

21 May 2024

C179952



Tēnā koe 

Thank you for your email of 28 March 2024 to the Department of Corrections – Ara Poutama Aotearoa, requesting information about our current recruitment campaign. Your request has been considered under the Official Information Act 1982 (OIA).

Like many other organisations and businesses around the country, we have experienced a number of staffing challenges over the last few years. We fully acknowledge the pressure this has placed on staff working in prisons, which is why we are making a concerted effort to recruit, retain and train frontline staff.

This includes launching a new recruitment campaign in October 2022 and a second recruitment campaign in February 2024, alongside strengthening our recruitment processes, improving our onboarding processes, implementing new rosters which provide our staff with better work/life balance and help them to avoid fatigue, and continuously working to improve staff safety. Our staff have also been carrying out recruitment activities in their local communities (for example, information evenings for people interested in working with us).

Retaining existing staff is also a priority for us. We are focused on investing in the training and capability of our frontline staff, as well as making sure people have clear pathways to build a long-term career at Corrections. We also expect the recently settled prisons-based collective agreement to help support staff retention, and we continue to work with unions on matters concerning staffing levels and staff safety.

We received more than 33,500 applications for frontline custodial roles between 1 October 2022 and 29 April 2024, and more than 1,450 people have been recruited into corrections officer roles over the same period, with many more in the recruitment pipeline.

While we have previously only trained new staff at the National Learning Centre in Wellington, the growth in the number of new recruits joining us has required us to adapt the way we deliver the Corrections Officer Development Programme (COPD), and we are now also conducting training at local centres.

Applicants for corrections officer roles continue to undergo a rigorous selection process, including multiple assessments to ensure their suitability for the role. Due to the high standard of professionalism and integrity required of staff working in prisons, we carry out thorough pre-employment checks. These include Police vetting, drug testing, a physical fitness test and medical check, and reference checking prior to employment.

You requested:

1. *The total cost paid by Corrections on the Stories From the Inside recruitment advertising campaign, itemised if possible.*

The table below shows the total amounts spent on the *Stories from the Inside* recruitment campaign as at 10 April 2024, including planned spending on media placement.

Item	Cost
Creative development	\$49,850
Video production	\$798,796
Out of Home, Digital, radio production costs	\$25,780
Audience research/testing/impact assessment	\$100,920
Media placement (Spent & Planned)	\$1,800,000
Total	\$2,774,689

The table below is a subset of the “Media placement” figure above, showing the actual spending on media placement in February and March 2024.

Type of Media	February Spending	March Spending
Television	\$ 93,642	\$ 74,433
Cinema	\$ 11,642	\$ 13,061
Radio	-	\$ 33,088
Search	\$ 7,769	\$ 7,772
Interactive	\$ 92,246	\$ 81,583
Out of Home	\$ 39,042	\$ 34,020
Totals	\$ 244,342	\$ 243,957

2. *The number of new recruits attributable to this campaign (e.g. number of new employees who said they heard about the role through this advertising)*

Corrections does not collect specific information that would allow us to directly attribute job applicants to particular advertising campaigns. Therefore, this part of your request is refused in accordance with section 18(g) of the OIA, because we do not hold this information or believe it is held by, or more closely connected with the functions of, another agency.

However, since *Stories from the Inside* was launched, we have seen a large increase in job applicants. For example, we received 19,232 job applications in February and March 2024, compared to 6,464 applications in February and March 2023.

In addition, many of the applications received since the launch of this recruitment campaign will still be going through Corrections' rigorous recruitment process. As at 10 May 2024, 175 of these applicants had been appointed to roles, while a further 1,841 were still in the recruitment process.

3. *All correspondence, including internal communications, regarding how this campaign relates to, or will be effected by, job cuts due to Government cost-savings directives.*

This campaign is focused on frontline roles, which are not affected by the Government's request for Corrections to identify cost savings.

Therefore, this part of your request is refused in accordance with section 18(g) of the OIA, because this information is not held by Corrections, and we have no reasonable grounds to believe it is held by, or more closely connected with the functions of, a Minister or other agency.

4. *All correspondence between Corrections and the Minister relating to this advertising campaign.*

I briefed the Minister on this campaign and showed him the advertisements at the Minister's meeting with senior officials on 21 December 2023. Please find attached, as Appendix One, the talking points prepared for this briefing.

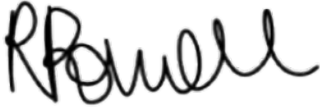
On 30 April 2024 we provided information about recruitment in response to a request from the Minister. Please find this information attached as Appendix Two.

Since March 2024, we have included a Frontline Recruitment Dashboard once per month in our weekly updates to the Minister. Please find these dashboards attached as Appendix Three.

Please note that this response may be published on Corrections' website. Typically, responses are published quarterly, or as otherwise determined. Your personal information

I trust the information provided is of assistance. I encourage you to raise any concerns about this response with Corrections. Alternatively, you are advised of your right to also raise any concerns with the Office of the Ombudsman. Contact details are: Office of the Ombudsman, PO Box 10152, Wellington 6143.

Ngā mihi

A handwritten signature in black ink, appearing to read 'R Powell', written in a cursive style.

Rebecca Powell
Deputy Chief Executive (Acting)
People and Capability

Stories from the inside – 2024 recruitment campaign

Our 2024 recruitment campaign is focused on sharing real stories from our people talking about the positive contribution they make to the safety of New Zealand.

Concept developed in-house – we started from the point of needing the campaign to feel authentic, and leaning into the concept that people find our work ‘on the inside’ interesting.

Partnered with our recruitment advertising supplier – Stanley Street. We invited over 3000 staff to be part of the campaign by telling their stories. From the submissions (61) we developed scripts for the stories that we will show you.

The four stories selected cover custodial, community and health (two corrections officers, one probation officer and a mental health nurse).

Narrated by Ryan Wolf – actor, lawyer and true crime podcaster.

Ads were shot on location at Spring Hill Corrections Facility – actors used for safety reasons, supported by unions. Frontline staff on-hand to advise on accuracy.

We have consulted widely to mitigate the risk of negative feedback. Testing and feedback included general public (both promoters and detractors) staff, unions, our victim stakeholder group and Maori – with changes incorporated as a result.

Format for the ads is 45 second clip, followed by 15 second clip with call to action. Only one story will run at a time. Campaign also includes cinema, online video (including social media), ‘out of house’ (billboards, street signage, bus backs) and radio.

Layered approach to create awareness and drive applications. This allows us to introduce different role types and broaden understanding of the roles available at Corrections.

We have a planned decrease in media spend this year based on optimising our placement of advertising to where we know it is most effective. This targeted spend enables us to drive a continuous flow of candidates without creating bottlenecks in the application process or exceeding capacity during onboarding and training for successful applicants. Confidence in this approach is based on the performance of the 2023 campaign.

The 2024 campaign is budgeted to cost \$600k less than 2023.

	2023	2024
Campaign production cost	\$899,626	\$868,841
Media buy	\$2,500,000	\$1,931,986
Total	\$3,399,626	\$2,800,827 (600k)

Since 1 October 2022 we have received 4,234 (more than 14,200 for all roles) applications for corrections officer roles and recruited 913 new corrections officers.

Our anticipated immediate impact is ensuring that we continue to have strong application numbers to support full rosters across our sites, which enables us to operate safely. We also anticipate an overall increase in applications for all roles, with a halo effect improving application numbers. Longer term, we expect an increased awareness of Corrections as an employer of choice, and continued positive perception change in the value of our frontline roles.

Working to supply to market by 15 January for launch in February 2024 - until then, our existing campaign continues.

	26 March 2024 <i>OIA sent to TVNZ</i>	31 March 2024 <i>Minister's Weekly Report – 19 April</i>	29 April 2024 <i>Latest stats</i>
Rate of turnover	N/A	13.8%	13.8%
Corrections officer applications received	N/A	6,794 in March 2024 6,023 in February 2024	33,590 since 1 October 2022*
Corrections officers recruited	N/A	159 in March 2024 168 in February 2024	1,455 since 1 October 2022**
Highest vacancies (FTE)	Christchurch Men's Prison (75.85) Rimutaka Prison (56.4) Otago Corrections Facility (45.35)	<i>Only provided in % of available FTE</i>	Waikeria (179.19)*** Christchurch Men's Prison (65.85) Rimutaka Prison (44.4)
Lowest vacancies (FTE)	Spring Hill (-23.4)**** Auckland Prison (2.9) Christchurch Women's Prison (6.7)	<i>Only provided in % of available FTE</i>	Spring Hill (-31.4)**** Mt Eden Corrections Facility (-18.7) Auckland Prison (-2.3)

*Almost 50% (or 16,323) of our applications were seen since 1 Jan 2024

**Almost 40% (or 541) of our hires were seen since 1 Jan 2024

***This is due to a recent uplift in establishment to assist in recruitment ahead of the opening of the new facility.

****There are a number of staff currently working at the site who are seconded from Waikeria Prison, who are recruiting in preparation for the new 500 bed facility at Waikeria Prison, which is currently under construction. This provides the seconded staff with high security experience.

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Corrections Officer Development Pathway (CODP) – Tatou stories on the changes, and the Tatou CODP page

CODP is the initial learning programme for all new Corrections Officers and Offender Employment Instructors. Following recent feedback from staff and unions, Corrections has changed the CODP. It is now a 10 week programme (outlined below) that involves learning at the National Learning Centre (NLC) and on site with the support of facilitators, buddies, site champions, PCOs and other colleagues. The initial pathway is followed by 40 weeks continued development to reach the requirements of the NZCOM level 3.

Week	1	2	3	4	5	6	7	8	9	10
	Site Induction	Ara Tika	Phase 2 <ul style="list-style-type: none">• Safe practice and preliminary assessment• C&R and Tactical Communications• End of phase 2 ceremony				Phase 3 <ul style="list-style-type: none">• Work experience support by a buddy• Onsite assessment signed off			

Recruitment and retention information – Pulled from the OIA to TVNZ

Corrections has a significant recruitment effort underway, involving a newly launched recruitment campaign, strengthened recruitment processes, improved onboarding processes, and continuous work underway to improve staff safety.

Retention is also a priority for Corrections. Staff are Correction's biggest assets, and they are committed to finding ways to hold on to their experience and expertise, especially in such a tight labour market.

A number of staff retention measures have been implemented across Corrections, including:

- Continuously working to improve staff safety
- Investing in the capability and training of our frontline staff
- Implementing new rosters
- Continuing to work with union partners on matters concerning staffing levels and staff safety
- Improving wellbeing initiatives, including injury management, wellbeing, and health promotion.
- Making sure people have pathways to build long-term careers at Corrections.

Corrections also anticipates that the new collective agreement ratified by union partners in November 2023 will have a positive impact on staff retention, with changes including improved pay and benefits, as well as safety and wellbeing provisions.

OIA to TVNZ

Corrections Officers by site/facility – 26 March 2024

Site/Facility	FTE Establishment (Current)	Actual FTE	Vacancies
Auckland Prison	334.10	331.20	2.90
Auckland Region Women's Corrections Facility	229.20	205.48	23.73
Mt Eden Corrections Facility	468.00	459.70	8.30
Northland Region Corrections Facility	233.90	223.93	9.97
Spring Hill Corrections Facility	326.60	350.00	-23.40
Waikeria Prison	303.80	266.00	37.80
Tongariro Prison	159.20	134.70	24.50
Whanganui Prison	248.20	227.80	20.40
Hawke's Bay Regional Prison	291.70	270.00	21.70
Manawatu Prison	141.80	130.00	11.80
Arohata Prison	100.00	81.00	19.00
Rimutaka Prison	401.40	345.00	56.40
Christchurch Men's Prison	425.70	349.85	75.85
Christchurch Women's Prison	96.20	89.50	6.70
Rolleston Prison	167.50	142.00	25.50
Otago Corrections Facility	260.40	215.05	45.35
Invercargill Prison	95.70	73.00	22.70

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Frontline Recruitment

Showing data for 31/03/2024

7,268.3	6,671.5	596.8
Establishment	FTE	Vacancies

Information below refer to **Community and Prison based roles**. Graphs show last 12 months

Applications

Applications Last Month	Applications Previous Month	Change MOM %
6,794	6,023	11%



Appointments

New Starts Last Month	New Starts Previous Month	Change MOM %
159	168	-9



Vacancies and Staffing Levels

Available FTE %	Vacant FTE %	Unavailable FTE %
84%	8%	9%



Turnover

Turnover Last Month	Turnover Previous Month	Change MOM %
13.1%	13.3%	-0.2%



Information below refers to **Prison based roles only**

Prison	New Starts	Turnover %	Applications	Available FTE %
Arohata Prison	3	9.3%	1	69.4%
Auckland Prison	7	15.7%	416	90.7%
Auckland Region Women's Corr...	6	13.5%	0	91.1%
Christchurch Men's Prison	10	11.7%	0	82.5%
Christchurch Women's Prison	2	6.3%	316	97.4%
Hawke's Bay Regional Prison	12	8.7%	0	80.0%
Invercargill Prison	4	24.7%	253	76.2%
Manawatu Prison	7	15.6%	134	83.6%
Mt Eden Corrections Facility	17	20.0%	0	81.6%
Northland Region Corrections Fa...	14	12.5%	295	83.1%
Otago Corrections Facility	5	10.8%	261	78.7%
Rimutaka Prison	21	19.8%	799	78.7%
Rolleston Prison	3	11.0%	6	81.4%
Spring Hill Corrections Facility	20	15.8%	434	84.1%
Tongariro Prison	2	7.3%	308	79.5%
Waikeria Prison	11	10.4%	473	74.8%
Whanganui Prison	7	10.8%	326	70.9%
Total	151	13.8%	4,022	81.3%

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Latest stats as at 29 April 2024

District Roll Up	SITE DATA				
	Estab.	Estab. adj	Actual FTE	Vacancies	Turnover %
Waikeria Prison	455.00		275.81	179.19	9.92%
Christchurch Men's Prison	425.70		359.85	65.85	11.75%
Rimutaka Prison	401.40		357.00	44.40	19.76%
Otago Corrections Facility	260.40		219.80	40.60	10.26%
Auckland Region Women's Corr' Facility	229.20		205.48	23.73	11.59%
Whanganui Prison	248.20		224.80	23.40	10.98%
Invercargill Prison	95.70		74.00	21.70	26.67%
Rolleston Prison	167.50		146.00	21.50	8.96%
Arohata Prison	100.00		83.00	17.00	6.25%
Tongariro Prison	159.20		142.20	17.00	6.59%
Hawke's Bay Regional Prison	291.70		277.00	14.70	6.99%
Northland Region Corrections Facility	233.90		229.13	4.78	12.64%
Christchurch Women's Prison	96.20		93.50	2.70	5.52%
Manawatu Prison	141.80		140.00	1.80	16.60%
Auckland Prison	334.10		336.40	-2.30	16.03%
Mt Eden Corrections Facility	468.00		486.70	-18.70	19.32%
Spring Hill Corrections Facility	326.60		358.00	-31.40	14.48%
Total	4,434.60		4,004.6	425.94	13.26%

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Appendix Five: Frontline Recruitment Dashboard

This section, provided monthly, provides an overview of recruitment activity, including career website visits, applications for Corrections Officer (CO) roles, and their associated status as at 29 February 2024.

Below metrics and graphs refers to community and prison based roles

Applications

Graphs show last 12 months

Applications Last Month	Applications Previous Month	Change MOM%
6,023	6,234	-3.50 %



Appointments

New Starts Last Month	New Starts Previous Month	Change MOM%
168	155	7.74 %



Vacancies and Staffing Levels

Available FTE %	Vacancy %	Unavailable %
84.0%	5%	7.7%



Turnover

Turnover Last month	Turnover Previous Month	Change MOM%
13.3%	13.4%	-0.03 %



Table refers to prison based roles only'

Region & Prison Site	New Starts Last Month	Turnover %	Total Applications per month	Available FTE %
Northern	44	15.8%	100	84.6%
Auckland Prison	9	15.0%	47	88.4%
Auckland Region Women, Corr Facility	0	13.6%	0	93.0%
Auckland South Corrections Facility	0		0	
Mt Eden Correctional Facility	30	19.4%	12	80.3%
Northland Region Corrections Facility	5	12.6%	41	79.6%
Central	47	13.6%	344	83.1%
Spring Hill Corrections Facility	24	18.1%	131	83.5%
Tongariro Prison	5	7.3%	97	80.0%
Waikeria Prison	18	11.4%	116	84.5%
Lower North	37	14.2%	489	82.8%
Arohata Prison	5	9.4%	0	71.9%
Hawke's Bay Regional Prison	10	9.6%	101	86.0%
Manawatu Prison	4	15.3%	40	86.5%
Rimutaka Prison	11	19.9%	178	79.3%
Whanganui Prison	7	11.5%	170	83.8%
Southern	22	12.1%	248	87.8%
Christchurch Men's Prison	7	12.0%	10	91.0%
Christchurch Women's Prison	2	6.4%	49	96.7%
Invercargill Prison	4	24.0%	78	85.7%
Otago Corrections Facility	7	10.8%	111	83.4%
Rolleston Prison	2	11.2%	0	83.3%
Total	150	14.1%	1,181	85.0%

Appendix Three: Frontline Recruitment Dashboard

This section, provided monthly, provides an overview of recruitment activity, including career website visits, applications for Corrections Officer (CO) roles, and their associated status as at 31 March 2024.

Frontline Recruitment

Showing data for 31/03/2024

7,268.3 Establishment
6,671.5 FTE
596.8 Vacancies

Information below refer to **Community and Prison based roles**. Graphs show last 12 months

Applications

Applications Last Month	Applications Previous Month	Change MOM %
6,794	6,023	11%



Appointments

New Starts Last Month	New Starts Previous Month	Change MOM %
159	168	-9



Vacancies and Staffing Levels

Available FTE %	Vacant FTE %	Unavailable FTE %
84%	8%	9%



Turnover

Turnover Last Month	Turnover Previous Month	Change MOM %
13.1%	13.3%	-0.2%



Information below refers to **Prison based roles** only

Prison	New Starts	Turnover %	Applications	Available FTE %
Arohata Prison	3	9.3%	1	69.4%
Auckland Prison	7	15.7%	416	90.7%
Auckland Region Women's Corr' ...	6	13.5%	0	91.1%
Christchurch Men's Prison	10	11.7%	0	82.5%
Christchurch Women's Prison	2	6.3%	316	97.4%
Hawke's Bay Regional Prison	12	8.7%	0	80.0%
Invercargill Prison	4	24.7%	253	76.2%
Manawatu Prison	7	15.6%	134	83.6%
Mt Eden Corrections Facility	17	20.0%	0	81.6%
Northland Region Corrections Fa...	14	12.5%	295	83.1%
Otago Corrections Facility	5	10.8%	261	78.7%
Rimutaka Prison	21	19.8%	799	78.7%
Rolleston Prison	3	11.0%	6	81.4%
Spring Hill Corrections Facility	20	15.8%	434	84.1%
Tongariro Prison	2	7.3%	308	79.5%
Waikeria Prison	11	10.4%	473	74.8%
Whanganui Prison	7	10.8%	326	70.9%
Total	151	13.8%	4,022	81.3%

Please note, the staff establishment number takes into account projected staff numbers for capacity due to be opened in the next six months, with the exception of Waikeria Prison whose capacity accounts for projected staff numbers for the new facility.

Appendix Five: Frontline Recruitment Dashboard

This section, provided monthly, provides an overview of recruitment activity, including career website visits, applications for custodial and community roles, and their associated status.

Frontline Recruitment

Showing data for 30/04/2024

7,333.5 Establishment
6,817.6 FTE
515.9 Vacancies

Information below refer to **Community and Prison based roles**. Graphs show last 12 months

Applications

Last Month	Previous Month	Change
6,648	6,794	-2%



Appointments

Last Month	Previous Month	Change
188	159	29



Vacancies and Staffing Levels

Available FTE %	Vacant FTE %	Unavailable FTE %
85%	7%	9%



Turnover

Last Month	Previous Month	Change
12.6%	13.1%	-0.5%



Information below refers to **Prison based roles** only

Prison	Applications	New Starts	Turnover %	Available FTE %
Arohata Prison	442	4	13.3%	66.8%
Auckland Prison	200	17	15.3%	93.9%
Auckland Region Women's Corr' ...	0	4	12.7%	92.2%
Christchurch Men's Prison	0	13	10.1%	77.8%
Christchurch Women's Prison	181	5	4.4%	100.4%
Hawke's Bay Regional Prison	0	11	8.7%	79.5%
Invercargill Prison	408	3	22.9%	78.3%
Manawatu Prison	110	8	13.6%	85.4%
Mt Eden Corrections Facility	0	31	18.3%	87.2%
Northland Region Corrections Fa...	71	12	13.4%	88.5%
Otago Corrections Facility	448	8	12.5%	80.8%
Rimutaka Prison	713	16	18.7%	80.6%
Rolleston Prison	19	5	10.8%	82.3%
Spring Hill Corrections Facility	251	9	16.9%	88.1%
Tongariro Prison	168	5	8.2%	79.5%
Waikeria Prison	1,048	17	10.5%	54.5%
Whanganui Prison	270	3	10.7%	79.1%
Total	4,329	171	13.5%	81.0%