



# Prisoner Communications: Foundation

## High Level Service Design

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Phase	Preliminary Business Case
Programme Executive	S9(2)(a)

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## Glossary of Terms & Acronyms

Glossary of Terms/Acronyms	
PTMS	Prisoner Telephone Monitoring System
PTCCS	Prisoner Telephone Call Control System
PMS	Payphone Management System
ASO	Administration Support Officer
IPA	Identified Phone Abuser
POM	Prison Operations Manual
SiD	Secure Intelligence Database
IOMS	Integrated Offender Management System
Prohibited number	This is a telephone number that an individual prisoner may not call.
Banned number	This is a telephone number that has been banned from use by anyone at the prison site.
TMD	TMD Consultants Ltd – developed, built and have a contract through Spark to maintain and support the PTCCS and PTMS

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Official Information Act 1982

## 1. Purpose of document

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This document presents for approval the high level service design to deliver the Prisoner Communications: Foundation project.

It is to be read in conjunction with the Prisoner Communications Service Brief (approved by the Business Change Leadership Group on 15<sup>th</sup> March 2017) and Principles to guide Prisoner Communications: Foundation (approved by the Project Governance Board on 2<sup>nd</sup> June 2017).

This High Level Service design is one of three deliverables and sits alongside:

- the Vision for the future of Prisoner Communications (approved by the Project Governance Board on 30<sup>th</sup> June 2017)
- the Roadmap that details the work Corrections will undertake over the coming years to achieve the Vision (approved by the Project Governance Board on 28<sup>th</sup> July 2017).

## 2. Background

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How prisoners communicate with whānau and other support people has remained relatively static for the past twenty years. Aside from private visits, prisoner communications are centred on writing and receiving letters and making outbound telephone calls. In 2013, following a successful pilot, Corrections introduced incoming email messages (without attachments).

The two systems used to manage and record outbound telephone calls have now reached end of life and are in need of replacement. Rather than simply replace the existing system, Corrections has taken this opportunity to look at prisoner communication through a wider lens and developed a future Vision for 2027.

This approach has broadened possible solutions beyond simply replacing the existing telephony system with a new model. It creates a platform to take advantage of and adapt to future policy and technology change. This will require changes to both the technology that enables communication and operational business rules.

The Vision has repurposed and repositioned the importance of familial communication away from simply meeting legislative minimums to focus on building and maintaining sustainable connections. It is a prisoner centric Vision designed to meaningfully contribute towards Corrections' goal of reducing re-offending.

A Roadmap developed from the Vision allows Corrections to lay a sound foundation now, to enable incremental changes over time to ensure the system for prisoner communications remains relevant for the rapid changes that occur in this area. The Roadmap outlines a programme of work over four phases:

- The Foundation Project provides for enhancements to the telephone system which will improve the prisoner's experience, streamline some business processes, improve safety and security, and underpin future developments.

- The Enhancing Foundation Project continues to build upon the communication system introduced for April 2019 and enable some of the new functions that the system allows for, and personalise access to functions based on the individual needs of the prisoner.
- The Making Mobility Project further enhances the capability of intelligence with machine learning and introduces additional channels of communications.
- The Future Facing Project will take us further into a place where Corrections will be responsive to new communication technologies as they emerge, which may include more creative ways of communication, real time interaction via things like online homework, and take us towards the vision state.

Prisoner Communications Foundation Project is in the preliminary business case phase of the project lifecycle. The preliminary business case is expected in February 2018, with implementation by April 2019.

### 3. Service Design Overview

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The Foundation Project introduces a national, communication system which will improve the prisoner's experience, streamline some business processes, improve safety and security, and underpin future developments.

A service design approach has been taken to the high level service design for the Foundation Project. This means we have:

- understood current state and underlying problems (discover phase – workshops, focus groups and site visits)
- explored what our approach is (define phase – Principles and Vision)
- designed how the service will operate (develop phase – high level service design).
- The deliver phase will involve the development of a detailed service design and work required to plan for implementation.

The approach to the development of the Vision, Roadmap and this high level service design involved the development of a set of agreed principles that will provide the Board with a framework to ensure the end state of the Vision is aligned across the project and Corrections key priorities.

The principles were developed through a review of Corrections statutory principles, strategic priorities and Māori principles, as well as through information gathered from a series of workshops with frontline staff and focus groups with people in prison.

### 4. Principles

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The key principles developed to guide this project are:

1. Maintaining the safety of the people in the community is our first priority.
2. Opportunities to misuse communication channels will be mitigated.

3. Communication channels will be adaptable in response to future policy and technological change.
4. The cost of maintaining contact between people in prison and their whānau and other support people will be fair.
5. National consistency across how prisoners are enabled to communicate with whānau and other support people will reduce manual processes.
6. Prisoners will be able to call whānau and other support people without undue delay, including on entry into prison.
7. Prisoners of all abilities are enabled to communicate effectively through access to an appropriate range of channels or methods.
8. Prisoners will be able to communicate with others without external interference and without undue distraction.

## 5. Overview

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Prisoners wishing to maintain connections with whānau and other support people currently have the following range of communication options available. They may:

- receive private visitors, including children
- use an audio visual link (AVL) suite for non-contact visits when booths are unavailable
- make outbound telephone calls
- send and receive written correspondence, including receiving email.

Each of these methods of communication is currently controlled and managed by different business rules and when applicable use different technology systems.

Over time it is intended to align and simplify the business rules across all methods of communication and draw together the technology systems that enable and manage communications. For example, people in the community wishing to maintain connections with prisoners will be verified and approved only once, having all relevant contact information collected at a single point in time. Corrections staff will be able to see who a prisoner should be maintaining contact with, how frequently, and the communication channels being used. This information, held in one place, will better enable Corrections staff to support prisoner rehabilitation and reintegration.

## 6. The Communication Management System

### Current State

Corrections current communication management system relates to the regulation of outbound telephone calls only and comprises three products, each with complementary functions:

- *Prisoner Telephone Call Control System (PTCCS)* – this system is operated from each prison site with a designated staff member responsible for the day to day operation of the system. Prisoners are registered onto the individual prison's system and allocated an individualised Personal Identification Number (PIN). Approved telephone numbers held for each prisoner are associated with the PIN to enable telephone calls to be made.
- *Prisoner Telephone Monitoring System (PTMS)* – this system records all telephone calls made through the PTCCS. Authorised monitors can access this system from anywhere within Corrections to monitor prisoner calls.
- *Payment Management System (PMS)* – this system sits with and is operated by Spark. It manages call pricing and monitors call duration to deduct call rates from chips in pre-paid phone cards.

The high level business process steps required for a prisoner to make a telephone call and have it recorded using these three products is as follows:



- Prisoner details are registered onto the communication management system at each prison site they reside and provided with a PIN to enable the payphone to work.
- An approval process verifies and approves who prisoners call.
- Calls are paid for through the purchasing and use of pre-paid cards.
- Payphones are situated in communal spaces throughout the prison estate.
- Corrections records telephone calls made through the PTCCS to monitor for illegal activity and intelligence.

### Legislative Considerations

Section 6 of the Corrections Act (2004) outlines principles that guide the corrections system. It identifies that public safety is the paramount consideration (s6(1)(a)), and that victims' interests must be considered (s6(1)(b)).

Of most significance to this service design is the principle in s6(1)(i) which states "contact between prisoners and their families must be encouraged and supported, so far as is reasonable and practicable and within the resources available, and to the extent that this contact is consistent with the maintenance of safety and security requirements."



Section 69(1) of the Act sets out that prisoners have minimum entitlements, and s69(2) and s69(4) outline when minimum entitlements may be denied.

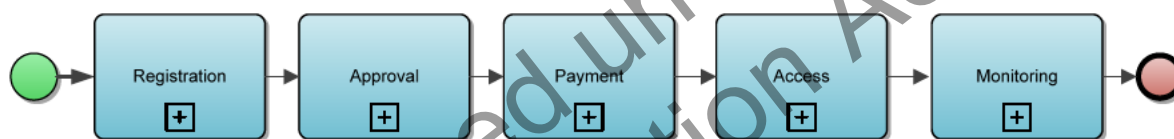
Section 69(1) provides for access to private visitors, statutory and specified visitors, and access to legal advisers. It allows a prisoner to send and receive as much mail as they wish. It also allows prisoners to make outgoing telephone calls.

Regulation 85 states unless the manager of a prison thinks it is in the interests of the prisoner or some other person, no prisoner may receive any incoming telephone call.

Of note, Regulation 98 talks about the purpose of private visits in maintaining family and social relationships in order to promote the prisoner's reintegration into the community on release. Telephone calls or mail do not have similar purpose statements.

### Future Design

The Foundation Project broadens the scope of the communication management system beyond communication via a payphone to incorporate the control of written communication. Nevertheless, the core process steps which have been used as a structure for high level service design do not alter.



In the future:

- Prisoner details will be registered onto a national communication management system and enable access to a wider range of communication channels.
- An approval process will manage and control who prisoners communicate with, and how that takes place.
- If payment for voice to voice communication is required the payment mechanism will not use a stored value card.
- A policy is required for the management of prisoner access to a range and choice of devices.
- Corrections will continue to monitor for illegal activity and intelligence.

A nationally managed system will allow for consistency across the whole country, and means that when prisoners transfer, or re-enter prison their information is stored and available creating administrative efficiencies.

The system must allow certain Corrections staff to disable communication at either a unit or prison site level, in the event of an incident. The disabling would cut off any calls underway as well as calls trying to be made.

To ensure legal and other privileged communication is not monitored (as required in the Act), the system will recognise when a prisoner is undertaking a privileged communication and not record or monitor that communication.

## Summary of Key Changes

- a. The communication management system is a nationwide system which captures all prisoners' communication information.
- b. The communication management system must be able to be controlled at prison site and unit level.
- c. The communication system must distinguish between calls to record for monitoring and calls that cannot be recorded.

## 7. Registration

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### Current State

The current process to register prisoners on the communication management system is variable and depends on a number of factors:

- *When* prisoners are registered on the Prisoner Telephone Call Control System (PTCCS) differs at each prison site and can occur either on the day a person is received into prison, or on receipt of prisoner request to have telephone numbers approved and loaded into the system.
- *How* prisoners are registered onto the system is the same across all sites, with Administration Support Officers (ASO) manually entering prisoner details (and in some cases approved phone numbers) into the PTCCS.

A Personalised Identification Number (PIN) is auto generated as an output from the registration process and is used by prisoners in concert with a pre-paid phone card to activate payphones across the prison site, including making calls to helping agencies.

### *Timing*

The Prison Operations Manual contains the following instruction regarding prisoners being received:

“Newly arrived prisoners must be allowed 1 free phone call within New Zealand for the purpose of advising their next of kin (Corrections Regulations 2005, regulation 87). This phone call must be recorded for monitoring purposes but is unlikely to be able to be made on a prisoner pay phone due to the PIN and pre-approved phone number process not being started. C.02.Res.04 Initial phone call details the process for making the initial free call from any non-prisoner payphone. This process ensures the initial call is recorded and must be followed for all new arrival initial free phone calls.”

In practice, this first and free call is not restricted to next of kin for the purpose of advising them of a prisoner's location and is used to make arrangements for issues ranging from employment to childcare. The call takes place in either the receiving office or on the unit the following day from a non-PTCCS telephone.

When the first call is placed either from the receiving office or unit, Corrections Officers have to monitor the length of the call as it is not automatically restricted like calls made on the PTCCS. This can be time consuming for staff, especially if the person the prisoner wants to speak to does not answer and they want other numbers to be tried.

Corrections recently introduced a new first call procedure that sees the first call diverted through a national call system where call recipients are vetted through IOMS. The call is charge free and recorded for monitoring. While these newly introduced measures have resulted in fewer inappropriate calls being placed, Corrections remains reliant on both prisoners and call recipients to declare whether a protection order is in place.


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The next opportunity for a prisoner to make an outbound telephone call is following registration on the PTCCS and the acquisition of a pre-paid phone card. Although payment is not necessary for Global 0800 calls, payment cards are currently required to activate the payphones for any calls.

#### *Personalised Identification Numbers*

The current management system requires prisoners to enter a PIN number (and payment card) to activate the telephone. The PIN identifies the prisoner and enables access to their personalised list of approved telephone numbers. Corrections Intelligence have identified that PINs are miss-used by prisoners in a number of ways:

- S6(c)
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Currently, neither the process for receiving emails, nor the process for sending and receiving letters requires any kind of registration.

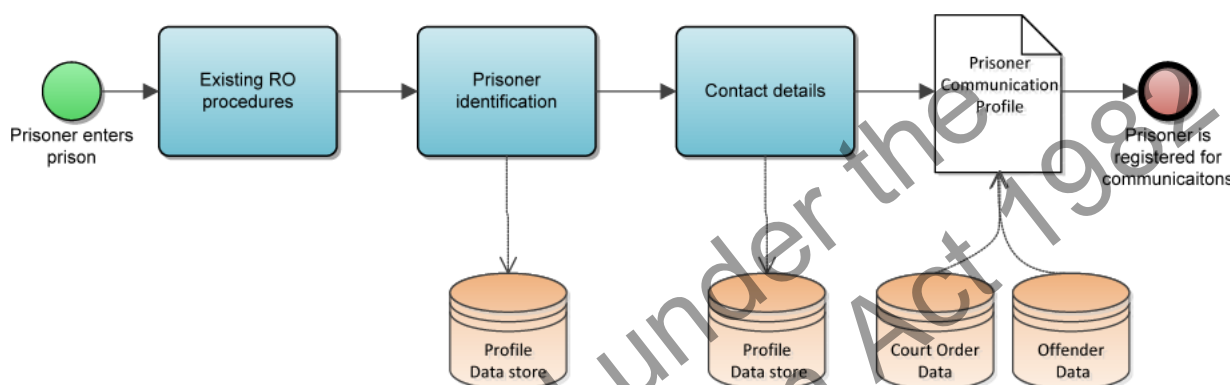
#### **Legislative Considerations**

Regulation 87(4) A prisoner must, immediately after reception to a prison (other than as a consequence of a transfer from another prison), be allowed one free telephone call

within New Zealand for the purpose of advising the prisoner's next of kin of his or her location, unless the prisoner's next of kin has been advised of his or her location.

Of potential relevance for registration is s41 of the Corrections Act relating to photographing and measuring of prisoner. Subsection (d) says the prisoner may be required to undergo any other prescribed procedure designed to create a record to enable the subsequent identification of the prisoner (other being other than photographed, have measurements taken, or have fingerprints taken). Recent legislation change allows for Corrections to take, store and use biometric data.

### Registration Future State



The purpose of the registration process is to create a prisoner communication profile. At the conclusion of the registration process the profile will hold information on the prisoner's identity, which will be used to authenticate device access, contact information for people with whom prisoners wish to communicate with and information on contact restrictions.

Prisoners registered onto the communication system during reception will use a unique identifier which will ensure the prisoner cannot give others the ability to access their communication. It is envisaged this will use some form of biometric identification or voice recognition, as this cannot be traded or given out like a PIN can.

Contact information will include names, contact details (e.g. cell phone and land line numbers, postal addresses, email addresses etc) and importantly, the relationship to the prisoner. Prisoners will provide this contact information and have opportunity to retrieve relevant details from any devices they bring with them into prison.

Any information about court orders, victims or co-offenders with whom the prisoner should not have contact, should be immediately available upon reception at prison. This ensures the first call is not made to any of them. This may be achieved through improved or automated information sharing channels with courts.

With the establishment of the prisoner communication profile, prisoners will have immediate access to a communication device for the purpose of the 'first call'. Corrections staff will have the ability to select one contact from the list of people on the

profile for the purpose of the first call. The call itself could take place during reception or on the unit the following day.

Enabling the first phone call to take place on the telephone system immediately following registration will reduce pressure on custodial staff. In addition, allowing immediate access to a range of limited helping agency numbers, and their lawyer, enables the prisoner to receive advice and support for a range of issues like mental health or drug and alcohol addiction.

Ultimately, this profile will become 'front page' information for Corrections staff. Staff will be able to see at a glance who a prisoner in their care is permitted contact with and whether that contact is occurring. This will enable Corrections staff to better understand when prisoners are isolated from their social networks and facilitate contact to enable successful reintegration.

### Summary of Key Changes

- a. Registration for the communication system will happen as a person is received into prison.
- b. Corrections need immediate access to information about court orders in place to protect victims.
- c. Once registered, the communication system must allow immediate access to a 'first phone call' to family, and access to legal advisors and support services.
- d. Prisoner registration onto the communication system must include a unique biometric identifier which enables access to communication devices and tools.

## 8. Approval

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### Current State

Following the first call and registration on the PTCCS a prisoner can request approval to make telephone calls to specific people, up to a maximum of 10 numbers.

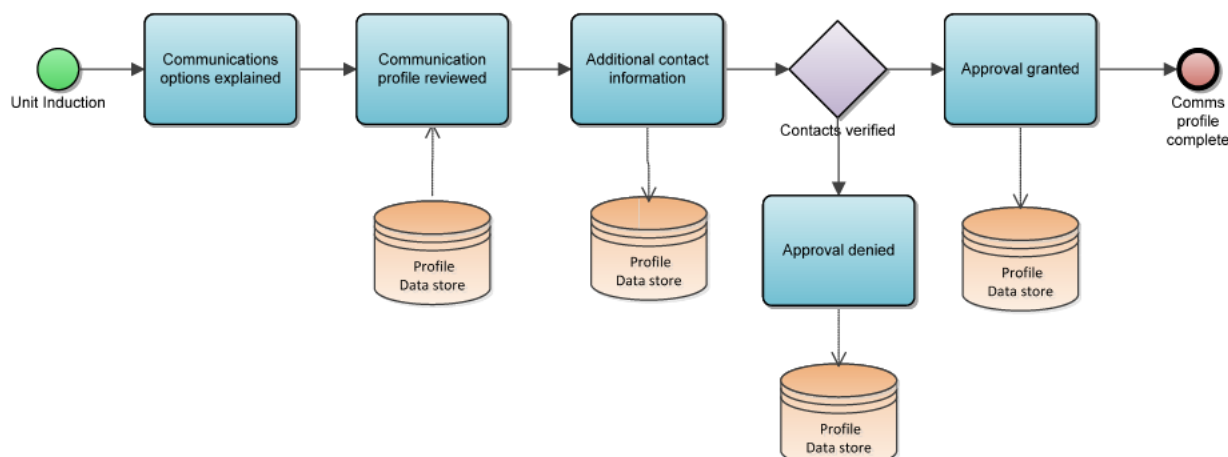
The approval process is initiated by the prisoner when they complete a form (C.02.Form.01.). The form requests names, addresses, telephone numbers, and whether a court order is in place in relation to the person (or anyone in the household) and their interaction with the prisoner.

Corrections Officers are required to check IOMS for information about court orders, and make contact with the call recipient to check whether they wish to receive telephone calls from the prisoner. Approval is denied in the when:

- the person is subject to a protection order
- there is no reply (usually after a few attempts)
- the person is unknown at the number



## Approval Future State



When prisoners are induced into their unit they will be provided with information on how to maintain contact with whānau and other support people. Corrections staff will understand and explain all of the communication options available to the prisoner.

The current induction interview information (I.07.Form.01) will be rearranged so that all information relating to maintaining contact will be in a single place. This information will be made available on the Corrections website for whānau and other support to access.

During a prisoner's first unit induction interview, Corrections staff will review with the prisoner their communication profile created during the receiving process. The prisoner will have an opportunity to add more contacts and indicate which of the methods of communication available to them they would like to use for each contact. To speed up the process of approval, the prisoner will be asked to indicate best time to reach the contact for verification.

Where prisoners want to make changes to their prisoner communication profile (e.g. adding contacts, or changing contact details such as telephone numbers), they will be able to submit change requests electronically. This may initially be through the Personalised Prisoner Self Service Application, but in future through a communication device itself.

Corrections staff (on receipt of the request) will add all requests to the prisoner's communication profile to verify and approve or decline the request. Where there is no reply, rather than decline an automatic reminder to re-call the contact will be produced. All parties will be able to track the progress of the request.

At this stage of the process the prisoner communication profile will comprise a list of people with whom the prisoner wishes to maintain contact and whether they are approved or not. Where they have been approved all relevant contact details will be available (e.g. telephone numbers, email addresses, postal addresses). Where contact has been declined (because for example a court orders restricting contact is in place, or the contact does not want to communicate with the prisoner) the reason will be included.

Where prisoners make requests for contact, and those contact details are on a centralised list of banned numbers, an alert will appear preventing approval for that channel of communication.

Information collected during induction relating to prisoner physical, social, cultural and the needs of differently abled prisoners that will impact on a prisoner's ability to maintain connections with whānau and other support people will be visible and considered to enable appropriate communication channels. To enable prisoners to maintain contact Corrections staff will plan how communications will be funded and when the communication is best to take place.

The foundation stage will introduce a new approval process for prisoner to prisoner mail. Section 105 of the Corrections Act states "that no prisoner at any prison may send mail to another prisoner without first notifying the prison manager of the prisoner's intentions".

The introduction of an approval process will maintain the integrity of non-association orders and limit prisoner miss-use of this form of communication. Where prisoner to prisoner mail is approved, this will be recorded on each prisoner's communication profile. In time, where appropriate (such as when both parents are imprisoned), the channels of approved communication between prisoners will broaden.

### Summary of Key Changes

- a. The decision making process for approvals will have two steps: firstly the approval of who the prisoner wishes to communicate with and how, and secondly the verification of those communication channels.
- b. Prisoners can initiate requests for communication methods and changes via the communication device self service functions.
- c. An approval process for prisoner to prisoner mail will be introduced.
- d. All outbound mail will require a printed address label.

The next steps in the Enhancing Foundation Programme will align approvals across core systems for all types of communication, including visits, and centre on the development of a communications plan that will detail access requirements for prisoners.

## 9. Payment

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### Current State

Section 77(6) of the Corrections Act states "Every prisoner who makes an outgoing telephone call must meet the cost of that call, except where this Act, or any regulations made under this Act, provide otherwise."



To operationalise the legislation both a purchase model and payment mechanism are currently used.

#### *Purchase Model*

The purchase model sees Corrections purchase a range of services from Spark. Spark owns the hardware (payphones) and has a direct relationship with Prisoners through the payment mechanism (i.e. billing system) in which prisoners pay for calls in advance.

- Corrections purchase hardware maintenance, back-end maintenance, preventative maintenance, telephone line rental and phone card provisioning from Spark (Spark have a subcontracted agreement for the maintenance of the PTCCS and PTMS to Technology Marketing and Development Consulting Ltd (TMD))
- Spark controls and maintains a separate payment system which deducts set calling rates from the chip in pre-paid telephone cards. Spark set the calling rates (Corrections has limited influence to negotiate alternative rates).

The limitations of this model mean that:

- Corrections has limited influence over how much prisoners are charged for calls (or in future, other communication services)
- Corrections pays for access to call data which is owned by Spark's contracted maintenance provider, TMD.
- Some prisoners put pressure on partners or whānau, who are struggling financially, to send phone cards or money to their trust account.

Feedback from prisoners is that they would like better calling rates, especially to mobile phones, and to have choices or call package options like they would at home.

#### *Payment Mechanism*

The mechanism by which prisoners purchase call time is via pre-paid phone cards. These cards are purchased by prisoners through the canteen ordering process, at a maximum of \$60 per week, and from outlets in the community where whānau and other support people are able to purchase pre-paid cards to send or give to prisoners. The cards contain a chip that enables a stored value concept. Funds are decremented after a phone call completes resulting in a new balance.

S 6(c)

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With regard to written communications, while there is currently no cost to prisoners associated with receiving emails a small charge for postage may be incurred.

Practice across prison sites varies regarding payment for postage. Across the bulk of the estate Corrections pays for all postage, yet some smaller prisons enforce a limit of 3 letters per prisoner. Prisoner mail is first vetted and then processed alongside official mail for posting. Because of the way prisoner mail is processed no data is available on the volume of mail sent, whether it is sent to other prison sites or to outside parties.

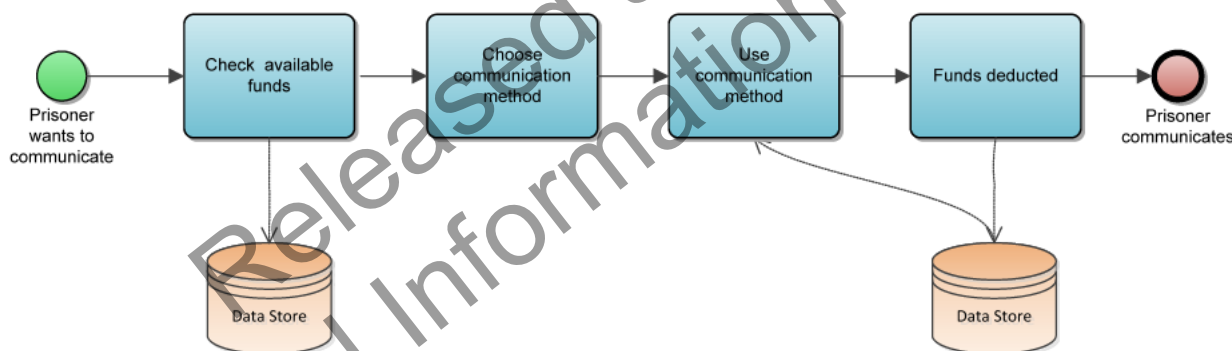
### Legislative Considerations

Section 77(6) of the Corrections Act states “Every prisoner who makes an outgoing telephone call must meet the cost of that call, except where this Act, or any regulations made under this Act, provide otherwise.”

Neither the Act nor the Regulations specify further how much prisoners should pay for calls. Regulation 87 sets out when telephone charges are not to be made, which primarily relates to legal calls, consular advice, and the first call on receipt in prison.

The Corrections Act (Section 76) stipulates that prisoners may send and receive as much mail as they wish. The Corrections Regulations specify that reasonable materials for writing letters must be readily available and that the prison must pay for postage for up to 3 standard letters per week for each prisoner within New Zealand plus an additional 3 letters sent to an inspector or an ombudsman. Corrections has the discretion to pay the postage of any letter in excess of these limits.

### Payment Future State



The Vision for the future of prisoner communications sees the introduction of a flexible cost structure where prisoners are offered tailored communication packages that may include minutes, data, instant messaging and postage. The packages will be linked to objectives contained in each prisoner’s plan for communications.

The existing purchase model meets the requirements that prisoners pay for the cost of their calls by contracting out the responsibility for individual call charging to Spark. Spark manages this through a pre-paid system that uses stored value chip cards.

The Foundation Step will see prisoners continue to pay in advance for their communication, but move away from using a stored value card. This move will stop the ability to use payment for communication as tradable currency. When a prisoner uses a communication channel that requires a payment (primarily telephone calls), this will be debited from an account.

Corrections will need to consider whether the billing system is out-sourced to a provider, as the current system operates, or whether the identified limitations are better overcome through the direct provision of a billing system.

As outbound email functions become available for prisoners these will be free from charge.

All outbound correspondence will be free from charge, as it is envisaged over time prisoners will transition from written correspondence to more voice based and e-written correspondence.

### Summary of Key Changes

- a. Where payment for communication is required it will occur on a pre-paid basis.
- b. Payment will debit directly from an account.
- c. All written communication will be free from charge.

## 10. Access

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### Current State

There are two key factors to consider when discussing access to communication. The first relates to available resources, such as the number of communication devices across the prison estate. The second relates to the time prisoners have available to use voice to voice or other means of communication.

There are 493 pay phones across 17 sites (excluding New Plymouth) servicing a prison population of approximately 10,300 prisoners.

The existing telephone units are static devices installed on walls in communal areas in residential units and/or exercise yards outside. There are often two phones per residential unit, but this varies across the estate. The placement of the payphones belies the apparent 20:1 ratio of payphones to prisoners as special units (e.g. at-risk units and self care units) house fewer prisoners. A unit will typically house 60 prisoners, although this again varies across the estate.

Access is regulated by cost and availability. Whether prisoners can afford to make outbound telephone calls is their first determinant to access. The second is time and is regulated by their schedule and whether they participate in activities such as employment, education or treatment during the day.

Corrections has relatively recently introduced an 8am – 5pm regime for high security prisoners and those on remand. Outside of those hours prisoners are restricted to their cells. Reflecting this change, peak calling time across the prison estate occurs between 3pm and 4pm.

With a confined window of time to make calls (when call recipients need to be available) Corrections staff have talked about prisoners of influence dominating the available telephones, making multiple calls to the same or different people. For those who are unable to access a telephone this issue can raise stress levels, especially for young people in prison when they are unable to make contact with whānau supports.

Prisoners talk about four main issues when discussing access to the telephone.

- Their limited ability to access a telephone between 8am – 5pm.
- The misalignment between telephone access and the routines of some whānau who may be at work, or children who stay at after school care.
- The placement of telephones does not allow sufficient privacy to maintain familial connections, and it can be frightening for their child to hear background noise.
- The call recipient's unwillingness to answer a call displaying 'private number'.

S 6(c)

Each prison site has a designated email address to receive prisoner email. Email is printed, scanned for inappropriate content and delivered to prisoners daily. Email content ranges from traditional letter type correspondence, to multiple single line text type messages. It is also used to convey when family members or friends will be available to receive telephone calls from prisoners. Any email with an attachment is deleted, with prisoners not informed that an email has been received. Prisoners do not have any access to send outbound email.

There are no current limits on the volume of written correspondence a prisoner may send. The Corrections Act stipulates that the state must pay for three items of correspondence per week per prisoner. S 6(c)

S 6(c)

### Legislative Considerations

In relation to entitlements section 77 of the Corrections Act specifies that every corrections prison has telephone facilities for prisoners to make outgoing calls, and there is a minimum of one five minute call per week (Regulation 181 allows an

additional five minutes per week minimum for young prisoners) for telephone calls, in addition to any calls made to an official agency or prisoners legal adviser.

The Disability Code of Rights is based on The HDC Code of Health and Disability Services Consumers' Rights Regulations 1996. There are 10 rights, of which '5. The Right to Effective Communication', is of particular relevance. Corrections' material provides further information about this right.

Every prisoner has the right to:

- effective communication in a way the prisoner can understand. Use an interpreter if it is needed.
- an environment that enables both prisoner and provider to communicate openly, honestly, and effectively.

Out of Scope

In addition to telephone calls, section 76 of the Corrections Act allows prisoners to send and receive as much mail as they wish (mail is defined as any letter, package, parcel, or postcard sent or delivered to or by a prisoner). Regulation 83 requires prisons to pay for the first three letters per week sent by a prisoner, and can pay for more if the manager of the prison so decides. In practice, it is difficult to monitor how many letters a prisoner sends per week in terms of managing a three free letter limit.

### **Access Future State**

In future prisoners will have a wider range of communication devices and methods available that are based on their individual need and circumstance. The range and mix of devices available will include static devices in fixed locations to hand held devices.

Prisoner access will be determined during the induction interview and will align with and be based, among other things, on security classification and sensory and/or cognitive abilities. As prisoners progress through their sentence and security classification levels decrease access to more flexible communication channels will occur.

For example, maximum or high security prisoner may have to access their communication from fixed devices, medium security prisoners may be able to 'borrow' devices at agreed times, and low security prisoners may be able to have a device with them at all times.

When prisoners are located away from key support people and regular visits cannot occur greater access to other methods of communication will be actively facilitated.

The prisoner communication profile, which will show who a prisoner can and cannot communicate with, will also hold information on actual communication that occurs. For example if a prisoner has approval to communicate with their partner via voice to voice and face to face via technology, the profile will show the number and times this is occurring.

In addition, the profile will record and control sanctions for Identified Phone Abusers (IPA).

Prisoners must be able to communicate with their legal advisor, whānau, and support services without being overheard or interfered with by other prisoners, as this information could be used for manipulation. Privacy also allows prisoners to have more meaningful conversations with their supports. Note, communication is still subject to Corrections monitoring.

S6(c)



The unique identifier will then allow only the approved communication channels on that device, as well as access to any other approved functions.

Prisoners must be able to communicate with their family at times that do not disrupt the family's routine, for example being able to talk to children when they get home from school or to wish them goodnight. Some communication channels will therefore need to be available without a dependency on the prisons fixed regimes.

Many people will not answer telephone calls from withheld numbers, therefore when a prisoner makes a call from the prison communication system, a caller id is required, which could simply be the Department of Corrections, or could be the name of the prison site.

The ratio of devices to prisoners should ensure that prisoners can achieve their communication goals and not be in competition with other prisoners for access. In addition to this, the communication management system will have the ability to control the volume of calling to prevent prisoners of influence dominating devices. For example, the duration of each call may last a maximum of 15 minutes, but the system will prevent that number from being immediately redialled by the prisoner.

During the Foundation Project there will be no changes to the process for inbound prisoner email outside of the recommendations being implemented as a result of the Audit Report. Outbound prisoner mail will see the introduction of new processes to provide for the safety of people in the community.

Access to materials for written communication will continue as previously, with the added benefit of being free from charge.

The process required to send a piece of mail will address issues of illegible writing, lack of data on prisoner mail volumes and the loose controls around who mail is sent to from prisoners.

When a prisoner has a piece of mail to send, they will be required to type the name of the recipient and postal address into a device that will produce an address sticker to affix to the envelope. The device will require authenticated access and leave a footprint

on the prisoner’s communication profile. Where a person is protected from an individual prisoner no sticker will print. Mail without a printed address sticker will not be posted.

Other processes regarding the checking of outbound mail will remain the same.

**Summary of Key Changes**

- a. There must be a range of devices available to prisoners, at a suitable ratio.
- b. The placement of static devices must consider the privacy of the prisoner.
- c. Prisoners will have personalised authentication and access.
- d. Prisoners must be able to communicate at times that reflect the daily routines of their whānau.
- e. Call recipients are able to see where the call originated from.
- f. The communication management system will control call redialling and duration.
- g. Every piece of outbound mail must have a printed address sticker.

**11. Monitoring**

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**Current State**

The purpose of monitoring prisoner communications is ultimately to increase the safety of the community. This is encapsulated in sections 108 (Withholding mail) and 112 (Purposes of monitoring prisoners’ calls).

S6(c) [Redacted]

[Redacted]

[Redacted]

[Redacted]

S 6(c)

[Redacted text block]

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Under the  
1982



S 6(c) [Redacted]

[Redacted]

S 6(c) [Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

## 12. Reporting

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### Current State

Reporting from the current communication management products occurs courtesy of TMD and primarily to Corrections Intelligence on an ad hoc basis. Any nuanced metrics on the frequency of phone calls by prisoner, time or duration of calls requires a specific request and payment to TMD.

Other regular reporting occurs monthly and as a result of the contractual arrangement between Corrections and Spark. Reports are provided on:

- The current prison occupancy by site
- The number of phones per site
- the number of calls placed from each prison site,
- average daily call volume,
- revenue by site,
- revenue by phone,
- faults, and
- phone utilization rates.

**Future State**

Corrections will retain the ability to draw reports from the communication management system without incurring further charge. Reporting requirements will further understood during the detailed design phase, but at a minimum will include reporting on the volumes of communication data sent, whether by voice to voice, or mail.

**Summary of Key Changes**

- a. Corrections will retain the ability to draw nuance reporting directly from the communication management system.

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# Auckland Prisoner Telephone System (APTS)

## Evaluation Report

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## 1. EXECUTIVE SUMMARY

- 1.1 The Department of Corrections has a statutory responsibility to provide a service for prisoners to make outgoing telephone calls. This responsibility is enacted through the Prison Operations Manual and, prior to October 2018, was provided for exclusively through the Prisoner Payphone Service (PPS).
- 1.2 Recognising the impending commercial and technological end of life of the PPS solution, the new Auckland Prisoner Telephone System (APTS) solution was fully deployed in Auckland Prison in October 2018. The APTS solution has been developed and deployed as a pilot, designed to deliver and test certain technological enhancements and to provide a platform to evaluate the impacts and benefits of a move away from prepay phone cards to a fixed rate cardless pricing model.
- 1.3 In May 2019 an evaluation of the APTS solution was completed and its key findings highlight that, whilst the solution is preferred by both staff and prisoners and is assessed as functionally fit-for-purpose as a minimum viable product for Auckland Prison, any expansion of the solution would require a re-design and re-platform likely to include significant additional complexity and costs. For these reasons the evaluation found that the solution is not suitable for any further roll out in its current prototype state.
- 1.4 In addition, it is recognised that the fixed rate calling model adopted by the APTS solution has led to a significant additional cost to the Department (when compared to the PPS). When this additional cost is extrapolated across the whole prison estate, the adoption of the APTS cost model represents a significant predicted additional cost to the Department of approximately **S 9 (2)(i)** per annum.
- 1.5 With the impending end of life of the PPS solution and the identified unsuitability of the APTS solution for national roll out in its current state, this report considers three possible options for the future provision of prisoner telecommunications. However, when these options are subject to a broad assessment of their expected or known strategic, commercial, technical, and financial implications, it has been identified that the Department will be required to go to market to source a replacement prisoner telecommunications solution when the current commercial agreement for service expires.
- 1.6 When considering the future state of telecommunications provision to those in our care, the deployment of a modern, secure, integrated, and technologically augmented system would align strongly with the Department's strategic mission, outcomes, and priorities; as well as our Digital Statement of Intent. It is critical that any future solution strengthens our capability to support the rehabilitation and reintegration of those in our care, as well as the critical need to significantly reduce manipulation and misuse of the system in order to enhance the safety of our staff, prisoners, and the communities we serve.
- 1.7 It is recognised that the Department has previously undertaken a significant stream of work that considered prisoner telecommunications through a wider lens than just the simple replacement of hardware, but also explored possible solutions that create a platform to take advantage of, and adapt to, future policy and technological change. The requirement to go to market now presents a significant commercial opportunity to leverage and build on this previous work, and to source and deploy a truly national system that is modern, secure,

integrated, and technologically augmented and fully satisfies all identified high level requirements of the Department.

- 1.8 The requirement to go to market now represents a major procurement for the Department, and will require S 9 (2)(i)
- 1.9 It is now critical that the Department identifies, sources, and deploys a fit-for-purpose replacement solution within the available timeframes, and recommendations are provided in this report to ensure the timely commencement and delivery of this process.

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## 2. INTRODUCTION

### BACKGROUND

- 2.1 The Department of Corrections has a statutory responsibility to provide a service for prisoners to make outgoing telephone calls. This responsibility is enacted through the Prison Operations Manual and, prior to October 2018, was provided for exclusively through the Prisoner Payphone Service (PPS).
- 2.2 Recognising that the PPS is reaching its technological and commercial end of life, the new Auckland Prisoner Telephone System (APTS) was fully deployed in Auckland Prison in October 2018. The APTS solution has been developed and deployed to deliver and test certain technological enhancements, and to provide a platform to evaluate the impacts and benefits of a move away from prepay phone cards to a fixed rate cardless pricing model.
- 2.3 Whilst APTS has been commissioned as a single-site pilot and is delivered by the same commercial supplier as PPS, its introduction means the Department is now operating two separate telephony systems<sup>1</sup>. Also, recognising that any expansion of the APTS solution beyond its current prototype state will have commercial implications for the Department, it is critical these implications are fully understood prior to any decision making regarding next steps.

### PURPOSE

- 2.4 This purpose of this report is two-fold:
  - i. to provide the Deputy National Commissioner with an overview of the PESTLED evaluation of the Auckland Prisoner Telephone System (APTS) Project; and
  - ii. to provide the Deputy National Commissioner with a consolidated overview of the current state of the Department's commercial arrangements for the delivery of prisoner telephony services (including identified risks, options, and implications), to inform future decision making.

## 3. CURRENT STATE

### THE PRISONER PAYPHONE SERVICE (PPS)

- 3.1 The PPS solution is an analogue system deployed and controlled individually at all prison sites (except Auckland Prison and ASCF), with supporting business processes for prisoner approval, management, and removal. S 6(c)

<sup>1</sup> It is recognised that SERCO-run Auckland South Corrections Facility (ASCF) operates a separate stand-alone telephony system delivered by Unify Digital (Unify). The Department has no commercial arrangement with Unify and has no oversight, connectivity, or operational visibility of the Unify system.



- 3.2 9(2)(i) [REDACTED]
- 3.3 It is recognised that the use of payment cards and high calling rates is becoming increasingly cost-prohibitive for prisoners, as standard market rates for payphone to mobile calls are expensive relative to calls from payphones to home landlines. This issue is compounded by declining popularity of home landlines, and it is recognised that the current PPS calling rates do not reasonably align with current societal norms of communication.
- 3.4 Whilst PPS service continuity is guaranteed by the supplier to S 9 (2)(i) [REDACTED] it is recognised that the solution is S 6(c) [REDACTED]. The system also relies on the use of prepay phone cards S 6(c) [REDACTED].
- 3.5 Whilst the Department has commenced discussions with the supplier to explore the potential extension of the PPS service schedule S 9 (2)(i) [REDACTED].
- 3.6 When considering staff, prisoner, and community safety, S6(c) [REDACTED]. In addition, the high cost of PPS calling rates often places increased financial pressure on partners and family members.
- 3.7 As the current PPS call control and monitoring systems are S 6(c) [REDACTED].

#### THE AUCKLAND PRISONER TELEPHONE SYSTEM (APTS)

- 3.8 The APTS project was commissioned in December 2017 to deliver a new phone system timed to coincide with the opening of the new maximum security facility at Auckland Men's Prison in July 2018. The project's objective was to replace the existing analogue PPS system that charges prisoners per call at (landline and mobile) market rates, with a modernised system that uses fixed prepay call plans.
- 3.9 The current APTS cost model is based on call cost recovery from the Department (currently a fixed fee based upon a calculation of average monthly call volume/costs (at market rates) in the period preceding solution implementation), a fixed site maintenance fee (based upon the number of phones), and solution development cost recovery during the development phase amortised across a three-year term.
- 3.10 Prisoners at the new Auckland Prison now pay a fixed fee of \$2 per week from their trust accounts, and are able to make all their calls (within a schedule of 15 approved numbers) for a duration of 15 minutes per call. Once the APTS solution was fully deployed in October 2018,

prisoner calling activity saw a significant rise in the number of calls made, the average call duration of each call, and the number of calls to mobiles. These can be seen in **Table 1** below.

**TABLE 1: APTS Prisoner Calling Activity**

Month	Total Calls	Average Call Duration	Number of Calls to Mobiles
<b>2018</b>			
October	40,539	3.58	13,218
November	56,152	4.03	19,272
December	66,012	8.40	23,528
<b>2019</b>			
January	67,209	9.00	24,341
February	62,866	9.09	23,983
March	64,486	9.00	25,200
April	55,439	9.00	22,291

**3.11** The APTS solution has been implemented as a pilot/prototype and the Department’s current telecommunications supplier was engaged to provide a solution, using an exemption to tender under the 15.9 (e) Clause in the Government Rules of Sourcing. The APTS solution was developed to deliver a minimum viable product for Auckland Prison only.

**3.12** Whilst the current MSA with the commercial supplier expires on **S 9 (2)(i)**

## 4. EVALUATION OF APTS PROJECT

### BACKGROUND

**4.1** In December 2018 the APTS Project Board requested that an evaluation of the impacts of the implementation of the APTS solution be conducted at Auckland Men’s Prison. The evaluation used the PESTLED<sup>2</sup> environmental assessment tool, and the focus of the evaluation was two fold:

- i. An evaluation of the performance and impacts of the APTS solution since its introduction.
- ii. An examination of the impacts and considerations should the APTS solution (or similar) be extended to all sites.

**4.2** A full summary of the evaluation’s findings is provided in **Appendix 1**.

<sup>2</sup> PESTLED: Political, Economic, Socio-cultural, Technological, Legal, Ethical, Demographic

## EVALUATION THEMES

4.3 As a result of feedback from key stakeholders, the evaluation was applied to five critical themes; these being:

- Finance<sup>3</sup> & Pricing of calls
- Commercial
- Impact on staff
- Impact on Prisoners
- Impact on Infrastructure

## KEY FINDINGS

4.4 The evaluation's key findings were as follows::

- The APTS Project has delivered an expected minimum viable product as a Proof of Concept only.
- People in our care feel that the new phone system makes them more likely to connect with whanau and support networks.
- Front line staff members see a reduction in interventions and an overall improvement in safety (e.g. reduced stand overs, issues with phone cards) etc).
- Overall, APTS has more features, more reporting, and is easier to use for Auckland staff and people in our care.
- The implementation training team utilised a mix of training styles and techniques to prepare staff for the changes. This approach was a notable success for both staff and people in our care
- S 6(c) [REDACTED]
- The volume of applications for approved call list changes has become an unexpected administration burden.
- S 9 (2)(i) [REDACTED]
- The current commercial engagement has been managed as a "Prototype" under rule 15.9(e) of the Government Rules of Sourcing. The rules clearly state that once the contract for the prototype has been fulfilled, an agency must openly advertise any subsequent procurement of the same goods, services or works. This specifically relates to the extension of the system to further sites or a national roll out.
- Whilst APTS can be considered functionally fit-for-purpose as a replacement minimum viable product for Auckland Prison (it has more features, more reporting, and is easier to use for prison staff and prisoners than PPS), the solution continues to pose technical challenges<sup>5</sup> and would require a re-design and re-platform before it could be rolled out to other prison sites<sup>6</sup>. Such a roll out would pose technical complexity and could include significant additional unknown costs (when compared with PPS). It is therefore considered that the APTS solution in its current prototype state is not suitable for national roll out.

<sup>3</sup> It is noted that no financial data (cost comparisons/modelling) were provided to inform the PESTLED evaluation.

<sup>4</sup> March Spark Prison payphone monthly report

<sup>5</sup> As at 01 April 2019 APTS has had 3-4 service outages per month

<sup>6</sup> Refer D18-399881 Auckland Prisoner Telephone System (APTS) Technical Review, 13 December 2018

NEXT STEPS

4.5 As a result of the evaluation, the following observations were provided:

- It would not be prudent to roll out a solution based on the Auckland model, until the Department is satisfied that it is fit for purpose as a national solution.
- Before proceeding to the development / re-tender of a national solution for a prisoner telephone system, a detailed and comprehensive investment case should consider the impacts and whole of life cost of the following options (at a minimum):
  - **Option 1:** Retain a modified version of the current PPS analogue system to incorporate the cardless pricing model and enhanced reporting options
  - **Option 2:** Roll out the APTS solution to all prisons incorporating lessons learnt from the pilot
  - **Option 3:** Establish a fully costed programme of investment that provides a platform for a modernised and integrated prisoner telecommunications
- Before proceeding to develop a national solution for a prisoner telephone system a future investment case should consider obtaining a Probity Report of the Department's performance in the project's process of selecting a solution and provider, including:
  - Appointing an independent Probity Auditor
  - Developing a Probity Plan

FINANCIAL IMPLICATIONS<sup>7</sup>

9(2)(i)

[Redacted content]

<sup>7</sup> It is acknowledged that the financial data referred to in this section were not provided for the PESTLED evaluation.

9(2)(i)

## 5. THE FUTURE VIEW

### STRATEGIC VISION

- 5.1 It has long been recognised that the current ageing 'national' PPS solution, coupled with S 6(c)
- 5.2 Recognising these growing risks and S 9 (2)(i) a significant stream of was previously conducted to explore the Department's long term and broader aspirations for future communications solutions within the Department. It recognised that the way prisoners are able to communicate with their whānau has remained relatively static for the past twenty years, and placed particular emphasis on the importance of familial communication to support rehabilitation, whilst leveraging technological advancements to significantly improve oversight and minimise misuse and harm.
- 5.3 This stream of work took the opportunity to look at prisoner communications through a wider lens than just the simple replacement of hardware, and broadened its scope to consider possible solutions that create a platform to take advantage of and adapt to future policy and technological change. As part of this approach, the Department conducted a market scan of prisoner telecommunications providers and identified a number of vendors able to provide viable prisoner payphone replacement solutions that would also satisfy this broadened scope.
- 5.4 Whilst it is recognised that broader aspirations of this formal stream of work were halted due to a realignment of operational priorities at the time, it is acknowledged that the aspirational concepts and expected outcomes remain valid, and that the work undertaken provides a strong platform to inform future decision making.
- 5.5 It is clear that the deployment of a modern, secure, integrated, and technologically augmented prisoner telecommunications system, supported by robust and nationally consistent business processes, is critical to ensuring the ongoing and effective rehabilitation and reintegration of those in our care, as well as enhancing the safety of our staff, prisoners, and the community.
- 5.6 As can be seen in **Table 2** (below), the provision of such a system, and the associated enhancements to rehabilitation and safety it would deliver, continues to align strongly with the Department's strategic mission, outcomes, and priorities.

TABLE 2: Corrections Strategic Mission, Outcomes, and Priorities

Our Mission	Keeping the Community Safe and Changing Lives			
Our Outcomes	Public Safety is Improved		Reoffending is Reduced	
Our Priorities	Safety	Our People	Rehabilitation	Transitions

**DIGITAL STRATEGY**

- 5.7 The Department’s published Digital Statement of Intent directly addresses enhancements to prisoner communications, with a commitment to deliver the key business change projects of Prisoner Payphones, Prisoner Kiosks, and Managed Cellular Communications.
- 5.8 The deployment of a modern, secure, integrated, and technologically augmented prisoner communications system aligns strongly with three key investment priorities of the Department’s digital strategy, these being to:
  - Transform and modernise the way we work
  - Manage/maintain our asset’s resilience, service levels, and capacity
  - Support rehabilitation, reintegration, and the transitioning of offenders
- 5.9 Given the size and growing complexity of Corrections’ business, the statement of intent recognises the risk and expense associated with adopting ‘first time, leading-edge technologies’, instead continuing to favour common and simple technologies as a strategic approach to the Department’s work. This approach aligns with the need for a simple, integrated, and proven national system that utilises trusted technologies, and highlights the importance of understanding the commercial off-the-shelf options available in the market prior to any solution replacement.

**FUTURE ALIGNMENT**

- 5.10 With the implementation of the APTS pilot solution at Auckland Prison, the Department now finds itself with two separate telephony systems (in addition to the Unify system deployed at ASCF). As the deployment of two independent telephony systems poses significant challenges to the effective oversight of prisoner telecommunications across the prison estate, it is clear that this current state is not sustainable over the long term nor does it align with the Department’s broad strategic vision and intent.
- 5.11 As the APTS solution is deployed as a single-site pilot only S 9 (2)(i)

It is therefore critical that the Department has a clear strategic vision for the delivery of prison telecommunications into the future, and takes advantage of the current commercial opportunity to significantly enhance this capability.

## 6. OPTIONS

### OPTIONS AND IMPLICATIONS

- 6.1 When considering the information provided in this report (including the findings of the PESTLED evaluation), three potential options present themselves; these are:
- **Option 1: Status Quo + Enhancements to PPS**  
Maintain the status quo and upgrade PPS to incorporate the cardless pricing model and enhanced reporting options.
  - **Option 2: National Roll out of enhanced APTS**  
Roll out an enhanced APTS solution nationally with tender exemption
  - **Option 3: Go to Market**  
Go to market for an integrated national digital solution that provides enhanced functionality and is future proofed to align with the Department's strategic vision
- 6.2 The strategic, commercial, technical, and financial implications of these presented options were considered in light of their known feasibility and/or expected level of impact and/or complexity; this assessment is detailed in **Table 3** (below).

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TABLE 3: Assessment of Expected or Known Feasibility and Implications

[Redacted]	S 6(c), S 9(2)(i)	[Redacted]	[Redacted]
[Redacted]	<ul style="list-style-type: none"> <li>[Redacted]</li> <li>[Redacted]</li> <li>[Redacted]</li> <li>[Redacted]</li> <li>[Redacted]</li> </ul>	<ul style="list-style-type: none"> <li>[Redacted]</li> <li>[Redacted]</li> <li>[Redacted]</li> <li>[Redacted]</li> <li>[Redacted]</li> </ul>	<ul style="list-style-type: none"> <li>[Redacted]</li> <li>[Redacted]</li> <li>[Redacted]</li> <li>[Redacted]</li> <li>[Redacted]</li> </ul>
[Redacted]	<ul style="list-style-type: none"> <li>[Redacted]</li> <li>[Redacted]</li> </ul>	<ul style="list-style-type: none"> <li>[Redacted]</li> </ul>	<ul style="list-style-type: none"> <li>[Redacted]</li> <li>[Redacted]</li> </ul>

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<sup>8</sup> Cardless pricing and enhanced reporting

<sup>9</sup> Noting that this excludes the Unify system at ASCF

<sup>10</sup> Although noting identified 'whanau fatigue' and increased victimisation risk if call duration and frequency limits not applied and enhanced analytics and intelligence capability (and capacity) not supplied



[REDACTED]	S 6(c), S 9 (2)(i) [REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED] [REDACTED]	[REDACTED] [REDACTED]	[REDACTED]

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<sup>11</sup> A significant cost increase if the supplier reviews and increases the charge for International calling across all prison sites

**IMPACT ASSESSMENT**

6.3 In order to provide a broad visual picture of the impact of each of the considered options, the identified implications have been assigned a traffic light assessment relative to their known feasibility and/or expected level of impact and/or complexity. This visual impact assessment is provided in **Table 4** below.

IMPLICATIONS	OPTION 1	OPTION 2	OPTION 3
Strategic	Red	Yellow	Green
Commercial	Red	Red	Green
Technical	Yellow	Yellow	Yellow
Financial	Red	Red	Yellow

TABLE 4: Visual Impact Assessment

9(2)(i)

**COMMERCIAL TIMELINE**

6.5 As this report therefore identifies Option 3 as the only viable option presented and that the Department must go to market at the expiry of the current commercial arrangement, it is acknowledged that the sourcing of a replacement national prisoner telecommunications solution represents a major procurement for the Department. When considering typical processes and milestones required in a procurement of this scale and nature, Commercial Services have provided an indicative timeline of key deliverables and actions to inform next steps organisational planning. This timeline is detailed in **Table 5** below.

TABLE 5: Indicative Major Procurement Timeline

Deliverable & Actions	Due Date
<p><b>Δ Current State Review</b></p> <ul style="list-style-type: none"> <li>Review the payphone service needs across all prisons</li> <li>Contract extension has been executed</li> <li>Proposed implementation approach</li> <li>Undertake market scanning research and engagement to determine current market capabilities in NZ and overseas</li> </ul>	September 2019
<p><b>Δ Sourcing Strategy</b></p> <ul style="list-style-type: none"> <li>Developing procurement plan and commercial strategy</li> <li>Prepare tender document and evaluation document</li> </ul>	February 2020

<p><b>Δ Tender and Contract</b></p> <ul style="list-style-type: none"> <li>• Tender released by Feb/Mar 2020</li> <li>• Tender closed by Apr/May 2020</li> <li>• Selection of preferred supplier by Sep 2020</li> <li>• Contract finalised by Nov 2020</li> </ul>	<p><b>December 2020</b></p>
<p><b>Δ Mobilisation &amp; Transition</b></p> <ul style="list-style-type: none"> <li>• Mobilisation Commence Jan/Feb 2021</li> <li>• Implementation completed by August 2021</li> </ul>	<p><b>August 2021</b></p>

- 6.6 Given the fundamental roll that prisoner telecommunications play in the effective rehabilitation and safety of those in our care, as well as the safety of our staff and our communities, it is critical that the Department identifies, sources, and deploys a fit-for-purpose replacement solution that fully satisfies all identified high level requirements, and that this delivery is not compromised by insufficient timescales needed to effectively achieve each stage.
- 6.7 The timeline provided highlights a need to commence the procurement process with some urgency, in order to ensure the key deliverables are achieved in time and in step to meet the requirement for full solution implementation by the expiry of the current MSA.

**7. CONCLUSIONS & RECOMMENDATIONS**

- 7.1 When considering the findings of this report it is clear that, due to Government Rules of Sourcing (GRoS) requirements, Options 1 and 2 are not viable, and the Department will be required to go to market to source a replacement prisoner telephony solution when the current commercial agreement for service expires. Currently, the PPS service schedule is due to expire on § 9 (2)(i)
- 7.2 However, it is recognised that the Department has a broader MSA with the current supplier to § and Commercial Services have indicated that the supplier will be willing to extend the term of the PPS service schedule to align with the MSA. The expiry date of the MSA is a ‘hard stop’ for the Department, and so the Department must go to market to source a replacement prisoner telephony solution by § 9 (2)(i).
- 7.3 Recognising that this requirement represents a major procurement for the Department, as well as the critical need for a fully fit-for-purpose replacement solution that satisfies all high level requirements, the indicative timeline provided highlights a need for urgent commencement of the procurement process.
- 7.4 Whilst the APTS pilot solution is considered operationally functional as a minimum viable product for Auckland Prison, it has been developed and deployed as a prototype and GRoS require the Department to go to market once the contract for the prototype has been fulfilled.
- 7.5 As the APTS pilot continues to provide learnings to inform future procurement decisions and recognising that the Department must go to market, it is considered justifiable and necessary to extend the term of the pilot to align with the MSA. However, this will require the creation of a formal support agreement that incorporates this extension.
- 7.6 The requirement to go to market and the strong organisational alignments identified in Option 3 both present an opportunity to leverage and build on the significant work already undertaken by the

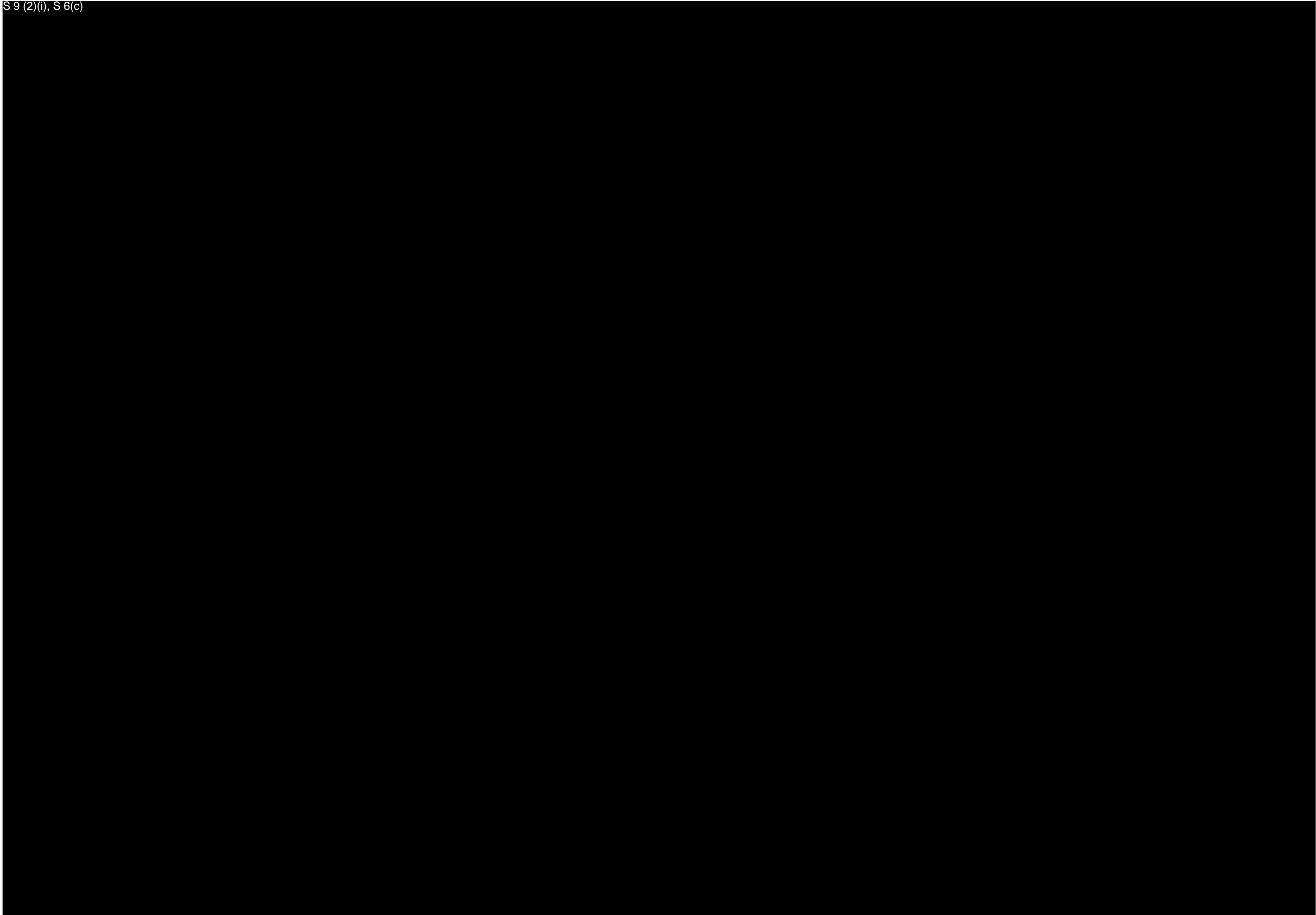
Department. As previously stated, this work considered prisoner communications through a wider lens than just the simple replacement of hardware, and considered possible solutions that create a platform to take advantage of and adapt to future policy and technological change.

7.7 This work had a strong focus on the rehabilitation and reintegration of those in our care, and the critical need to significantly reduce system manipulation and misuse in order to enhance the safety of our staff, prisoners, and the community. The aspirational concepts and expected outcomes of this work remain valid, and the work undertaken (including a formal market sounding engagement) provides a strong platform to inform future decision making.

7.8 This report therefore makes the following recommendations:

Recommendations		
a)	Approve the adoption of Option 3 and commence the process of going to market for an integrated national digital prisoner telecommunications solution.	YES/NO
b)	Direct Commercial Services to negotiate an extension to the PPS Service Schedule that aligns with the expiry of the MSA.	YES/NO
c)	Direct Commercial Services to negotiate an extension to the APTS formal Support Agreement that extends the APTS pilot to align with the expiry of the MSA.	YES/NO
d)	Commission Service Design and Implementation, supported by Commercial Services, to lead a formalised stream of work to identify, source, and implement a replacement prisoner telecommunications solution. This work should commence with urgency and take into account the findings (including market sounding engagement) and high level requirements identified in previous work undertaken by the Department.	YES/NO

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S 9 (2)(i)

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