

Action plan – ASCF

Recommendations to the Department of Corrections

I recommend the Department of Corrections:	Accept/ Decline	Action plan and timeframes (i.e. what steps will be taken to implement my recommendations and by when), or reasons for rejecting my recommendation
Ensure effective mechanisms are in place for overseeing the conditions and treatment of prisoners at the Prison to address risks to prisoner safety and welfare. This should include the prompt identification, escalation and management of risks.	Accept	In December 2024, after considering all available information from several sources we sent two senior managers to support ASCF in an advisory capacity. During this period, it was decided that Corrections and Serco would enter into a Mutual Aid Agreement (MAA). The MAA was signed on 16 December 2024, and the purpose of the agreement was to support staff safety, upskill the workforce and ensure operations are driven by basic safety behaviours and in line with best practice. In addition, Corrections staff helped ASCF staff with understanding that providing structured activities, education, in-cell activities, and library access are all important parts of a safe and normalised regime. During the MAA, ASCF, with the assistance of the Corrections staff, identified prisoners to be transferred to other prisons and replaced them with a more suitable cohort. In January 2025, following a meeting with senior staff from Corrections, ASCF, Serco and SecureFuture all parties agreed it was safe and suitable for Corrections staff to leave ASCF, with a strengthened oversight regime in place. As a result of this the MAA was exited on 31 January 2025. This strengthened oversight regime includes the Commissioner Custodial Services attending a monthly Relationship Management Group (RMG) meeting with representatives from SecureFuture, Serco Australia/New Zealand and ASCF. The Director PPP Contracts, a delegate of the DCE Pae Ora, and the Monitoring Team Leader also attend this meeting. The purpose of the RMG meeting is to allow all parties to discuss both contractual management / performance and day-to-day operations. Both Serco and the Monitoring Team Leader produce reports for discussion during these meetings.

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		The Corrections regional and national Pae Ora teams now attend regular catch-up meetings with the ASCF local and senior leaders respectively to discuss initiatives and provide guidance when needed. These are progressing well and have strengthened relationships and information sharing between the parties, as well as facilitating discussion and problem solving for difficult issues. Corrections also chairs a quarterly forum with representatives from SecureFuture, Serco Australia, the Director PPP Contracts and DCE Infrastructure and Digital Assets which allows for further oversight of ASCF. Corrections Monitors continue to be based at ASCF to report any issues or concerns about the day-to-day management of ASCF to Corrections. The Monitors provide monthly reports which include any identified instances of non-compliance with the Corrections Act or PPP Agreement. The Office of the Inspectorate also carries out inspections at the site to ensure that prisoners are treated in a way that is fair, safe, secure and humane, with feedback being provided to senior leaders at Corrections.

Recommendations to the Department of Corrections and Prison management

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Consider the resources and accommodation available at the prison and work together to ensure prisoners placed there can be accommodated safely.	Accept	We understand the importance of ensuring the safe placement of prisoners at ASCF and that the cohort of prisoners detained at ASCF fits within the PPP agreement. As noted above, as part of the MAA process, ASCF worked with Corrections to identify prisoners to be transferred to alternative sites and replaced with other prisoners. The prisoners who were placed at ASCF are considered to be more compatible with the change management processes being operated at the site post the MAA and provide for a calmer environment.

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		In addition, the MAA exit report made recommendations relating to managing the cohort of people housed at ASCF. This included a recommendation for <i>Corrections and Serco to [discuss] a change in cohort for ASCF with a network-wide lens.</i> It should be noted that the PPP Agreement has few constraints on who Corrections can or cannot transfer to ASCF. Under Schedule 14 of the PPP Agreement, ASCF cannot refuse to accept any prisoner allocated to them unless: (i) the Prisoner has not been sentenced; (ii) the Prisoner has a high security classification and the Prison currently holds not less than 360 high security Prisoners at that time; (iii) the Prisoner is a maximum security Prisoner; (iv) the Prisoner is a female Prisoner; (v) the Prisoner requires a disabled Prisoner bed space and all disabled Prisoner bed spaces are occupied by disabled Prisoners; or (vi) the Prison already holds 960 Prisoners. In April 2025, representatives from Corrections and Serco (Local and International) met to formally agree to a change of cohort at ASCF. The agreement means most units and the Residences would house Voluntary Segregated prisoners and one 60 bed unit would house non-segregated prisoners. The change was actioned during May and June of 2025. We are committed to continuing to work with Serco to ensure the safe placement of prisoners at ASCF.
Urgently address and improve the integrity of the complaint system and to enable prisoners to make complaints independently of staff.	Decline	Corrections decline these recommendations as we consider they are operational and should be directed to ASCF. We are however, committed to strengthening oversight of the complaints process to ensure these recommendations are met.

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Implement a separate and confidential health complaint process.	Decline	ASCF have advised in their response that the project to ensure prisoners can make complaints independently of staff, the new Custodial Management Systems Apps Tree feature, which includes three dropdown menus (PC.01, Health and Staff Related Complaints), has been successfully rolled out to the entire site on Wednesday 28.01.2026. Corrections will continue to monitor the progress of this project to ensure it fulfils the intention of the recommendation.
Develop and implement individual management plans for prisoners on directed segregation that maximise time outside of cell, access to activities, and opportunities for meaningful human contact.	Decline	Corrections decline this recommendation. Segregation is a lawful tool of prison management and the corrections legislation provides a framework for its use in appropriate circumstances. We have carefully considered the wording of this recommendation in light of our policies and practices and we cannot accept the wording of this recommendation as currently framed. Corrections recognises the importance of assuring that time out of cell, access to activities and opportunities for meaningful human contact for segregated prisoners is maximised and we will continue to work with ASCF to improve reporting and assurance practices, in line with the approach adopted across the prison network. Corrections staff attend regular meetings with ASCF at which we share information / provide training on system developments. This includes, for example, the work that we have recently completed on Segregation, At-Risk and Use of Force records and reporting.
Ensure disabled prisoners receive care and support from trained practitioners and are accommodated in appropriate physical environments.	Accept	Corrections is committed to ensuring that disabled prisoners receive care and support from trained practitioners and are accommodated in appropriate physical environments.

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		This includes recognising the importance of assuring all people are cared for appropriately and considering how Corrections may strengthen its oversight and support at ASCF while allowing them to maintain the management of day-to-day operational matters. The Chief Nurse has a monthly relationship meeting with Serco Australia. The Principal Adviser Monitoring and Performance began attending this in March 2025. This forum is used to escalate issues, improve communication and discuss any concerns relating to external assurance reports. The GM Pae Ora Manukau and the Prison Director ASCF also meet on a monthly basis to discuss operational matters relating to health, programmes and psychology services, along with any other issues that may arise and require Pae Ora input. These meetings also provide an opportunity to address concerns regarding the care and support for prisoners. A Corrections Social Worker Disability and Older Persons has provided support and advice to the site to ensure accurate, efficient and high quality compassionate release applications are made. The Social Worker’s involvement is limited to offering occasional education and support. Responsibility for service delivery, including staffing, training, and operational matters, sits entirely with the site. Corrections remains committed to supporting ASCF to provide appropriate accommodation and supports to disabled people in prison.