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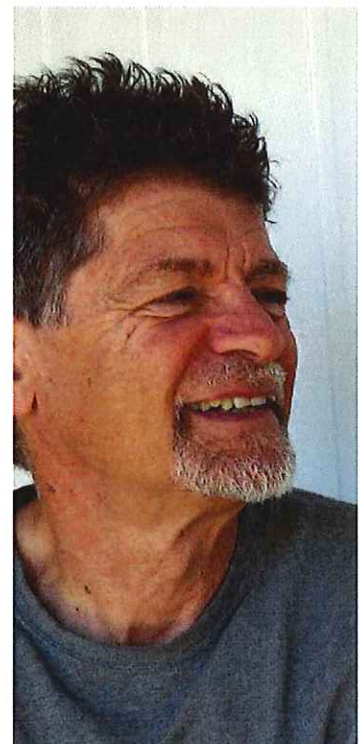
CRIMINAL JUSTICE SECTOR

Four Year
Plan 2017





Trust in the criminal justice system





A safe, fair and prosperous society



Why we're here

OUR CORE PURPOSE IS TO:

- maintain law and order, focussing on minimising harm and victimisation
- bring perpetrators to justice
- provide rehabilitation for offenders to reduce re-offending

How we do what we do

OUR CORE VALUES ARE:

- a shared strategic ambition
- strong governance
- a common operational focus
- shared knowledge and resource alignment

*And our actions are
evidence driven*

What we aim for

**Our vision is a criminal
justice system that
the public trusts,
and a safe, fair and
prosperous society**

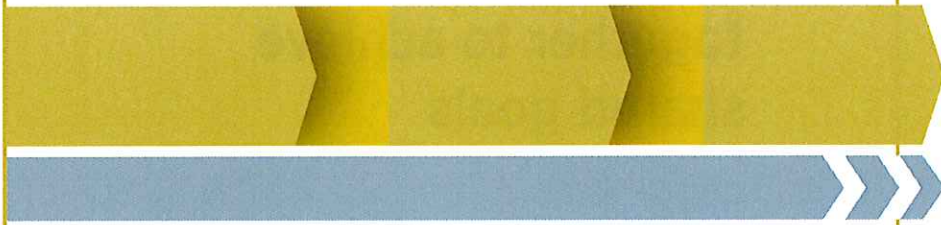
**WHERE WE WANT TO
BE IN THE NEXT
4 YEARS**

Our four year mission is a more agile criminal justice system that delivers fair and proportionate criminal justice services when and where they are most required to meet the needs of New Zealanders



The criminal justice system

Justice agencies work
across the criminal
justice system and
justice pipeline





For the criminal justice system to deliver the results our stakeholders want and expect, justice agencies need to collaborate – work together to achieve shared goals

CRIMINAL JUSTICE SYSTEM



Responsible for public prosecution, crime, criminal appeals and public prosecutions



Responsible for maintaining public safety, law enforcement, crime prevention and community protection



The lead law enforcement agency for investigating and prosecuting serious or complex fraud, including bribery and corruption



Responsible for administering courts, the Public Defence Service, legal aid, the enforcement of judgments and the administration of justice



Responsible for administering youth justice services

CRIME PREVENTION, RESPONSE, INVESTIGATION AND RESOLUTION

ADMINISTRATION OF PROSECUTION AND SUPPORT FOR COURTS

POLICY & ADMINISTRATION

Prosecuting the most serious
appeals, and the oversight of
prisons

Community support

Financial crime,



Responsible for administering prison and
community sentences, and assisting in
offenders' rehabilitation and reintegration
into the community

Management of monetary penalties, and giving advice on criminal justice policy

**DEPARTMENT OF JUSTICE:
PROSECUTION, DEFENCE, AND
SUPPORT FOR OFFENDERS, VICTIMS
AND WITNESSES**

**SENTENCE MANAGEMENT,
REHABILITATION AND
RE-INTEGRATION**

**Our goals
and
objectives
for the
next
four years**

OUR STRATEGIC PRIORITIES AND FOCUS AREAS



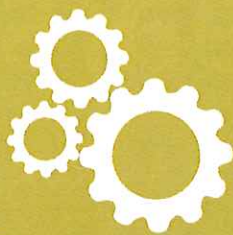
Better meet the
needs of the most

at-risk

NEW ZEALANDERS

Reduce pressure
across the

JUSTICE PIPELINE



Increase our

**COLLECTIVE
ABILITY**

to achieve our shared goals



**ACHIEVE OUR
BETTER PUBLIC
SERVICES (BPS)
TARGETS**

**BETTER MEET THE
NEEDS OF THE
MOST AT-RISK
NEW ZEALANDERS**



Reduce harm caused by family violence

Keep family members safe and get the right services to them at the right time

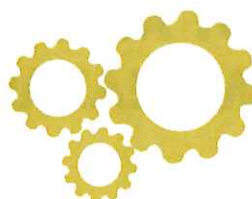
Improve justice outcomes for Māori

Partner with Māori to achieve better outcomes for Māori

Reduce the harm caused by adult gangs and transnational crime groups

Improve responses for people in contact with the criminal justice system who have alcohol and other drug, and mental health needs

INCREASE OUR COLLECTIVE ABILITY TO ACHIEVE OUR SHARED GOALS



Improve our use of data to make better decisions, to improve our responses to crime and to reduce harm

Improve outcomes from our investment in crime prevention, ensure justice services are proportionate and deliver value for money

Continue to increase collaboration across the justice system

Collaborate in more areas of our business for greater operational efficiency, actively plan for medium- and long-term futures, increase transparency and public participation



REDUCE PRESSURE ACROSS THE JUSTICE PIPELINE

Minimise harm through active engagement with the social sector

improve collaboration between social and justice services, with a particular focus on vulnerable children and youth

Better understand the impact of traffic offending on the justice pipeline

Work more closely with the Ministry of Transport to ensure justice responses to traffic related incidents are effective and proportionate

Why have a Four Year Plan?

THE PURPOSE OF THE PLAN

- Communicate the shared vision that makes sector collaboration possible
- Inform cross-sector resource allocation and decision-making by identifying where the most value might be created, and what trade-offs we need to make
- Keep the sector on track and in a position of strength from which to adapt to the changing environment

Core elements from the plan will need to be reflected in **justice agency plans and work programmes**

WHO WE SERVE



Public

The sector promotes public safety, holds offenders to account and ensures the criminal justice system is fairly administered for the benefit of all New Zealanders



Ministers

The sector supports ministers to carry out their ministerial functions, it serves their aims and objectives, and implements government decisions



Victims

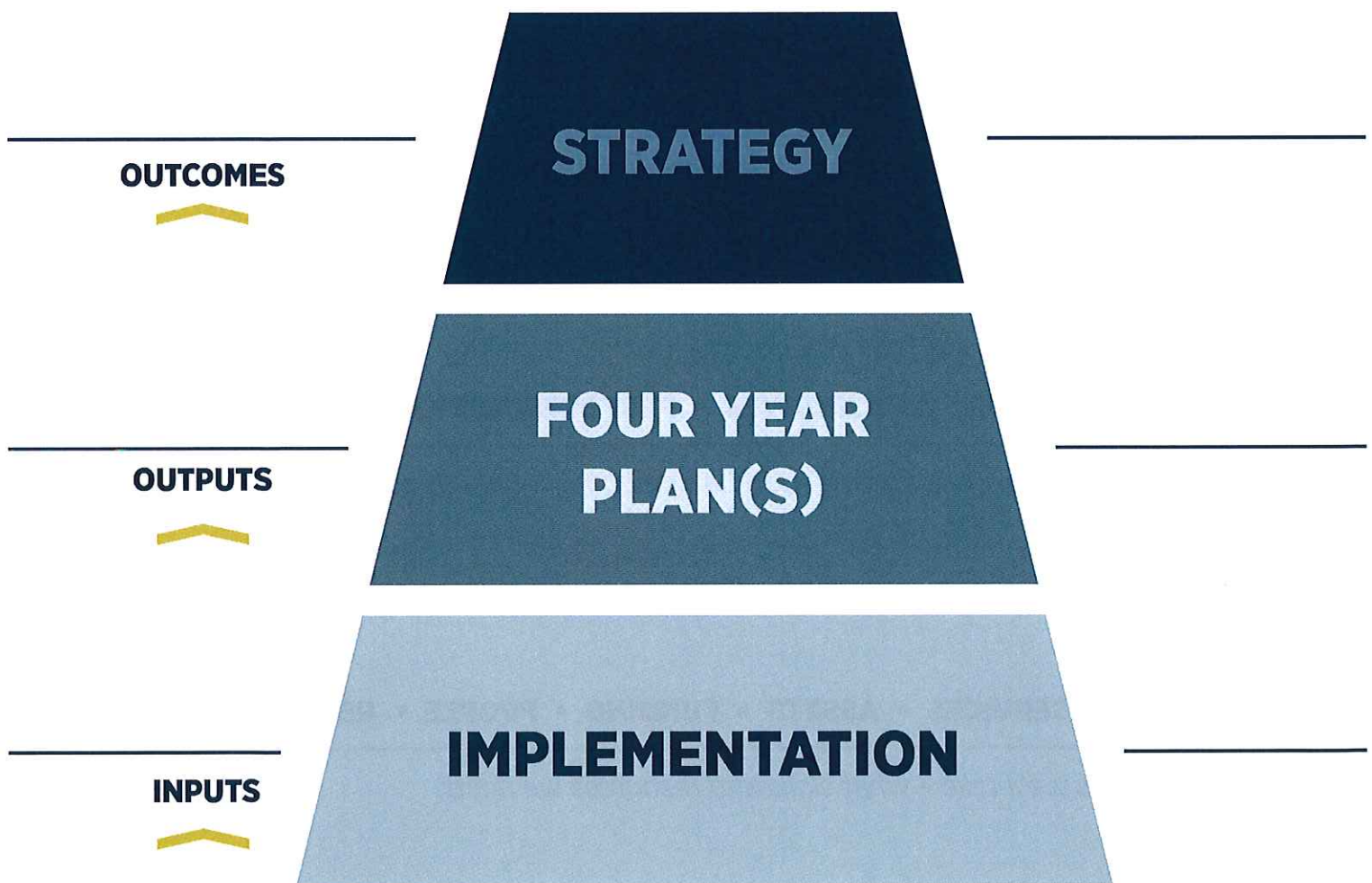
The sector works to support and protect victims of crime



Offenders


The sector works to support offenders' rehabilitation and reintegration into society

Our sector Four Year Plan helps us bring coherence to our different roles and projects, and establish a common direction of travel



PURPOSE • VALUES • VISION

What we're working to achieve and how we think we can make a difference



PRIORITIES • GOALS & OBJECTIVES • PERFORMANCE METRICS

What part of the problem we need to be working on – where we'll focus our efforts



OUTPUTS • SERVICES • ASSETS • FUNDING • PEOPLE • REGULATIONS

What actions we'll take – what skills and resources we need



Our key opportunities

Our key strengths and where we can make the biggest difference
over the next four years

- Greater information sharing and access to data enabling the sector to better understand ‘what works’
 - *The Investment Approach to Justice*
- Increased opportunities to leverage the sector’s relationships (including with the transport sector, social sector, non-government organisations and iwi) to improve justice sector outcomes
 - *The Social Investment Approach and investment in children*
 - *More opportunities to partner with iwi in the post-settlement environment*
 - *Increasing opportunities for collaboration, for example through place-based approaches to service delivery*
- Technology offering an increasingly wider range of solutions to problems
- Strong governance enabling more flexible responses to emerging issues

Our key challenges

What's going to test us
over the next four years

- Significant cost pressures at the same time as demand pressures are rising
 - *Rising rates of recorded violent crime*
 - *Increasing demand for justice services (such as prison accommodation and mental health call-outs)*

- The changing nature of crime
 - *Technology offering opportunities for new crime types and the rise of international crime*

- Adverse outcomes for hard to reach populations (and inter-generational patterns of offending)
 - *Young offenders getting younger and committing more serious offences*
 - *Continued over-representation of Māori in the justice system*

- Public expectations
 - *Addressing the concerns of people with a range of different perspectives on crime*

Our key choices

How we'll prioritise effort
over the next four years

We'll focus on activity that:

- **addresses the priorities of our key stakeholders**
- **is aimed at achievable outcomes (i.e. changes we have the ability and the capacity to make)**
- **reduces harm for those experiencing the most crime**
- **improves our ability to deliver a strong, effective and efficient operational response**
- **puts us in a position of strength to deal with future challenges**

justice.govt.nz/justice-sector

Investment Approach to Justice

OVERVIEW

There are two main areas of focus for the Investment Approach to Justice: **lifecourse risk modelling**, and **'what works'**.

Lifecourse risk modelling

Insights about lifecourse risk are generated by an actuarial model that predicts the risk of future offending and victimisation for all New Zealand residents.

What works

International and New Zealand research about the effectiveness of crime prevention services is summarised into Evidence Briefs about what works to reduce crime.

Putting it together to inform policy

In combination, the information from the actuarial model and Evidence Briefs allows us to simulate how new investment or policy change would affect the future burden of crime and inflows into the Justice pipeline.

LIFECOURSE RISK MODELLING



The IDI is a Statistics NZ database that contains a range of anonymised data on individuals in NZ

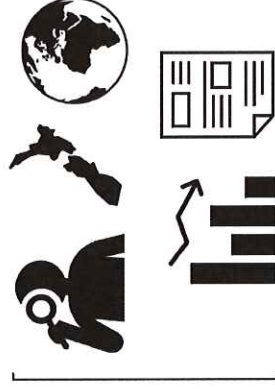
The model estimates the probability of NZers committing or experiencing crime/s over their lifecourse

The model separates the population into groups with varying levels of risk and need

Policy simulation

Using robust effectiveness information, the model can simulate what the future burden of crime might look like if we invested in particular crime reduction initiatives, or changed policy settings

WHAT WORKS TO REDUCE CRIME



To understand how effective NZ's crime prevention services are, we must review the information/evidence available

For each crime prevention intervention, information is distilled into an Evidence Brief:

- summarising NZ and international evidence
- summarising the total NZ spend
- rating its effectiveness
- providing an evidence rating for potential future investment

Once all Evidence Briefs are complete, we will have a portfolio view of the spend and effectiveness of crime prevention services in NZ. These products then feed into the lifecourse risk model to show the impact of interventions on future risk of offending

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