

CRIMINAL JUSTICE SECTOR

Strategic Intent

2018 4-YEAR PLAN





**A safe,
fair and
prosperous
society**

**Trust in the criminal
justice system**



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 4-year mission is a more agile criminal justice system that delivers fair and proportionate criminal justice services



How we do what we do

OUR CORE OPERATING PRINCIPLES ARE:

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

Why we're here

OUR CORE PURPOSE IS TO:

- maintain law and order, focusing on minimising harm and supporting victims
- bring offenders to justice
- provide rehabilitation for offenders to reduce reoffending

THE PURPOSE OF HAVING A SHARED JUSTICE SECTOR STRATEGIC INTENT

- 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 Strategic Intent will need to be reflected in **justice agency plans and work programmes**

The criminal justice system

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



We work with other agencies to deliver results and achieve shared goals



CRIMINAL JUSTICE SYSTEM



Responsible for prosecuting the most serious crime, criminal appeals, and the oversight of public prosecutions



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



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



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



Responsible for administering courts, the Public Defence Service, legal aid, the enforcement of monetary penalties, and giving advice on criminal justice policy



Responsible for administering youth justice services

**CRIME PREVENTION, RESPONSE,
INVESTIGATION AND RESOLUTION**

**ADMINISTRATION OF JUSTICE:
PROSECUTION AND DEFENCE, AND
SUPPORT FOR COURTS AND VICTIMS**

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

POLICY & ADMINISTRATION

Our strategic priorities and focus areas for the next 4 years



Reduce harm caused by family and sexual violence

Keep family members safe and get the right services to them at the right time. Stop violence from occurring, reduce the harm it causes, break the cycle of re-victimisation and reoffending

Improve outcomes for Māori in contact with the criminal justice system

Improve outcomes for vulnerable children and youth in contact with the criminal justice system

Keep victims safe, intervene early and get the right services to them at the right time

Reduce harm caused by adult gangs and transnational crime groups

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

Reduce pressure across the **JUSTICE PIPELINE**



Reduce flow into the justice system through collaboration with the social sector with a particular focus on vulnerable children and youth

Early and effective responses when people first have contact with the criminal justice system

Strengthen responses to offending to reduce demand for prisoner places

Reduce remand and sentencing prisoner populations and reduce reoffending

Operational processes are efficient and effective

Processes are modern and services are delivered in a timely manner

Achieve our BPS **BETTER PUBLIC SERVICES** targets



Our Better Public Services target (Result Area 7) is to reduce serious crime

The target is 10,000 fewer serious crimes by 2021 (based on the number of serious crimes in the year ending June 2017). *This is 22,000 fewer serious crimes than is otherwise currently predicted for 2021.*

WE ALSO HAVE 3 SUPPORTING MEASURES

- **Family violence rate**

This will be the number of victimisations for violent offences where the identified offender had a familial relationship with the victim, as a proportion of the New Zealand population

- **Sexual violence rate**

This will be the number of victimisations for sexual offences as a proportion of the New Zealand population

- **Reoffending rate**

The current reoffending measure has been redeveloped to measure the number of reoffenders as a rate relative to the New Zealand population

Improve how **WE WORK TOGETHER**

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.

Actively share our data, evidence and insights using what we've learned to contribute to a whole-of-system social investment approach.

Use the *investment approach to justice* to better understand what works to reduce crime – using greater information sharing and access to data to:

- better understand the people who are at risk of future offending or becoming victims
- better understand what works to reduce serious crime
- consider improvements to crime prevention activities.

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 and increase transparency

Strengthen our frameworks for detecting and responding to corruption

WHO WE SERVE



Victims

We work to support and protect victims of crime



Offenders

We work to support offenders' rehabilitation and reintegration into society



Public

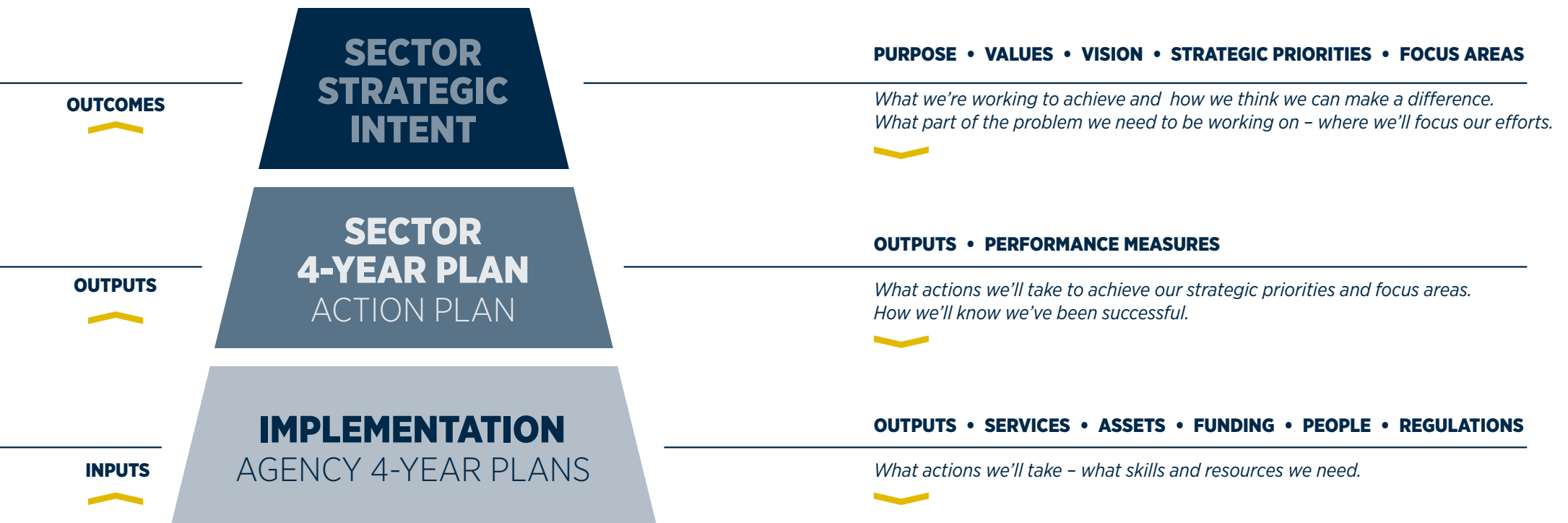
We promote public safety, hold offenders to account and ensure the criminal justice system is fairly administered for the benefit of all New Zealanders



Ministers

We support ministers to carry out their ministerial functions, serving their aims and objectives, and implementing government decisions

Our strategic priorities
and focus areas give us a
common direction of travel



Our key opportunities

Our key strengths and where we can make the biggest difference
over the next 4 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 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*
- 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 4 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)
 - *Serious and persistent young offenders*
 - *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 4 years

We'll focus on activity that:

- addresses the priorities of our key stakeholders
- is aimed at achievable outcomes (ie changes we have the ability and the capacity to make)
- reduces harm for those experiencing serious 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