and only for the time strictly required.

94. During our follow-up inspection, staff were maintaining an electronic Use of Force incident register as required. The Acting Custodial Systems Manager told us a Use of Force desk file for staff was being developed.
95. Our review of a selection of Use of Force records identified documentation was completed within a reasonable time frame and to the required standard. However, the Acting Custodial Systems Manager told us incomplete documents were often returned to unit staff. A workshop was planned for unit principal corrections officers to ensure they understood how to complete Use of Force documentation and undertake reviews to the required standard. The prison aimed to review all Use of Force incidents within a 10-day period.

96. We reviewed the prison's electronic register of Use of Force incidents and found two separate Use of Force incidents had documentation unaccounted for. The Acting Custodial Systems Manager told us a document tracking system had recently been set up to ensure all Use of Force documentation was accounted for and appropriately reviewed before being finalised.

Searches

2018 observations	National Commissioner's response
Residential units generally provided a safe environment with limited contraband and thorough searches.	The National Commissioner advised that reminders were sent to staff to ensure they did not get complacent when conducting rubdown searches.

Inspection Standards

- Searches of cells and prisoners are carried out only when necessary and are proportionate, with due respect for privacy and dignity.

97. Staff informed us that immediately prior to our follow-up inspection, a prison-wide search operation took place where every cell was searched with the assistance of eight detector dogs. Staff told us that only a small amount of contraband was found.
98. We observed staff completing rubdown searches with prisoners. Generally, rubdown searches were thorough and professional.
99. Staff advised us they worked well with the dog handlers who visit the prison regularly.

2019 Findings

- Finding 31. Work is ongoing to improve the quality and filing of Use of Force documentation.
- Finding 32. The prison continues to make good progress with undertaking effective searches and limiting the introduction of contraband to the site.

Purposeful activity

Inspection Standards

- All prisoners are able to spend at least one hour in the open air every day
- Prisoners have access to physical exercise and recreational activities

Exercise

100. Prisoners can exercise in the unit yards, the main gym and some sentenced prisoners can access the prison's sports fields. The equipment in the main gym was in an acceptable condition. Gym rules and necessary health and safety information was clearly displayed for prisoners.
101. Health and safety requirements designed to keep people safe and well during exercise, including the need to pass a physical activity readiness assessment, limited access to the gym for some older prisoners. If barriers to participation are identified during the assessment, health staff provide support to eventually enable access.
102. During our inspection, we observed a gym session taking place with a group of prisoners who were very engaged. Three Activities Officers were present in the gym at the time.
103. We noted the ISU had new exercise equipment, which included medicine balls, inflatable balls, a stationary cycle and an exercise wheel.

2019 Finding

Finding 33. Most prisoners had regular access to appropriate exercise opportunities and equipment.

Communication with family or whānau

2018 observations	National Commissioner's response
<p>Visits were well managed and generally family friendly, although remand prisoners do not have any scheduled visits that school-age children can attend.</p> <p>Limited access to telephones caused tension and reported fighting amongst prisoners in several units and interfered with prisoners' ability to stay in contact with families.</p> <p>Staff told us more telephones were needed in units with double bunking.</p>	<p>The National Commissioner advised that the Operations Principal Corrections Officer was reviewing the entire visits schedule due to the potential large increase in remand prisoners at the prison. The Operations and Movements Manager was providing oversight and assistance. Currently sentenced mainstream and voluntary segregated prisoners had equal timeslots at weekends. The original practice of not allowing children to visit during school hours had stopped as responsibility for school attendance lay with parents not the prison.</p>

Work was completed to explore the need for additional telephones in the units. Although a new telephone was installed in Kāhu unit, it was determined that this was not necessary in the other units given the current usage of the telephones already in place.

Inspection Standards

- Prisoners are encouraged and receive practical help to maintain contact with family/ whānau members
- Prisoners have regular access to visits
- Prisoners have regular access to telephones and other communications, subject to a risk assessment

104. At the time of our follow-up inspection, prisoners had reasonable access to visits, including periodic opportunities for audio-visual link visits and special visits.
105. Prisoners on remand were receiving visits with their children during the weekend as were prisoners who were sentenced or on voluntary segregation.
106. Visits were child friendly with toys, books, fruit and drinks available to visiting children. Some prisoners could make food (toast) with their children in the visits area kitchenette.
107. We noted prisoners had access to sufficient numbers of telephones in their units. However, prisoners told us the limited unlock hours did not allow them to call their family or whānau after 3:30pm. As a result, there were often long queues for the telephones on the weekends, which caused tension among prisoners in some units. Prisoners attending programmes, activities or work during the day found maintaining contact with family and whānau particularly difficult.
108. Staff in KaaKaa unit told us it was better for prisoners to write letters to family and whānau because of the difficulties accessing telephones. However, in Pukeko unit, prisoners could only access stationery one day a week.

2019 Finding

- Finding 34. The prison has made good progress facilitating prisoner access to visits with family and whānau. Visits continue to be child friendly.
- Finding 35. The prison has made insufficient progress facilitating access to telephones to support regular contact with family and whānau.

Library

Inspection Standards

- Prisoners have regular access to a suitable library, library materials and additional learning resources that meet their needs.

109. Prisoners can access library books and magazines via a library catalogue or by visiting the library at scheduled times. Prisoners we spoke to said they had no issues accessing the library (See Image 8).

2019 Finding

Finding 36. The prison continues to make good progress with ensuring prisoners have access to the library and reading material.

Offender Plans

2018 observations	National Commissioner's response
The majority of prisoners interviewed did not think they were ready for release or their Parole Board hearing.	<p>The National Commissioner advised that at the time of the inspection there was a shortage of case managers. This increased workloads for the existing staff. Recruitment had taken place to increase staffing to full strength. The four new recruits were six months away from being able to take on a full caseload. They were able to take on a partial caseload four weeks after their start date.</p> <p>The National Commissioner advised that the Assistant Prison Director was aware there was pressure with remand prisoners due to the transient nature of the Remand Hub, with an average stay of one to two weeks. A decision was made at site level and supported by the regional team not to assign case managers at this time.</p>

Inspection Standards

- All prisoners have an offender plan.
- All prisoners receive support to achieve the targets in their offender plans and progress through their sentence.

110. Staff are expected to actively support prisoners, via their daily interactions, to make positive changes and decisions under a process called Right Track. Right Track requires a range of staff to meet regularly to share information about prisoners' offender plan progress.
111. Custodial staff told us they do not hold Right Track meetings due to staff unavailability and the need to complete other tasks.
112. Case managers work with prisoners to develop a comprehensive phased rehabilitation and reintegration plan. This offender plan provides the basis for managing and monitoring a prisoner's needs.
113. Prisoners' access to case managers varied across the site. Some prisoners said they did not know who their case manager was, or they did not have contact with their case manager as often as they would like. Other prisoners said they had no issue with accessing their case manager. Diminished access to case managers impacts on a prisoner's ability to make progress on their offender plan.
114. We were informed that although case managers are not formally assigned, they are rostered to visit remand prisoners regularly to address any immediate needs. Remand prisoners we spoke to confirmed to us they had no issues accessing a case manager.
115. The Assistant Prison Director told us the case management team continued to be affected by staff attrition, sick leave and secondments to other positions. At the time of our inspection, the Assistant Prison Director told us the prison was short six FTE case managers. Staff we spoke to were also aware that case management staff were under pressure. The Assistant Prison Director told us an action plan was in place that included options to attract people to the case manager positions and provide additional support to existing and new case managers.
116. Prison management advised that prisoner release planning had been prioritised. At the time of our follow-up inspection, 85% of Parole Board reports met the timeliness standard.

2019 Finding

Finding 37. The prison has made reasonable progress to provide prisoners with the support required to complete their offender plans. However, prison staff are not undertaking Right Track meetings as required.

Rehabilitation

2018 observations	National Commissioner's response
The prison provided most prisoners with a good range of rehabilitation, education, and industry training opportunities, and prisoners were generally positive about the opportunities they received. Access to rehabilitation programmes was limited and some prisoners had to wait a long time for programmes that were identified on their offender plans.	The National Commissioner advised that the number of criminogenic (offence-focused) programmes delivered each year was determined by National Office based on the availability of programme facilitators and programme delivery rooms. Programme capacity was always at its maximum, and the waitlist could be lengthy. Despite this, the principal case managers and the Site Scheduler met regularly to discuss programme scheduling and placement of

prisoners. The prison had also been exploring other options to make more space available on site for programmes.

The National Commissioner advised that targeted programmes were available for remand prisoners. Following a review, additional programmes were added for remand prisoners including art, meditation and Intensive Numeracy and Literacy alongside the educational assessments already conducted.

Inspection Standards

- Appropriate interventions are provided to reduce the likelihood of reoffending and promote successful reintegration.
- Rehabilitation programmes, targeting the specific needs of the prisoner, are available and accessible.
- There is good cooperation and communication between the prison and social support organisations, including those that deliver rehabilitation programmes in the prison.
- Prisoners can access out of cell activities which promote learning, well-being and support rehabilitation.

117. Prisoners continued to gain access to a broad range of programmes. For the six months to 31 October 2019, prisoners completed the following programmes: Medium Intensity Rehabilitation Programme (9 prisoners), Short Rehabilitation Programme (8), Short Motivational Programme (7), the Whare Programme (a medium intensity kaupapa Māori burglary programme) (4), and a maintenance programme (8).
118. Contracted service providers delivered kaupapa Māori informed and tikanga based education and rehabilitation programmes, including Mauri Tu Pae (medium intensity rehabilitation programme) (11), the Intensive Alcohol and other Drugs Treatment Programme (25) and Aftercare service (5), the Tikanga Māori Motivational Programme (36), Parenting Storytime (32), Parenting Support Services (20) and a gambling programme (1).
119. Staff advised that prisoners are waitlisted for programmes based on case manager recommendations. Prisoners are often required to wait to attend specialist programmes, with placement managed nationally. We were advised that waiting times for programmes have overall improved since our 2018 inspection.
120. The availability of suitable programme rooms continued to be an issue. Staff advised they had been unable to identify additional rooms and funding to build remained unavailable.

2019 Finding

Finding 38. The prison has made reasonable progress improving prisoner access to rehabilitation programmes, including for remand prisoners.

Finding 39. The prison has made insufficient progress to increase the number of suitable programme rooms.

Education**Inspection Standards**

- Education and vocational training programmes are offered in line with the needs of the learners.

121. In the six months to 31 October 2019, prisoners gained access to a broad range of education programmes including Intensive Literacy and Numeracy, Mentor Training and Support, visual and performing arts, driver licencing (car only), first aid, life skills, Secure Online Learning and self-directed learning. Education tutors completed 172 prisoner education assessments during the same period.
122. Remand prisoners could access meditation, Intensive Literacy and Numeracy, and life skills programmes.

Supporting prisoner wellbeing**Inspection Standards**

- Prisoners can access out of cell activities which promote learning, well-being and support rehabilitation.

123. During our follow-up inspection, around 56 volunteers were working with prisoners to deliver a range of activities including book club, meditation, yoga, public speaking and animal rescue.
124. Four young prisoners accommodated in Kea unit were training two SPCA rescue dogs which lived in the unit. Staff told us the dogs contributed to the positive atmosphere in the unit.
125. In some units, we observed prisoners had access to board games, weaving and music (including band equipment).

Work**Inspection Standards**

- All prisoners, where possible, can engage in work that is purposeful, benefits them and increases their employability

126. In October 2019, 244 prisoners worked in the prison kitchen, property office, laundry, as unit cleaners, painters, carpentry, or as beekeepers or gardeners in the horticultural areas. The site had a waitlist with almost 100 prisoners seeking work opportunities.
127. Many prisoners could gain industry related qualifications while working including:
- » Grow safe
 - » Forklift driving
 - » Scaffolding
 - » Traffic control
 - » Sewing and clothing manufacturing
 - » Laundry processing/ washroom procedures
 - » Chainsaw use
 - » Apiculture
 - » Hospitality and cooking
 - » Painting and decorating
 - » Horticulture
 - » Building and construction

2019 Finding

Finding 40. A good range of education, training and work opportunities are available to prisoners.

Finding 41. Opportunities to support prisoner wellbeing were also available.

Religious or spiritual support

2018 observations	National Commissioner's response
Prisoners' spiritual needs were generally well met.	There was no specific comment received.

Inspection Standards

- Prisoners are supported by the chaplaincy, which contributes to prisoners' overall care, support and rehabilitation.
- Prisoners' freedom of religion is respected and they are able to practise their religion.

128. Prisoners told us they could regularly access Chaplaincy Services, associated reading material and attend church services. Volunteers regularly visited the prison to deliver bible study classes and meditation sessions. Staff told us the prison maintains connections with other religious groups based in Whangarei, including an Imam who is available to support Muslim prisoners.
129. During our follow-up inspection, we observed a newly arrived Muslim prisoner praying. We later spoke to the prisoner and he told us the chaplain had provided him with a Quran and a staff member had provided a blanket to use as a prayer mat.

2019 Finding

Finding 42. The prison continues to make good progress to provide prisoners access to chaplains and appropriate faith-based support.

Reintegration

2018 observations	National Commissioner's response
Some services were available to support reintegration.	

Inspection Standards

- Prison management actively prepares prisoners for their release by facilitating access to post-release services.
- Prisoners with continuing health and social care needs are prepared and assisted to access appropriate services in the community prior to their release.
- Prisoners with drug and/or alcohol problems are prepared for release and have access to appropriate support and continued treatment in the community.
- Prior to release, prisoners have an up-to-date plan for addressing outstanding rehabilitation needs, which is managed in partnership with Community Corrections.
- Prisoners are given all necessary practical support and support information ready for their day of release.

130. The prison continues to offer reintegration opportunities.
131. During our follow-up inspection, approximately 200 prisoners were enrolled in a 'Kiwi Access' pilot programme.¹⁰ The programme ensures prisoners have a bank account and EFTPOS card when they are released from prison.
132. The prison has a dedicated case manager to manage Guided Release opportunities. In the six-months to 31 October 2019, there were 57 prisoner applications for Guided Release and 55 of those applications were approved.
133. The Assistant Prison Director told us there had recently been some positive outcomes from Release to Work for some prisoners. Twenty prisoners had been employed by New Zealand Crown Forestry for six months as a pilot programme, with six of them gaining full time employment on release. One prisoner was working in a café and four others were working full time as fruit pickers.

2019 Finding

Finding 43. The prison continues to make good progress in the area of reintegration.

¹⁰ Kiwi Access is an evidence of age and identity card in New Zealand. This card replaced the 18+ card.

Prison Staff

2018 observations	National Commissioner's response
<p>In the Karamū separates unit, there were staffing issues and daily welfare checks [from nurses] seemed to be cursory.</p> <p>Prisoners also reported some antagonism by staff towards prisoners. Staff resources appeared stretched.</p>	<p>The National Commissioner advised that the Operations Group has implemented a number of changes to support Karamū unit, including a new staff roster.</p> <p>The National Commissioner advised that poor performance (including staff attitudes towards prisoners) was to be challenged by the senior officers who supervised staff. Performance would be addressed further if poor standards presented again. This would continue to be monitored by the management team. Additional support would be provided to staff around further tactical communication training if required. A communication mentor would also be provided to any officers if required.</p>

Inspection Standards

- All prison staff, who work with prisoners, have the necessary knowledge, skills and attitude, and are trained to work in line with professional and human rights standards.
- There is an adequate number of custodial staff to manage prisoners safely.
- Staff are good role models for prisoners and relationships between them are professional, positive and courteous.
- Prisoners have a dedicated member of staff who supports them to make positive changes in their lives.

134. We observed most staff role modelling, communicating and engaging prisoners positively during our visit. Most custodial staff appeared to have a good knowledge of the prisoners in their unit.
135. At the time of our inspection, the prison had 234 FTE custodial staff, which is four FTE below the prison's minimum operating requirement. Twelve corrections officers were identified as either on secondment or on leave.
136. Despite this, staff across the prison told us there were too few staff to adequately meet the needs of all prisoners. Some prisoners confirmed this as we moved about the prison.
137. In Karamū unit, staffing issues identified in our 2018 inspection appeared to be resolved with staff permanently rostered to the unit, including overnight. We observed staff interacting professionally with prisoners in the unit and demonstrating genuine interest and care.

2019 Finding

- Finding 44. The prison has made good progress ensuring staff role model and communicate effectively with prisoners.
- Finding 45. Despite only being four FTE below the prison's minimum operating requirement, many staff told us there were insufficient staff available to adequately meet the needs of prisoners.
- Finding 46. The prison has made good progress ensuring Karamū unit is appropriately staffed.

Appendix A – Images



Image 1. Karamū unit



Image 2. AVL Ssite



Image 3. Breakfast packs



Image 4. Example of prisoner meal



Image 5. Artificial grass covering in Karo unit



Image 6. Cell Shower Kāka unit



Image 7. Weka unit laundry



Image 8. Kea unit library

Appendix B – National Commissioner's response



28 August 2020

Janis Adair
Chief Inspector
Department of Corrections

By email: janis.adair@corrections.govt.nz

Tēnā koe Janis

**Re: Draft Report on Northland Region Corrections Facility (NRCF)
Unannounced Follow-Up Inspection November 2019**

Thank you for the opportunity to respond to the draft inspection report. The Prison Director, Regional Commissioner and I are proud that overall you observed the site has made good progress since your previous inspection in March 2018. I know the Prison Director was particularly pleased to see you note the positive staff engagement with incorporating our organisation's values and aims detailed in our Hōkai Rangi strategy.

The report also describes good improvements in induction processes that provide information about health services, early connection with telephone calls to their whānau or friends and good access to private legal calls. There are a number of positive comments about safety and good order, including effective searching practices, limiting contraband introduction and staff engagement which supports prisoners to feel generally feel safe. Preparing people well for release is important and your report notes good progress with reintegration opportunities and purposeful activities.

Beyond NRCF specifically there are two significant matters since your inspection that I would like to note here.

Firstly, changes were made to Corrections Health Services to improve health service access and outcomes including for people with mental health, addictions and disability needs. The health leadership team was bolstered with the appointment of a Director Mental Health and Addictions, Chief Medical Adviser, Chief Maori Health Adviser and Chief Nurse/National Operations Director. Health centre managers also shifted to report directly to the Regional Operations Director Health roles providing them with direct health focused leadership support. The national health and mental health teams also have comprehensive work plans focused on practice and quality improvements. The Deputy Chief Executive Health and I are excited about the impact these changes will have on those in our care.

Secondly, it would also seem strange not to comment on the obvious impact that the global COVID-19 pandemic has had on our organisation. COVID-19 continues to pose a serious risk to the health and wellbeing of our workforce and those in our care and I am tremendously proud of how NRCF and our entire Corrections network responded, and continues to respond, to the challenges in our everyday operations. It has also proven a reminder of how enormously capable our staff are, highlighting how well they can and do collaborate across disciplines, show compassion in trying circumstances and can implement strict operational settings that support health and safety. I know staff across the network are continuing to reflect on what opportunities they have to maintain the successes demonstrated during this time.

NRCF has particular strengths, some, but not all of which, are mentioned in your report that I'd like to further comment on here.

Staff engagement and role modelling

Your inspectors observed that prisoners generally feel safe from violence, bullying and stand-overs. This was linked to staff taking an active role in challenging anti-social behaviour and negative attitudes. It further described staff actively role modelling, having good knowledge of the people in their unit and communicating effectively and with care. As noted, this site wide approach from staff is an important strength and reflects our organisational values and direction. These day to day interactions while each small reflect significant opportunities to effect change and support people on a positive pathway for their lives.

Māori Pathway site

As you are aware NRCF is one of two sites implementing the Māori Pathways Programme, using kaupapa Māori and whānau centred approaches to achieve better outcomes for Māori. Essential to this, is the work to co-design this pathway with local iwi, subject matter experts and men and whānau with lived experience of the system. The pathway itself and the co-design activities also create regular opportunity to re-think the way systems and processes on site are delivered. This has contributed to a developing philosophy on site that supports change encourages staff to consider innovations.

Programmes and activities that support change and strengthening cultural identity

The report lists a number of the programmes delivered on site and how many people attended each. I'd like to note the suite of programmes and activities at NRCF is an area of excellence. What is not obvious from the list of activities is that a number of programmes also involve a partnership with the community. A Mauri Toa Rangatahi programme is scheduled to start shortly which includes a mentor for the young participants, not only as they participate in the core programme but this support continues on release into the community.

In addition to the scheduled programmes there are a range of activities in many units that support Māori men to develop or strengthen their cultural identity. Elements of the philosophy of Te Tirohanga units have been adopted into the Kea Unit on site and implementation in Kaka Unit is underway. This includes starting each day with a

karakia and regular opportunities to practice or participate in learning te reo Māori or kapa haka. NRCF also operates a whakairo workshop, Mau Raukau and te reo Māori classes delivered by an external provider. The Tikanga programme is delivered regularly to a group of up to 20 men at any one time, in a noho marae format. The format allows for a great exposure to Te Ao Māori concepts and builds familiarity with the processes involved in a noho.

Challenges to address

Your report also offers valuable insight into the facility by detailing a number of challenges faced. The following areas have been identified as priority areas of focus for the site and reflect wider health services improvement that will benefit NRCF service provision.

Clothing

The Prison Director was disappointed that challenges with access to seasonally appropriate clothing and bedding has persisted despite sometimes having good stock available on site. NRCF have begun implementation of a centralised clothing management process led by the industries team.

Appointment and movement management

It is clear that custodial staff play an important role in ensuring access to activities and appointments by facilitating the movement of people across the site in a timely and efficient way. The site will focus on solutions for improving their management of movements and appointments with the goal of supporting improvements broadly across health, audio-visual link access, programmes, education and other on site activities. This ensures the capacity of other service providers, whether internal or external, and facilities are maximised and disruptions with resulting rescheduling minimised.

Health

The report comments that staff working in the Intervention and Support Unit had not received training, including on the use of sensory tools. The National Office Mental Health team have refreshed the Sensory Modulation guidelines, with a view to piloting at two other sites. Once piloted the training will be evaluated before implemented across the network, including at NRCF.

The National Mental Health literacy training (MH101) course remains a priority with the Health Leadership team. The team will work with NRCF to establish a training calendar for custodial staff to complete this training.

The collaboration between custodial and health staff is of critical importance. The Prison Director and Regional Operations Director Health both recognise strengthening the working relationship between their teams to be a key area of focus. They will build on existing points of collaboration, for example in the daily multi-disciplinary team meetings held in the Intervention and Support Unit.

At a national level the health and custodial practice teams have been working to develop joint policies, for example the custodial administration of paracetamol, managing people suspected of internal concealment, voluntary refusal of food, chaperones in consultations and the medical risks associated with control and restraint techniques. The collaboration is not simply on the policy development but also designs into the system the requirement for frontline staff to collaborate as they give effect to the procedures. This collaboration is also being incorporated into education opportunities with plans for 2020 including the joint delivery of training sessions by custodial and health experts. The health team are further seeking input from custodial staff on processes to support people living with disabilities, intellectual impairments and those with age-related conditions such as dementia. This reflects the importance of embedding collaboration at every opportunity in our systems.

Timely access to appropriate assessments has been identified as an area needing improvement, including at NRCF. As part of the new Health Services structure all health centre managers now provide a monthly report that includes clinical and performance indicators to their regional operations director health. These reports enable monitoring of assessment completion within expected timeframes and visibility of whether people are accessing appointments to meet their health needs.

Urgent action is also underway to ensure improve the management of health complaints with a core focus on maintaining privacy. This will be supported at a national level with a revised patient complaint policy.

There have also been some challenges where good progress has been made since the inspection.

- NRCF have worked hard to improve their relationship with Ngati Rangi as mana whenua. Monthly meetings are now held and many opportunities have been found to support each other in the spirit of reciprocity. Examples have included supplying face masks, food donations, services on site following a recent death at NRCF, workshops being held at the marae and the NRCF team are now exploring opportunities for a community work party to assist with grounds maintenance. The Prison Director is excited about continuing to enhance this relationship and the impact that will have on those in their care.
- Virtual visits with friends and whānau were introduced during COVID-19 restrictions and have been able to continue. NRCF shared this has provided a terrific opportunity for men in their care to connect with whānau around the globe or 'attend' a birthday celebration which without this technology would not have been possible. The site are exploring opportunities to expand into other 'every day' activities such as being able to read a book with their children as part of a bed time routine, these opportunities can support men to maintain their critical connection with the community.
- The report comments on high attrition among health staff and I am pleased to advise the team has made progress with recruitment and retention. They are currently only one staff member below their full staffing compliment and positively 12 out of 15 staff in the team now have more than 12 months experience.
- NRCF have begun training more staff in the operation of the audio-visual link suite to widen the pool of experience able to be drawn on.

- New hot water urns have been purchased to resolve issues with access to hot water in some units.
- Programme scheduling has been a focus to ensure available activity spaces are most effectively utilised.

I trust you are satisfied with our response to the draft report. Please advise me if you have any concerns or questions about the information provided.

Ngā mihi nui



Rachel Leota
National Commissioner