

Sector Overview

Justice Sector

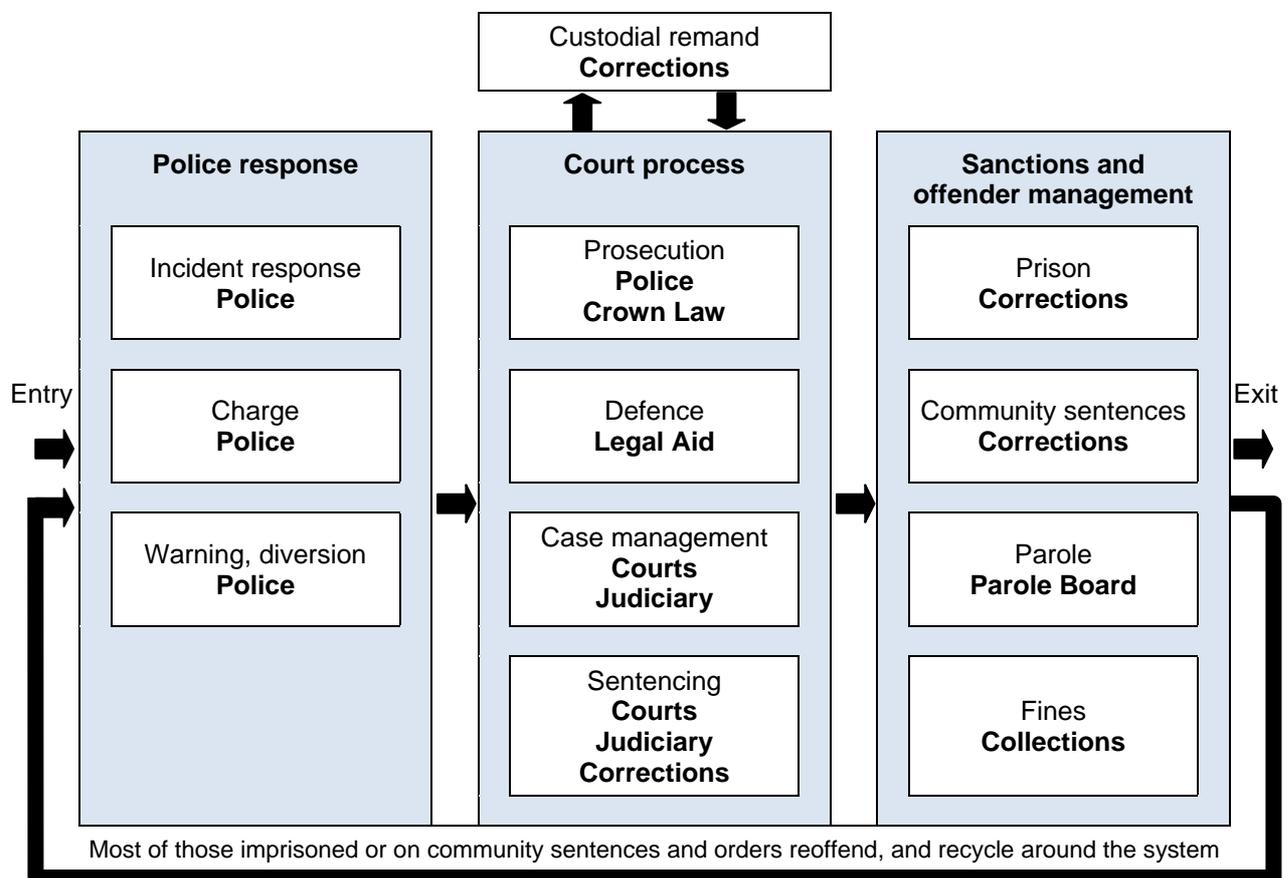
Sector Overview Statement

Overview of the Criminal Justice Sector

Justice sector Ministers and agencies are committed to achieving the outcome of a safe and just society. The sector's focus in coming years will be on continuing to deliver on justice priorities - including the need to improve public safety, reduce offending and re-offending, and enhance victims' rights and role in the criminal justice process - as well as improving the efficiency and effectiveness of the justice system.

The criminal justice sector is an interconnected system. As a result of their actions, offenders enter the system through Police apprehensions, some flow through the courts and corrections systems, and the majority of those imprisoned or on community sentences and orders go on to reoffend and recycle through the system.

Figure 1 - Criminal Justice System



Crime and justice issues are, and will remain, a key area of public concern. Although overall recorded crime decreased over the past decade, violent offending increased, and it has been a government priority to implement reforms, including changes to bail, parole and sentencing laws, to address the increase in violent offending and improve public safety. The number of offenders sentenced in the criminal courts has grown significantly over the past decade. Since 2002 the number of offenders serving sentences and orders in the community increased by 75%, and the New Zealand prison population increased 34% (and is now significantly higher than comparable jurisdictions such as Australia and the United Kingdom). The growth trajectory in offender volumes is unsustainable, particularly in light of the fiscal environment and constraints on public sector spending.

The criminal justice system has been under pressure from the growth in offender volumes, and there has been a significantly increased investment in the justice sector, including capital investment in expanding capacity in prisons and court-houses, to deal with this. Sector agencies - including the New Zealand Police, Ministry of Justice, Department of Corrections, Crown Law and Legal Services Agency - have also absorbed cost pressures over the past decade, and the pressures are expected to continue. The criminal justice forecast indicates that, on current policy and legislative settings, the number of offenders in the justice system will continue to grow in the short to medium-term. Further cost pressures are anticipated, particularly in relation to forecast future demand for police services, legal aid, prosecution services, the courts system, prison capacity and community probation services. Sector Ministers and agencies recognise the need to address the growth pressures at the same time as delivering on justice priorities.

The Government has a programme underway to address the drivers of crime, in order to reduce crime and victimisation and reduce the prison population over the longer term. There is a pressing need to stop people coming into the justice system, reduce the impacts of drug and alcohol abuse, and address Māori over-representation in the system. Achieving these objectives will require a sustained whole-of-government and community effort. The drivers of crime work programme will be a significant focus for the justice sector in coming years, and is an important means of managing cost pressures and improving value for money in the justice system.

Sector Ministers have also approved a suite of performance improvement actions to slow the rate of future growth in the criminal justice system, and to improve the efficiency and effectiveness of the justice system. These changes support the Government's priority of lifting productivity and improving services in the public sector, and the drive for 'better, smarter public services for less'.

The performance improvement actions include investment in technology solutions and improving frontline service delivery to help move the sector, over time, towards a more sustainable operating model. There will also be an increased focus on reducing offending and re-offending. Over time this approach will help to reduce crime, resulting in safer communities and fewer victims - contributing to improved public safety, as well as reducing pressure on the criminal justice system. Reforms are also proposed to enhance victims' rights in the criminal justice process and to improve agencies' responsiveness to the victims of crime.

Sector agencies will focus on continuing to make savings through internal efficiencies and organisational realignment, in order to invest in the performance improvements and absorb current and forecast cost pressures from within existing baselines. Over the next three to five years, the agencies - particularly Police, Justice, Courts, Corrections and Crown Law - will be working together to implement the performance improvement actions. These are:

- *Initiatives supporting Policing Excellence* - including a shift from reactive to preventative policing, a stronger focus on case management, and alternative resolutions to divert minor offending out of the criminal system into other more appropriate pathways
- Legislative and operational reforms - Criminal Procedure Simplification, Electronic Operating Model and Audio-Visual Links - to modernise and streamline the court system, including greater use of technology, to enable the courts to process more cases, more quickly, at a lower incremental cost to the justice sector
- Corrections' *The Way Forward*, which incorporates the Community Probation Service change programme, and a more targeted approach to offender rehabilitation and reintegration to reduce re-offending (the latter will also be assisted by the Whare Oranga Ake initiative, which is a Ministerial priority for kaupapa Māori reintegration), and

- Addressing the drivers of crime, through cross-government and community initiatives to tackle the underlying causes of crime and victimisation (by improving maternity and early parenting support, reducing the harm from alcohol, addressing conduct and behavioural problems in childhood, and managing low-level offenders), and to stem the flow of offenders into the justice system.

The scale of change to the criminal justice system, and agencies' operations, from these reforms is ambitious. Taken together, the reforms will change the way sector agencies do business and will help reduce ongoing pressures and growth in sector spending over the medium to long term.

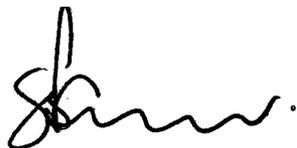
At the same time, the sector will need to continue to deliver core services across policing, courts, community-based sentencing, prisons, probation and parole. This will require increased efficiency, effectiveness and innovation in the face of ongoing growth in criminal justice demand. Sector agencies are planning to manage much of their capital investment needs within existing baselines (including capital investment in the sector performance improvements). Sector agencies will be scaling back, deferring, and reprioritising capital investment in some areas in order to invest in the sector performance improvements and to address other cost pressures.

Corrections' planning for future capacity development will address the volumes for Community Probation Services and the need for additional prison capacity to meet rising demand, alongside innovations such as public-private partnerships for new capacity, double-bunking and contract management of existing prisons.

Over the next few years, the sector will focus on continuing to deliver on justice sector priorities and performance improvements, and delivering justice services to New Zealanders in a tightly constrained fiscal environment. Agencies will be managing major changes to the criminal justice system and organisational changes as they work to deliver on the priorities and performance improvements, along with greater productivity and value for money. Managing the changes within funding constraints whilst maintaining core service delivery will be a challenge for the sector.

Ministerial Statements of Responsibility

Each of us is satisfied that the information on future operating intentions provided by our respective departments and included in the *Information Supporting the Estimates* for the Justice Sector is in accordance with sections 38, 40 and 41 of the Public Finance Act 1989 and is consistent with the policies and performance expectations of the government.



Hon Simon Power

Responsible Minister for the Ministry of Justice

19 April 2010



Hon Judith Collins

Responsible Minister for the Department of Corrections
Responsible Minister for the New Zealand Police
Responsible Minister for the Serious Fraud Office

19 April 2010



Hon Christopher Finlayson

Responsible Minister for the Crown Law Office
Responsible Minister for the Parliamentary
Counsel Office

19 April 2010

Chief Executive Statements of Responsibility

Ministry of Justice

In signing this statement, I acknowledge that I am responsible for the information contained in the *Information Supporting the Estimates* for the Justice Sector relating to the Ministry of Justice and for the Votes for which the Ministry of Justice is the administering department. Specifically, this information is contained in the Ministry of Justice's statement of forecast service performance, forecast financial statements and statement of intent.

This information has been prepared in accordance with the Public Finance Act 1989. It is also consistent with the proposed appropriations set out in the Appropriation (2010/11 Estimates) Bill, as presented to the House of Representatives in accordance with section 13 of the Public Finance Act 1989, and with existing appropriations and financial authorities.



Belinda Clark
Secretary for Justice and Chief Executive
Ministry of Justice

16 April 2010



Lara Ariell
Chief Financial Officer
Ministry of Justice

16 April 2010

Department of Corrections

In signing this statement, I acknowledge that I am responsible for the information contained in the *Information Supporting the Estimates* for the Justice Sector relating to the Department of Corrections and for the Vote for which the Department of Corrections is the administering department. Specifically, this information is contained in the Department of Corrections's statement of forecast service performance, forecast financial statements and statement of intent.

This information has been prepared in accordance with the Public Finance Act 1989. It is also consistent with the proposed appropriations set out in the Appropriation (2010/11 Estimates) Bill, as presented to the House of Representatives in accordance with section 13 of the Public Finance Act 1989, and with existing appropriations and financial authorities.



Barry Matthews
Chief Executive
Department of Corrections

16 April 2010



John Bole
General Manager Finance, Systems & Infrastructure
Department of Corrections

16 April 2010

New Zealand Police

In signing this statement, I acknowledge that I am responsible for the information contained in the *Information Supporting the Estimates* for the Justice Sector relating to the New Zealand Police and for the Vote for which the New Zealand Police is the administering department. Specifically, this information is contained in the New Zealand Police's statement of forecast service performance, forecast financial statements and statement of intent.

This information has been prepared in accordance with the Public Finance Act 1989. It is also consistent with the proposed appropriations set out in the Appropriation (2010/11 Estimates) Bill, as presented to the House of Representatives in accordance with section 13 of the Public Finance Act 1989, and with existing appropriations and financial authorities.



Howard Broad
Commissioner of Police
New Zealand Police

16 April 2010



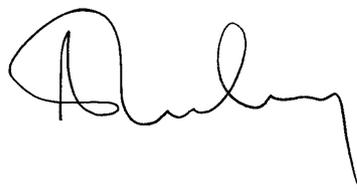
Bruce Simpson
General Manager Finance and Planning
New Zealand Police

16 April 2010

Serious Fraud Office

In signing this statement, I acknowledge that I am responsible for the information contained in the *Information Supporting the Estimates* for the Justice Sector relating to the Serious Fraud Office and for the Vote for which the Serious Fraud Office is the administering department. Specifically, this information is contained in the Serious Fraud Office's statement of forecast service performance, forecast financial statements and statement of intent.

This information has been prepared in accordance with the Public Finance Act 1989. It is also consistent with the proposed appropriations set out in the Appropriation (2010/11 Estimates) Bill, as presented to the House of Representatives in accordance with section 13 of the Public Finance Act 1989, and with existing appropriations and financial authorities.



Adam Feeley
Director
Serious Fraud Office

16 April 2010



Diane Imus
Chief Financial Officer (Acting)
Serious Fraud Office

16 April 2010

Crown Law Office

In signing this statement, I acknowledge that I am responsible for the information contained in the *Information Supporting the Estimates* for the Justice Sector relating to the Crown Law Office and for the Vote for which the Crown Law Office is the administering department. Specifically, this information is contained in the Crown Law Office's statement of forecast service performance, forecast financial statements and statement of intent.

This information has been prepared in accordance with the Public Finance Act 1989. It is also consistent with the proposed appropriations set out in the Appropriation (2010/11 Estimates) Bill, as presented to the House of Representatives in accordance with section 13 of the Public Finance Act 1989, and with existing appropriations and financial authorities.



Dr David Collins QC
Solicitor-General and Chief Executive
Crown Law Office

16 April 2010



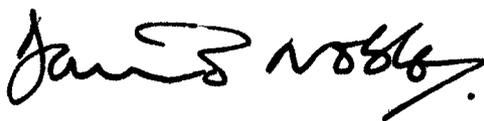
Chris Walker
Chief Financial Officer
Crown Law Office

16 April 2010

Parliamentary Counsel Office

In signing this statement, I acknowledge that I am responsible for the information contained in the *Information Supporting the Estimates* for the Justice Sector relating to the Parliamentary Counsel Office and for the Vote for which the Parliamentary Counsel Office is the administering department. Specifically, this information is contained in the Parliamentary Counsel Office's statement of forecast service performance, forecast financial statements and statement of intent.

This information has been prepared in accordance with the Public Finance Act 1989. It is also consistent with the proposed appropriations set out in the Appropriation (2010/11 Estimates) Bill, as presented to the House of Representatives in accordance with section 13 of the Public Finance Act 1989, and with existing appropriations and financial authorities.



David Noble
Chief Parliamentary Counsel
Parliamentary Counsel Office

16 April 2010



Noel Lee
Corporate Services Manager
Parliamentary Counsel Office

16 April 2010