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In preparing this Information Release, the Treasury has considered the public interest considerations in section 9(1) of the Official Information Act.

Budget 2014:

Four-year Plan for the Justice Sector:

Reducing harm, reducing volumes, improving services, maintaining institutions, managing investment

Covering:

Vote Attorney-General

Vote Corrections

Vote Courts

Vote Justice

Vote Police

Vote Serious Fraud

Vote Treaty Negotiations

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December 2013



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Purpose

This Four-year Plan (the Plan) sets out the strategic direction and actions that the Justice Sector (the sector) will hold itself to over the coming four years in order to reduce harm, reduce volumes, improve services, maintain institutions and manage investment.

This document does not attempt to be a detailed business plan. Some material of this nature is included in the detailed annexes, but ultimately action will be driven on the ground by the strategic vision, performance metrics, and constraints set out in the Plan.

This approach is consistent with both the Central Agencies' Four-year Plan Guidance (sections 1.2 – 1.4) and the sector's Performance Improvement Framework (PIF) which emphasises the need for the Justice Leadership Board (JLB) to be clear about where its collective role and responsibilities stop and those of the individual constituent agencies start. The JLB needs to set the direction, goals and constraints; the individual agencies are required to do the detailed planning to deliver.

More detailed planning information is available in agency output agreements, statements of intent, business plans and the proposed refresh of the sector Better Public Services (BPS) Action Plan.

Our approach to Organised Crime is set out in the *All of Government Response to Organised Crime*¹.

Our approach to Young People is set out in the *Youth Crime Action Plan*² and the *Children's Action Plan*³.

¹ <http://justice.govt.nz/publications/global-publications/o/organised-crime-all-of-government-response>

² <http://justice.govt.nz/policy/crime-prevention/youth-justice/youth-crime-action-plan>

³ <http://www.childrensactionplan.govt.nz/>

Executive Summary

Recent successes in the sector provide an opportunity to invest more time and effort in addressing those challenges that continue to prevent individuals, families and communities from contributing their full potential to society.

Headline crime rates are at their lowest in 30 years. Sector Better Public Services (BPS) targets for 2017 are well on track. Public confidence is high - most people feel safe in their homes and communities most of the time. The sector has managed volumes so that providing increased capacity in courts and prisons no longer require such a strong focus.

This environmental context allows the sector to focus on long-standing issues that have remained seemingly intractable over time. While New Zealand is a demonstrably safe and secure society for most people, the sector needs to address the issues faced by a minority.

- We know that 11% of offenders are responsible for 45% of all reoffending.
- The top 10% of offenders are responsible for 81% of total crime when measured by seriousness.
- Only a minority of New Zealanders experience crime – the New Zealand Crime and Safety Survey (NZCASS) found 36% of people experienced crime in 2008, while 64% did not.
- 6% of people experienced 54% of all crime.
- The incarceration rate for Māori is 660 per 100,000 – 7 times higher than that of the New Zealand European population.
- 24,000 children in New Zealand have a parent in prison – and those children are seven times more likely than others to end up in the prison system.
- Crime imposes costs on businesses and individuals equal to 6% of GDP in any one year.⁴
- Victims of confrontational crime are more likely to be victimised on multiple occasions, particularly victims of intimate partner violence. Victims of multiple crimes are disproportionately young, Māori, sole parents and living in social housing.

The sector has five Strategic Priorities: Reduce Harm, Reduce Volumes, Improve Services, Maintain Institutions and Manage Investment. Each of these Strategic Priorities is supported by an extensive work programme, included in which are a small number of Focus Areas as a way to optimise sector effort and investment decisions over the coming years.

Our Focus Areas have been deliberately (but not evenly) allocated across the sector's Strategic Priorities: the sector is committed to delivery in all areas, but in this plan we show how our effort will be directed towards those areas where we consider the most needs to be done.

[7]

We are aware that opportunities for investing to improve outcomes and enhance public value arise within an environment of fiscal restraint. This plan therefore also sets out in Strategic Priority Five ("Manage Investment") how we are responding to that environment in our drive to improve public value.

⁴ All cost data based on 2006 data from unpublished Ministry of Justice research

STRATEGIC PRIORITY ONE: Reduce harm – the key priority for policy development

The fall in sector volumes provides the space for sector agencies to focus on the more complex (yet ultimately more important) concept of 'harm'. The immediate task is to consolidate the gains made, and to analyse and provide advice on preventing and repairing harm in the various forms in which it impacts on victims.

Focus areas:

- **Communities with high levels of offending and victimisation.**
- Responsiveness to, and co-ordination around, **victims of crime.**
- The pernicious effects of **gangs and organised crime.**
- Effective interventions for young people.
- Violent crime (particularly sexual and domestic crime), often experienced repeatedly by a small group of New Zealanders.

STRATEGIC PRIORITY TWO: Reduce volume – taking the next steps as the job gets harder

Volumes have reduced and low hanging fruit has been harvested. The job gets harder now. The strategy is to continue what is working well, continue to take the logical next steps emphasising prevention first and reducing re-offending, and to investigate the case for more policy change to help us go further.

Focus areas:

- **Communities with high levels of offending and victimisation.**
- High rates of property crime.
- Crimes against justice.
- Ensuring effective rehabilitation and reintegration interventions.

STRATEGIC PRIORITY THREE: Improve services – decisive action required to deliver modern, accessible justice

Different agencies are at different points in relation to service transformation. For example, Police has taken forward its far-reaching Policing Excellence programme, and Corrections is squarely focused on Creating Lasting Change. The Ministry of Justice has an ambitious goal to reduce the time it takes to deliver services by 50% and change the culture of the organisation. The next step is to ensure that court services are more modern and electronic. The Christchurch Justice and Emergency Services Precinct provides an opportunity for the sector to provide a cohesive and seamless service in one physical location. Serious Fraud Office, Police and Crown Law will collaborate to strengthen actions to combat serious financial and organised crime.

Focus areas:

- The need to transform how **court services** are delivered: moving from a largely court centred, paper based model to a modern, responsive, people centred model.
- Frontline innovation.
- Opportunities presented by the Christchurch Justice and Emergency Services Precinct.
- Meaningful employment and education for offenders.

STRATEGIC PRIORITY FOUR: Maintain institutions – NZ is on top of the game and should stay there

New Zealand remains at or near the top of most international measures of strong institutions, including Transparency International's Corruption Perceptions Index and the World Justice Project Rule of Law Index. Our institutions are credible, transparent, resilient, and trusted. The sector will ensure New Zealand remains on top by continuing to protect and promote the rule of law, human rights, separation of powers and our system of representative democracy. The sector will actively address matters of serious financial crime, and implement international agreements to help achieve these results. The sector will consider the requirement and scope for addressing international expectations in relation to bribery and corruption and continue to operate a zero tolerance response to corrupt behaviours.

Focus areas:

- Ensuring the strength of our core institutions in a world of change (technology, globalisation, public expectations).
- Resolution of historical Treaty claims.
- A strong Crown-Māori relationship.

STRATEGIC PRIORITY FIVE: Manage investment – understanding and enhancing public value

This plan presents better investment as a drive to improve public value: public value which is the culmination of the right actions implemented in an efficient and economic way.

[7]

Focus areas:

- Improving economy and efficiency.
- A shared understanding of our costs and businesses.

[7]

In addition to these five strategic priorities, the sector will focus on our assets and our people: working together as a sector to increase our impact and lower our costs while maintaining appropriate independence and accountability

The sector manages \$4.4 billion worth of assets and has more than 23,000 employees. The bulk of these resources are managed by the three largest agencies within the sector.

[7]

A similar balance is required for our workforce. Our vision of the future workforce balances the need to maintain an independent constabulary and judiciary with the benefits that can be achieved from sharing expertise [7]

Recommendations

The Leadership Board recommends that Justice Sector Ministers:

1. **Note** the progress that has been made in reducing crime and offending in New Zealand over the past four years.
2. **Note** the good levels of public confidence in the Justice Sector (the sector) and the institutions of Government that are maintained by the sector.
3. **Note** that this Four-year plan sets out how the sector proposes to continue working to create a safe and just society for New Zealand, within the frame of the sector's key strategic priorities:
 - i. Reducing Harm
 - ii. Reducing Volume
 - iii. Improving Services
 - iv. Maintaining Institutions
 - v. Managing Investment
4. **Note** that the good progress that has been made on reducing crime and reoffending creates an opportunity to progress further change in the very complex social problems that we have been dealing with for a long time and for which we need to make an even more concerted effort to address the following focus areas:

Reducing Harm

- **Communities with high levels of offending and victimisation.**
- Responsiveness to, and co-ordination around, **victims of crime.**
- The pernicious effects of **gangs and organised crime.**
- Effective interventions for young people.
- Violent crime (particularly sexual and domestic crime), often experienced repeatedly by a small group of New Zealanders.

Reducing Volume

- **Communities with high levels of offending and victimisation.**
- High rates of property crime.
- Crimes against justice.
- Ensuring effective rehabilitation and reintegration interventions.

Improving Services

- The need to transform how **court services** are delivered: moving from a largely court centred, paper based model to a modern, responsive, people centred model.
- Frontline innovation.
- Opportunities presented by the Christchurch Justice and Emergency Services Precinct.
- Meaningful employment and education for offenders.

Maintaining Institutions

- Ensuring the strength of our core institutions in a world of change (technology, globalisation, public expectations).
- Resolution of historical Treaty claims.
- A strong Crown-Māori relationship.

[7]

6. **Note** that the sector also has a fifth strategic priority, which is to manage investment across the sector in a way which enhances public value.

[7]

How the sector supports delivery of Government priorities

The sector links closely to the economic and social sectors...

The performance of the sector is critical to the economic and social well being of New Zealanders, and the ability of the Government to deliver on its priority of a **competitive and productive economy**. Strong institutional integrity, including commitment to the rule of law and procedural fairness, are the foundations that enable economic activity, both within New Zealand and abroad.

... but it is keeping people safe (and feeling safe) that is foremost in the public's mind.

However, it is in relation to crime and responding to people in crisis that the sector is most visible to the public. Strong institutions are insufficient if people are not, or do not feel, safe. The Government's justice-related **Better Public Services** (BPS) targets reflect this.

The sector needs to continue to lead its staff to think and work differently...

Continuing to deliver on BPS targets will require the sector to lead and support staff to change the mix of what the sector does and how it does it – this is a consistent theme across sector Four-year Excellence Horizons. The Prevention First operating strategy for Police and the focus on reducing re-offending for Corrections fundamentally change the approach of the staff in these agencies. Service transformation in Courts requires constructive disruption of established ways of working. The Serious Fraud Office is focusing on a prevention strategy to support its investigations of serious financial crimes.

Delivering on the Government's priority of **rebuilding Christchurch** with the Justice and Emergency Services Precinct provides an opportunity for the sector to demonstrate what can be achieved collaboratively.

...while taking the next steps in collaboration across vertical accountabilities.

As public service providers and stewards of public funds the sector has an obligation to operate in a modern, effective and efficient manner. It needs to make the best use of the resources, both human and financial, entrusted to it to help deliver on the Government's priority of **responsibly managing the Government's finances**.

The plan sets out how the sector intends to manage the tensions and challenges of a group of agencies that spend \$3.8 billion per annum (approximately 1.8% of GDP or 6% of total government expenditure) and manage an asset base worth \$4.4 billion. The public sector continues to manage within a constrained fiscal environment and the sector is increasingly being tested to act collaboratively and to prioritise resources across vertical accountabilities to continue improving outcomes. This plan shows that the sector remains at the forefront of collective action.

The sector's vision, mission and goal

The sector comprises the Ministry of Justice, Department of Corrections, New Zealand Police, Serious Fraud Office and Crown Law Office.

Vision

The sector will be ^[7] more effective and efficient; providing world-class justice services to New Zealanders. Through collective impact and individual agency efforts, the sector will:

- Ensure New Zealand society is safer, more open and fair.
- Encourage trust and confidence in a Justice Sector that delivers fast, effective, accessible and high quality justice services.
- Significantly reduce the incidence, impact, and lasting effect of crime.
- Place victims central to justice processes.
- Employ a wide range of preventative measures, and innovative responses to crime.
- Partner with the social sector and communities to deliver community-based justice services that serve to prevent crime and minimise recidivism.
- Partner with the transport and other sectors (intelligence, emergency services, etc.) to help deliver broader safety and security services, and indeed better public services more generally.
- Deliver a court system that is modern, accessible and people-centred, delivering timely and just outcomes.
- Deliver appropriate sanctions, and reduce reoffending through effective sentence management.
- Achieving agreements in principle with all willing and able iwi by the end of the 2014/15 financial year and signing all remaining deeds of settlement with willing and able iwi by 30 June 2018.

Mission

The sector serves New Zealanders by reducing the harm caused by crime and reoffending, reducing the volume of crime and reoffending, maintaining the trust and confidence New Zealanders have in strong institutions, improving the services being provided by the sector, and reducing sector costs. The sector improves the lives of all New Zealanders by:

- Protecting the public.
- Reducing the incidence and impact of crime.
- Holding offenders to account.
- Supporting those who are victims of crime.
- Protecting and promoting civil and democratic rights.
- Providing services that represent value-for-money.

Goal

BPS Targets are achieved by 2017 and the sector is sustainable by 2020

Success will be demonstrated by:

- The following BPS targets will have been achieved in 2017:
 - ✓ Reduce the Crime rate by 15%
 - ✓ Reduce violent crime by 20%

- ✓ Reduce the youth crime rate by 25%
- ✓ Reduce the re-offending rate by 25%

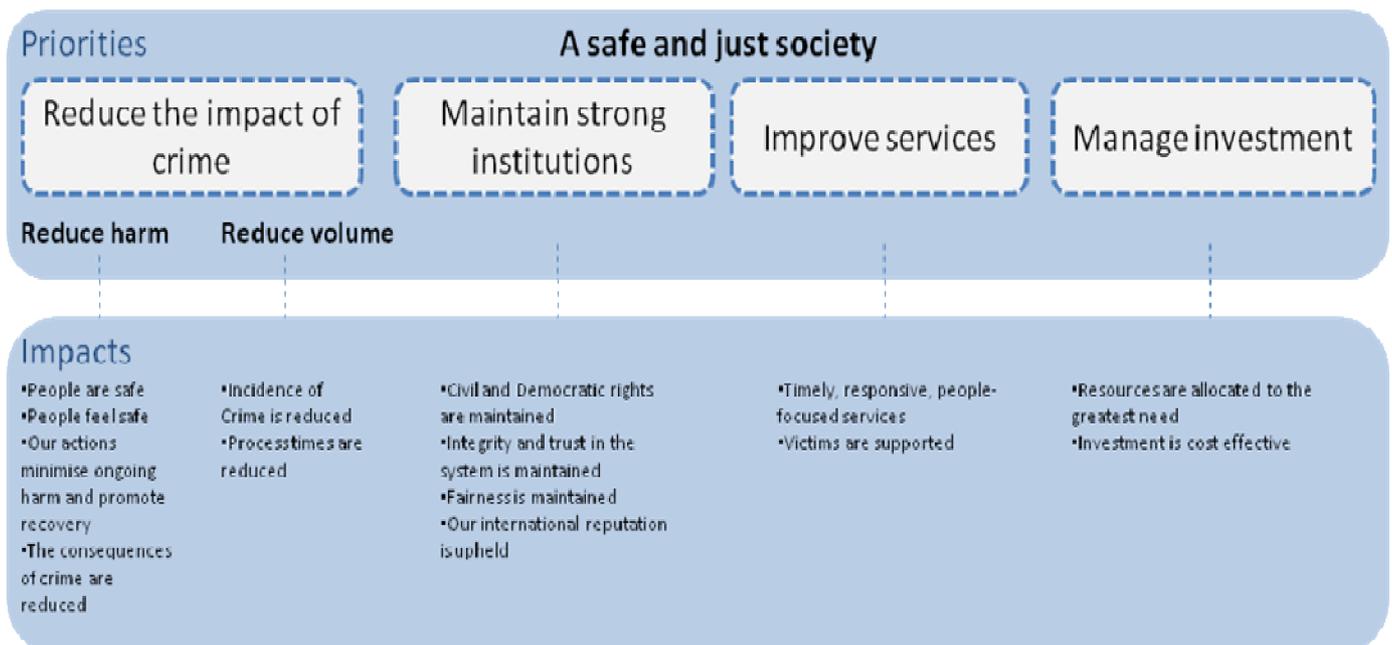
[7]

Sector Strategic Priorities

The framework below describes the sector’s strategic priorities in the context of the overarching goal of a safe and just society.

This plan is organised around these strategic priorities, through which we describe the sector’s priority areas of focus for:

- Reducing Harm
- Reducing Volume
- Improving Services
- Maintaining Institutions
- Managing Investment



Achievements to date

The sector is tracking well on BPS targets...

The sector has made a positive start to meeting BPS targets and has published action plans describing the path towards continuing improvement. The youth target was revised in September 2013 from 5% to 25%.

BPS targets and progress to date:

- Crime rate has reduced by 13% (target: 15% reduction by 2017)
- Violent crime rate has reduced by 9% (target: 20% reduction by 2017)
- Youth crime rate has reduced by 22% (target: 25% reduction by 2017)
- Reoffending has reduced by 11.4% (target: 25% reduction by 2017)

We also contribute to:

- Result 4: Reducing Assaults on children
- Result 5: Increase the proportion of 18-year-olds with NCEA level 2 or equivalent qualification
- Result 10: New Zealanders can complete their transactions with government easily in a digital environment

...and has made substantial progress across all of its strategic priorities.

The following pages set out just some of the achievements of the sector over the past year in the areas of reducing harm, reducing volume, improving services, maintaining institutions and managing investment.

Reducing Harm

- Police's **Victim Focus initiative** enables police to graduate the response to repeat victims of crime, which strengthens the level of support these victims receive. Police has also appointed **District Victims Managers** in each police district to better support repeat victims. The Ministry of Justice has increased investment in the **Safe@Home** programme, which improves the security of domestic violence victims' homes.
- Through its national operating strategy, **Prevention First**, Police has sought to reduce harm by explicitly targeting the drivers of crime - proactively seeking to prevent crimes being committed in the first instance, rather than solving them and prosecuting the perpetrators afterwards - and placing victims of crime at the forefront of its response. As well as deploying resources differently to 'beat demand', Police has introduced tactical control strategies for addressing alcohol, youth, organised crime and drugs, families, and road policing issues; introduced Prevention Managers to refocus prevention efforts; and continued to embed dedicated Neighbourhood Policing Teams in locations where they are needed the most.
- Corrections has delivered the following **rehabilitation services**:
 - 1,284 brief alcohol and drug screenings by health staff and case managers.
 - 1,741 alcohol treatment programmes to prisoners, including new programmes for remand and sentenced prisoners.

- 6,723 alcohol and drug treatment programmes to community offenders.
- 129 brief alcohol and drug interventions to community offenders.
- 3,693 new direct rehabilitation programmes to community offenders.
- 44,345 motivational and relapse prevention interventions to 14,212 community offenders.
- Worked with regional staff, iwi and community groups to identify new and effective rehabilitation activities in prisons and in the community.

Reducing Volume

- Police has actively sought to lessen demand on the criminal justice system, implementing several new processes under **Policing Excellence**, to expand the use of non-Court-based means to resolve lower-level offending. By way of example, over the last four years, Police has doubled the percentage of high-volume offences it deals with through the use of a formal warning or other alternative resolution.
- Total adult prosecutions in the District and High Courts in 2012/13 were down 24% from their peak in 2009/10. Total child and youth prosecutions in the District and High Courts in 2012/13 were down 45% from their peak in 2007/08.
- The annual benefits arising from the implementation of the Criminal Procedure Act are expected to be 31,200 fewer events, 350-500 fewer jury trials, and a decrease in the average time to disposal for cases going to trial.
- Crown Law has implemented a number of initiatives to address its cost pressures through the restructuring of the organisation's strategy and corporate, and legal and support functions, the relocation of its Wellington office, and the development of a long-term funding model for Crown Solicitors.
- Policy change to legal aid policy settings has seen a cost pressure which was \$374 million in 2012 be completely avoided. ^[7]

Improving Services

- Frontline policing services to the public have been improved through the introduction of 3,900 iPads and 6,500 iPhones for frontline staff. This mobility initiative has ensured Police staff have access to the right information, at the right time, to make better on-the-spot decisions about how to deal with crime, and best support victims. Freeing up 520,000 hours of Police time through the use of mobile devices has allowed frontline officers to do more out in the community – for example, working with families to address violence in the home; and checking more licensed premises to ensure they follow the law - and suspending licenses where appropriate – in a bid to reduce illegal alcohol sales to minors.
- Other Policing Excellence initiatives have also resulted in tangible service improvements. Examples include the national roll-out of a crime reporting line capability (which provides a streamlined way for members of the public to report historic offences), and efficiency gains that have flowed from enhanced case management, and putting in place dedicated file management centres and other back-office supports.
- AVL technology was used in 3,625 courtroom appearances at three District Courts, reducing the costs and safety risks associated with transporting prisoners to and from these courtrooms. AVL will continue to roll out to more prisons and more courts over the coming year.

- The **Public Defence Service**, which employs salaried lawyers to defend people who are eligible for legal aid, is now operating in ten locations nationwide.
- The Public Prosecutions Unit within Crown Law is ensuring the long-term sustainability of Crown Solicitor services.
- Implementation of the final stage of **Criminal Procedure Act 2011**.
- **eDuty** allows judges anywhere to sign in and process applications.
- **Electronic filing of charges** avoids Police hand delivering 200,000 paper charges each year.
- People can now file **Disputes Tribunal claims on-line**.
- The **collections service** has improved performance and services, including:
 - A simplified process for disputing fines, including use of email service.
 - Fines can be paid over the internet.
 - Bailiffs use portable eftpos machines.
 - Up-to-date, nationwide technology system, which splits debtors into groups based on their willingness to pay allows tailored responses.
 - \$157.5 million of fines and reparation collected and debt reduced by \$48 million.
- Crown Law has had a success rate of over 70% in Crown appeals.
- The Government Legal Network work programme has reduced overall Crown legal risk.
- The Corrections Amendment Act better protects the public and staff while prisoners and offenders serve sentences and orders in prisons and in the community.
- Corrections has provided **reintegration, education and job skill** interventions:
 - Re-integrative support and services to 838 offenders.
 - Re-integrative assistance to 181 young Māori offenders in the community.
 - Out of Gate re-integrative service to help short-serving offenders to navigate accommodation, employment, health, and welfare services when they leave prison. Out of Gate will assist over 4,000 offenders in its first two years of operation. The contracts for the service are performance based and will be evaluated in real time - providers receive the final part of their payment if the released prisoners who are assisted by those providers do not reoffend within 12 months of their release. This may be an area of future investment if results are good.
 - 3,422 literacy and numeracy programmes to prisoners, including new programmes to remand prisoners.
 - 2,066 secondary and self directed learning programmes to prisoners.
 - 1,884 Work and Living Skills programmes to community offenders.
 - Job Clubs around the country introduced to support offenders in the community and in prison to seek work by helping them with CV writing, job searching skills, and interview techniques, and to link with agencies such as Work and Income and prospective employers.

Maintaining Institutions

- Five **Treaty of Waitangi settlement** bills were introduced, 15 deeds of settlement signed, and eight agreements in principle reached.

- Establishment of the Post Settlement Commitments Unit within the Ministry of Justice which looks at how to safeguard the commitments made in historical Treaty settlements and ensuring the Crown maintains strong relationships with settled iwi.
- New Zealand signed up to the Open Government Partnership.
- Support given to the constitutional review panel.
- Support given to the passage of the Privacy (Information Sharing) Bill.
- Progress made in the implementation of the OECD Convention against foreign bribery was acknowledged in the 2013 review conducted by the OECD.

Managing Investment

- Restructuring of the Ministry of Justice's National Office and District Courts management has resulted in a reduction in the work force of 138 staff and an easing of cost pressures associated with remuneration of \$29.6 million over the four year period.
- Police has restructured its Human Resources and Finance support functions and absorbed \$400 million of costs over four years at the same time as settling a key collective employment agreement.
- The implementation of the Criminal Procedure Act ^[7]
- Department of Corrections continued to implement phase one of its expenditure review which has saved \$98 million per annum so far including:
 - \$53 million per annum from corporate efficiencies, including the Unifying our Efforts restructure and reduction in contractors, consultants and travel.
 - \$25 million per annum from closing two prisons and nine units.
- Corrections began a four year plan to upgrade and replace Community Corrections sites to encourage more efficient interactions between Corrections staff, offenders and local service providers in the community.
- Police and Corrections established a joint remand centre at the newly built New Plymouth Police Station.

And the sector remains at the forefront of Sector collaboration

- The sector has had a number of successes in **frontline collaboration**, notably in the Hutt Valley Innovation Project Phase II. This includes improved information sharing, a shared mobile office, increased use of restorative justice, and agreement gained to the '**Judges in Prisons**' project at Rimutaka Prison. The Justice Leadership Board Flagship Initiative involves the 'federalisation' of the Hutt Valley concept, establishing Sector Working Groups in Hawke's Bay, Hamilton City, and South Auckland.
- The **Collective Impact Toolbox** provides guidance and templates to help frontline staff work effectively across agencies in support of BPS targets.
- The Justice Sector outcomes framework was refreshed and is being used across the sector.

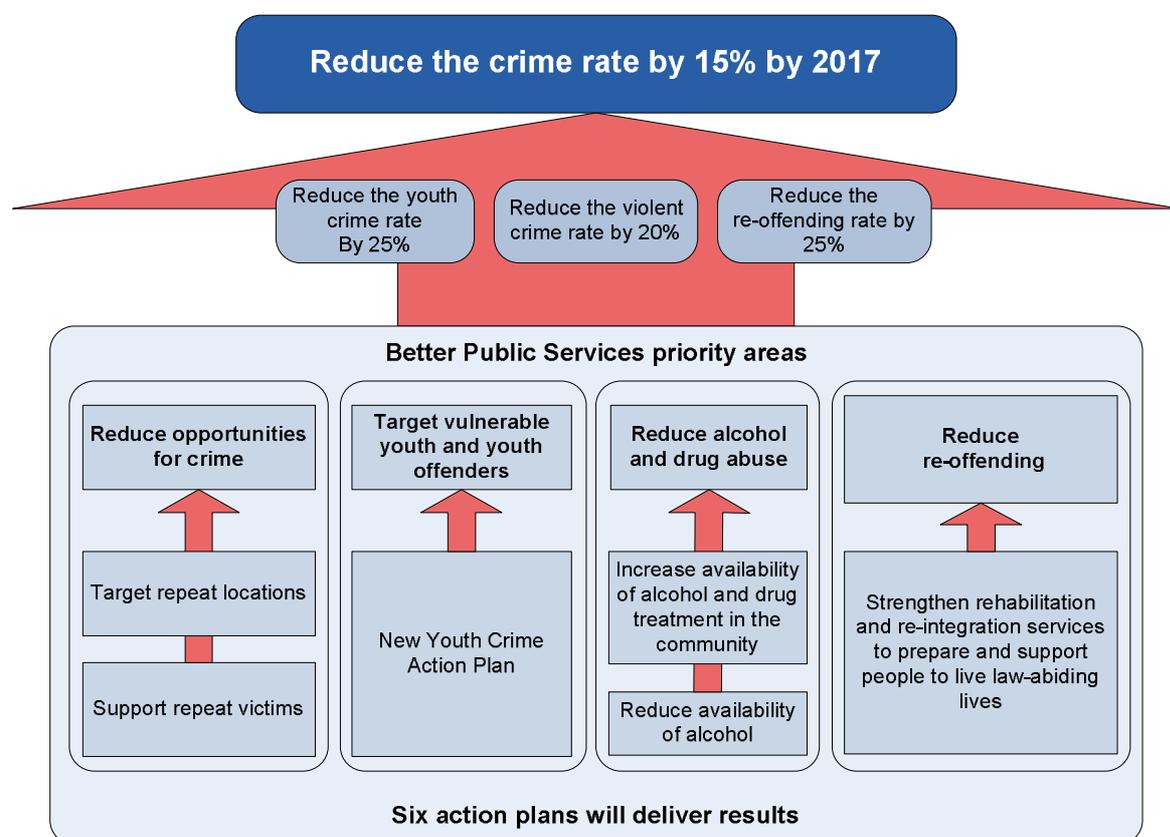
Strategic priorities 2013: 2017

1. Reducing Harm

Context

The Government's BPS targets focus activity on what matters to New Zealanders

While falling volumes entering the formal justice sector pipeline remove the urgent need to manage physical and service capacity constraints, the sector needs to continue to improve to deliver on its BPS targets. The sector has a comprehensive BPS action plan that provides the detail of how sector targets will be pursued.



The BPS Action Plan was published in July 2012.^[7]

The 'dividend' from falling volumes can be used to reduce and prevent harm

As BPS targets have been pursued, the context of the sector has changed. Declining volumes through the court system and forecast reductions in the prison population mean that greater focus can be put on the causes of crime and reducing harm and its consequences. It also presents the sector with an opportunity to focus on areas of weaker performance and to prepare for emerging challenges.

What is harm?

The concept of 'harm' returns the victim to the centre of policy development. It ensures that the effect on victims is not subordinate to other measures such as cost of crime and severity of sentences. Harm is more complex, but ultimately more important than volume, given that not all offences (or offenders) are equally harmful, and that some victims are more vulnerable to the effects of offending than others.

The harmfulness of crime is why we criminalise such actions, yet few criminal justice systems have addressed the concept of 'harm' in a systematic and evidence-based manner. Harm has many forms, including physical, psychological, reputational and financial damage to individual victims, to organisations and to society.

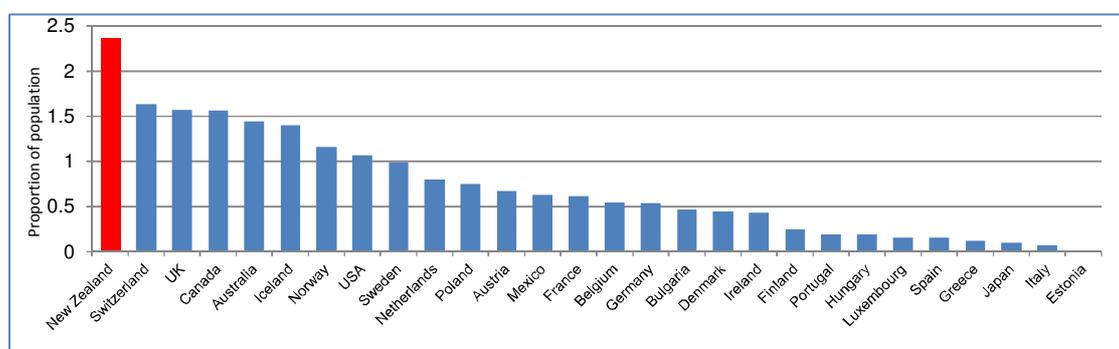
Economic crime also causes harm. Since 2008, the collapse of financial services and investment companies who acted fraudulently has devastated the well being of many people. Closely related is technology-enabled crime, cross border financial crime and organised crime. Addressing these challenges requires new and more collaborative approaches, both at a domestic level and internationally.

Finally, harm is difficult to define and measure. Crimes against the person involve concentrated, but ultimately subjective, impacts on individuals. Fraud and corruption can involve large but diffuse impacts, yet have insidious effects on people's confidence to go about their lives, or invest. Our existing tools such as victim surveys, the seriousness of offences index and drug harm index provide important but partial insights into a complex matter. Further work is required to identify key dimensions of harm and to better forecast where and how harm will arise. This task will require us to work with the broader crime policy and social policy communities and those who use our services.

Presenting Issues

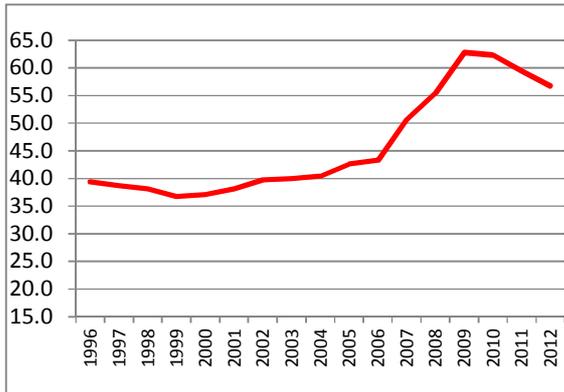
New Zealand has a challenging record in relation to crimes likely to cause **comparatively high harm to the person**, involving repeat victimisation, and historically underreported incidents of sexual and domestic violence. This means that the benefits of reduced crime volumes have not been shared evenly, and the sector will now consider how to reduce total harm as well as raw volume.

Prevalence of intimate partner physical or sexual assault, women and men, around 2005

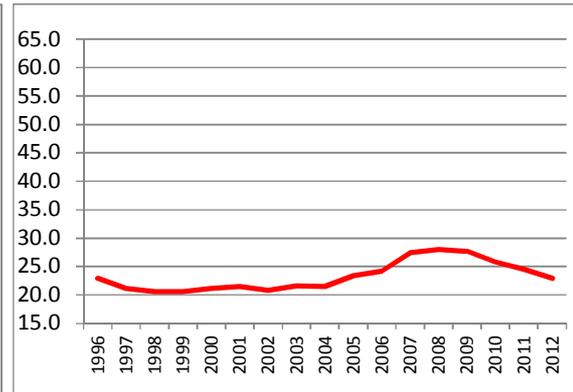


Source: OECD Family Database

Dwelling Assaults (per 10,000 pop)



Serious Assaults Resulting in Injury (per 10,000 pop)



Source: New Zealand Police Official Crime Statistics for Year Ended 31 December 2012

Our statistics are concerning when it comes to harm and where it happens. We know that offending and victimisation is concentrated amongst particular cohorts of the population.

- We know that 11% of offenders are responsible for 45% of all reoffending.
- The top 10% of offenders are responsible for 81% of total crime when measured by seriousness.
- Only a minority of New Zealanders experience crime – NZCASS found that 36% of people experienced crime in 2008, while 64% did not.
- 6% of people experienced 54% of all crime.

[8]

]

We know that the sooner young people start in crime, the more likely they are to come back, and the more often.

- We know that young people who receive their first conviction aged 14-16 have an average of 7.4 reconvictions over the next 20 years. In comparison, first offenders over 50 had on average 0.2 reconvictions.
- Those 14-16 year olds where burglary or theft is their first offence go on to have an average of 15.9 reconvictions.

- We know that these young people are well known to other agencies – most of these young people were ‘known to Police’ prior to their first offence, many had multiple apprehensions. We also know more generally that ¾ of young offenders are known to MSD, usually before their first conviction.

We also need to continue effort to address economic crime - the expansion of digital and other cyber based platforms have also expand opportunities to defraud, which continues to be under reported by businesses

- A 2011 Global Economic Crime survey found that half of the New Zealand organisations who participated had experienced economic crime in some form in the previous year, placing this country fourth out of the 78 who participated.
- A 2012 survey found that over half the victims of fraud over \$50,000 did not report the matter to Police.
- The SFO initiated legal proceedings for activities involving \$2.2 billion in 2012/13.

[8]

If the sector can improve outcomes we will improve safety, build resilience and improve social integration (which is a strong protective factor) of victims. This will not only reduce the opportunity for further offending by making them “harder targets”, it will also reduce their likelihood of offending, which is significant since victimisation is a predictor of offending.

In addition, enhancing the safety of repeat victims will have an even wider impact where victims have children, since there is strong evidence that witnessing offending is a strong predictor of future offending propensity *and* future victimisation, particularly for domestic and sexual violence.

Focus areas

To prevent and reduce harm, the sector will focus on communities with high levels of offending and victimisation, victims, gangs and organised crime, young people, and violent crime.

Work programme

Key elements of the policy work programme over the next four years will be to continue to work with the social sector to address the causes of offending with a focus on high harm offending and victimisation, and to respond to the emerging challenges of economic crime.

This will provide points of emphasis and priority within the wider BPS targets work so that the sector can make a bigger difference to what matters to New Zealanders.

Our Reducing Harm work programme is strongly aligned to our focus areas. Detailed below are our priority actions for each area.

Communities with high levels of offending and victimisation

[7]

Victims

- Calibrate services and policy settings to better **support victims and reduce harm** and repeat victimisation.

Gangs and organised crime

- Respond to the increased threat posed by **international and domestic organised crime**.
- Maintain our compliance with **international anti-money laundering and terrorist financing** standards.

Young people

- Implement the **Youth Crime Action Plan** and the **Children's Action Plan**.

Violent crime

[7]

Along with the focus areas described above, the following areas of foundation work are also targeted towards reducing harm. The sector will:

- Respond to emerging challenges in **economic and technology driven crime** (e.g harmful digital communications).
- Implement road policing initiatives reduce the **harm from road crashes**.

[7]

- Protect the public from high harm individuals.
- Protect the public from objectionable material and harmful digital communications.
- Work with the social sector and other partner agencies such as ACC to address the causes of crime.

[7]

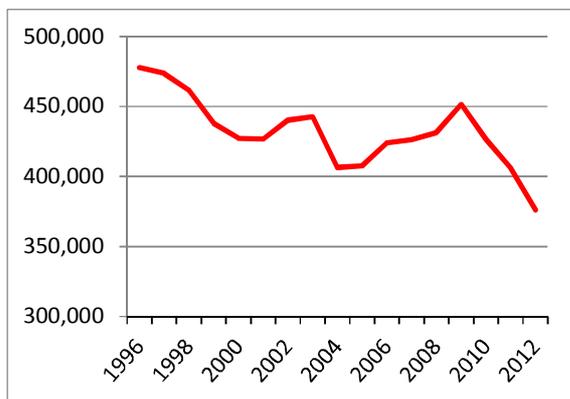
to reduce harm and repeat victimisation.

2. Reducing Volume

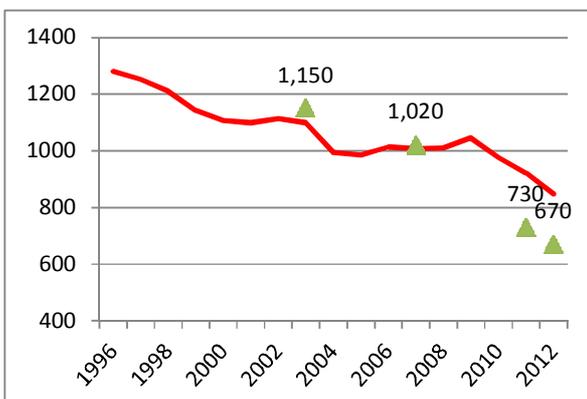
Context

Volumes of recorded crime, court activity and inmates have declined

Total recorded offences *



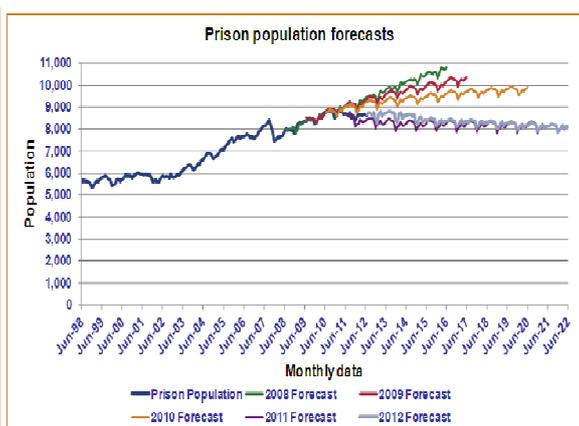
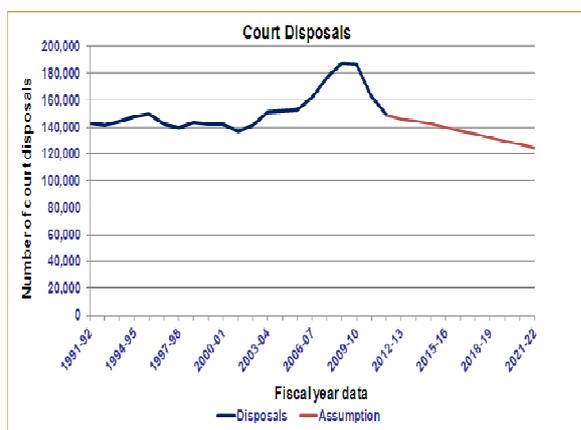
Recorded offences per 10,000 population *



▲ Denotes England and Wales

* Excludes most traffic offences

Source: New Zealand Police Official Crime Statistics for Year Ended 31 December 2012, UK Office of National Statistics, 2012



Presenting issues

While volumes have come down in many areas, there are further issues that still cause concern upon which we are focused. We know that our sentencing – not just imprisonment – has us as an outlier in the group of countries to which we usually compare ourselves.

- At 193 per 100,000 inhabitants, our incarceration rate is 48% higher than Australia and 30% higher than England and Wales.
- The incarceration rate for Māori is substantially higher at 660 per 100,000.
- There are more offenders on Community Sentences in New Zealand than in New South Wales : despite New South Wales having a population 64% larger (equivalent to New Zealand having three Aucklands).
- 44% of people in prison are eligible for parole – up substantially over the past 15 years.

- The remand population has more than doubled since 2000, and now represents over 20% of the prison population.
- 11% of charges in the District Court in 2012 related to breach of bail or breach of community sentences. 80% of those subsequently convicted of breaching Police bail were discharged without any further sentence.

[8]

Focus areas

In order to reduce volumes of crime and the volumes in the justice system, the sector will focus on **communities with high levels of reoffending and victimisation**, property crime, crimes against justice (breaches of community sentences or other court orders), effective rehabilitation and reintegration.

Work programme

Our Reducing Volume work programme is strongly aligned to our focus areas. Detailed below are our priority actions for each area.

Communities with high levels of offending and victimisation

[7]

- Continuing implementation of the **Turning of the Tide** crime and crash prevention strategy.

[7]

[7]

Effective rehabilitation and reintegration

- Greater focus on **reintegration** especially for short serving prisoners through deployment of the *Out Of Gate* initiative.
- Providing more **rehabilitation**, including expanding the reach and scope of alcohol and other drug treatment.

Along with work in the focus areas described above, the following areas of foundation work are also targeted towards reducing Reducing Volume. The sector will:

- [7]
-
- Implement Family Court Reforms that will provide services that encourage parents with relationship problems to resolve their issues outside the courtroom.
- [7]
-

3. Improving Services

Context and presenting issues

The sector needs to improve the way the public experiences the services we provide

As stewards of public funds the sector has an obligation to do what it does well. Every dollar saved in delivering core business better can be re-invested in a higher value use, or used to avoid the need to seek additional funding to manage cost pressures.

Even if money cannot always be saved from doing something better, the service delivered to the public can be improved and the costs faced by business and individuals in dealing with the sector reduced.

The sector has two particular opportunities to catalyse service change, the first is in Christchurch...

Christchurch Justice and Emergency Services Precinct provides an opportunity to improve services due to co-location and a modern asset. The project has a workstream on benefits realisation that will drive change and provide a blueprint for collaboration and modernised service delivery across the sector.

[7]

Focus areas

To improve the services we provide,^[7]

frontline initiatives, the Christchurch Justice and Emergency Services Precinct, and meaningful education and employment for offenders.

Work programme

Some successes to date in improving services have been identified above. Our Improving Services work programme is strongly aligned to our focus areas. Detailed below are our priority actions for each area.

Courts transformation

- As part of the commitment made by the Ministry of Justice to halve the time it takes to deliver services, the sector will significantly **speed up the courts**, by
 - Focusing on the oldest cases.
 - Standardising business process [7]
 - Improving rostering and scheduling.
 - Expanding the use of technology in the courts.
- [7]

Frontline initiatives

- The Justice Leadership Board will continue to **champion frontline collaboration**, including the ‘federalisation’ of the Hutt Valley Innovation Project into Hawke’s Bay, Hamilton City and South Auckland (the Leadership Board Flagship initiative).

Christchurch Precinct

- The **Christchurch Precinct** will be used to catalyse change.

Meaningful employment and education for offenders

- Corrections will be **partnering with employers and industry** to secure jobs for offenders.

Along with the focus areas described above, the following areas of foundation work are also targeted towards Improving Services:

- Working prisons will be implemented and participation in education and employment will be increased.
- The Government Legal Network will be strengthened to better manage Crown legal risk and Crown Law will be provided with the tools for mobile working.
- The Serious Fraud Office, Police and the Financial Markets Authority will collaborate in order to identify opportunities to better capture intelligence and share information in regards to serious financial crime.
- [7]
- Opportunities presented by the Judicature Act will be used to manage the courts network more efficiently.
- We will communicate our success more widely so we have the space to further modernise our service platforms, including:
 - [7]

- [7]
-
-
- The Justice Datalab, a publicly accessible collection of sector wide data.

4. Maintaining Institutions

Context

Strong institutions founded on the rule of law support economic activity by ensuring people can transact with one another in confidence, knowing their property rights will be maintained, that instances of fraud, bribery or corruption will be addressed, and their agreements will be enforceable.

New Zealand must continue to reinforce and protect the principles of rule of law and procedural fairness that underpin the criminal and civil branches of the justice system, and the operations of law enforcement, complaints bodies, and correctional facilities.

Presenting issues

The New Zealand Public Sector ranks highly internationally in terms of its integrity...

Transparency International's 2012 Corruption Perceptions Index (CPI) ranks New Zealand first equal with Denmark and Finland of 176 countries, with a score of 90 out of 100. The Sustainable Governance Indicators Index rates 31 OECD countries across a range of dimensions including *democracy* and *security* where New Zealand rates 9.2/10 and 8.9/10 respectively.

... and the sector is working to maintain and enhance New Zealand's good standing.

The strength of our institutions cannot be taken for granted; they must adapt to a world of technological change, globalisation and evolving public and international expectations. [7]

Treaty settlements and, increasingly, post-settlement arrangements will require ongoing focus.

Focus areas

The sector will focus on strength of our institutions in a world of globalisation and change, resolution of historical Treaty claims, and strengthening the Crown-Māori relationship.

Work programme

Our Maintaining Institutions work programme is strongly aligned to our focus areas. Detailed below are our priority actions for each area.

Ensuring the strength of core institutions

- [7]
-
- Consideration of the scope for addressing international expectations in relation to **bribery and corruption**.
- Compliance with international **mutual assistance and extradition obligations**.
- **Judicature modernisation bill**.

A strong Crown-Māori relationship

- **Treaty settlements and post-settlement arrangements.**

Along with the focus areas described above, the following areas of foundation work are also targeted towards Maintaining Institutions. The sector will:

- Modernise privacy settings across the public and private sectors – including strengthening the Office of the Privacy Commissioner.
- Support the effective and efficient conduct of two General Elections.
- [7]
-
- Support New Zealand’s joining of the Open Government Partnership, which aims to support security and stability within regions by strengthening governance of member countries.
- [7]
-
-

5. Managing Investment

Understanding and enhancing public value

Context

We understand the impacts that crime and other events that we respond to have on our own activity as well as other Government departments and the wider economy⁵.

Illustrative examples of the cost of crime to New Zealand are striking. We know how much crime costs us and therefore how important it is to continue investing in preventing it and targeting the events that cause the most cost and harm:

- [8]
-
- The total cost of crime to New Zealand in any one year is more than the entire Education budget, or more than four times the Defence, Communications and Transport budgets combined.
- The estimated cost of an extended criminal career, starting as a teenager and extending to middle age, is around \$3 million – or more than 50% more than a nurse would earn in their entire career.

The sector spends over \$3.8 billion operating expenditure per annum, [7]
[7] We have an asset base in excess of \$4 billion that runs the length and breadth of the country, in many areas we operate 24 hours a day, seven days a week.

Presenting issues

As a result of a series of deliberate policy and investment choices over the past 20 years, the sector has grown in cost and scope. In the budgets between 2002 and 2012, 336 decisions were taken to make changes to policy or operational settings that resulted in increased investment in the sector. We now have larger businesses than we did 20 years ago with a larger role in the public sector and society.

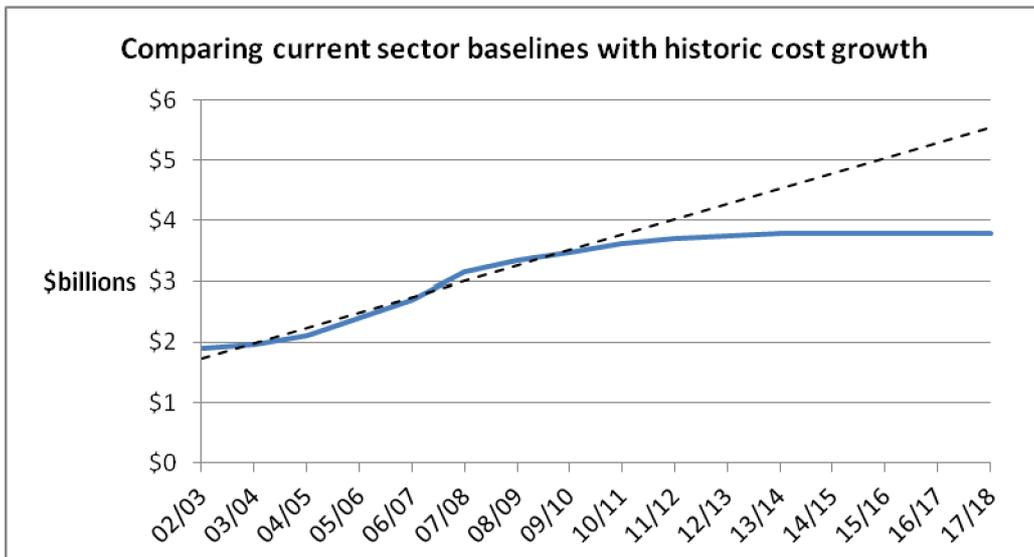
As this plan has shown, that investment has reaped rewards: crime is at historic lows and public perceptions of safety and confidence in the sector are high.

[8]

[7]

[8]

This past growth in budgets has stopped.



And the sector has begun reallocating resources to higher value uses. Between Budget 2012 and Budget 2013:

- Investment in **rehabilitation and reintegration increased by 12%**.
- Spending on District Courts fell by 5%.
- Legal aid and public defence service expenditure decreased 12%.

[7]

[7]

Assets

*The sector will work closely together on **asset management** to reduce costs and improve investment...*

The sector manages \$4.4 billion worth of assets. The bulk is managed by the three capital intensive agencies within the sector (Police, Justice, Corrections).

To achieve the best outcomes possible for the scarce resources the sector is responsible for, the sector needs to move towards a system where **collective government priorities drive major investment decisions**. This will require balancing the need to allow agencies to 'get on with' delivering business as usual capital maintenance and small scale investments, while creating visibility for the Justice Leadership Board over the strategic investment alternatives that exist in the sector across agency boundaries.

The sector has taken the first steps towards this future state. To date this has included sharing agency-level signed off capital budgets and intentions and identifying areas of common interest both in relation to governance of asset management and specific types of investment (for example IT spend). The sector now has visibility over the planned [7] in IT over the next four years and can test whether there are opportunities for collaborating to improve the value of this spend.

The sector has identified two phases of work required over the four year period and related actions to move towards this goal of improved sector-wide capital allocation.

- [7]

]]

-

[7]

-----]. This will provide a mechanism to better align capital funding over time with government priorities and comparatively high value proposals and is consistent with the stewardship function required of the sector.

[7]

[7]

People

... and collaborate on shared **workforce challenges**, particularly those identified in agency PIFs

The sector's ability to deliver on government outcomes is ultimately determined by its staff and the relationships they form with the public. The attached agency-specific workforce annexes set out how the sector is responding to the challenges of the next four years on an agency by agency basis. This section sets out what we need to do as a *sector*, reflecting the need identified in the sector's PIF to clearly demarcate agency from sector actions and responsibilities.

Falling volumes of crime across the sector have differing impacts on the three large service delivery agencies. Police activity remains high, with reductions in recorded crime freeing up time to support a growth in social sector issues such as responding to mental health callouts.

Reduced volumes in courts provide an opportunity to improve service performance to national benchmarks and achieve court modernisation [7] Stabilising prison muster volumes and forecast declines provide an opportunity to reallocate resources towards rehabilitation and reintegration services, or other higher priority areas within the sector.

The PIF four year excellence horizons for Police, Justice and Corrections identify some similar challenges around culture change, leadership development, engagement and adaptability. [7]

Our vision of the future workforce balances the need to maintain an independent constabulary and judiciary with the benefits that can be achieved from sharing expertise [7]

[7]

Appendix 2: Supporting the Rebuild of Christchurch

Christchurch Justice and Emergency Services Precinct

Ministry of Justice

- The Christchurch Justice and Emergency Services Precinct will be the largest multi-agency government project in New Zealand's history.
- The Precinct will be home to the Ministry of Justice, New Zealand Police, the Department of Corrections, New Zealand Fire Service, St John's Ambulance, and the civil defence and emergency management functions of the Ministry of Civil Defence & Emergency Management, the Christchurch City Council and Environment Canterbury.
- Having these agencies in one place will enable sharing of building services, information technology infrastructure and support services, custodial space and meeting and training facilities.
- The Precinct will house 19 courtrooms for hearings of the High Court, District Court, Māori Land Court, Employment Court, Environment Court and Youth Court.
- A key feature of the Precinct will be its centre for the emergency management of local, regional and national incidents. It will be modelled on international best practice and could be expanded into shared facilities within the Precinct if there is a major incident.
- The Ministry of Justice expects to appoint the main contractor to lead the construction of the Precinct early next year and earthworks and ground improvement will begin by February. Construction of the main building is planned to begin in June next year and Ministry of Justice staff and the judiciary will start working from the precinct in December 2016. The precinct will be fully operational in mid-2017 when the emergency services building will be completed.

Police

- Police are actively involved in this project and are working to identify innovative and collaborative opportunities with partner agencies.
- Some of the opportunities arising from this project include:
 - Coordinated intelligence functions.
 - Police Prosecutions and the Corrections Court Servicing team working together.
 - Human Resource teams working more closely together.
 - More co-ordinated services for youth.
 - Police ethnic liaison staff could be joined with Corrections' Māori Services Team.
 - The use of Community Justice Panels to handle Community Work breaches.
 - Police working with Corrections to coordinate visits to offenders within the community.

In addition to the joint work on the Christchurch Justice and Emergency Services Precinct, there is a range of other work underway across the sector that is supporting the rebuild of Christchurch.

Department of Corrections

Corrections has a project in progress that is focusing on Rebuilding Canterbury in the wider sense.

Rolleston Construction Yard

- Corrections has an agreement with Housing NZ to refurbish 150 earthquake damaged houses over the next 5 years, with the yard having capacity to store 50 on site at any one time.
- The concept of the yard is to train offenders in skills needed now in our community, prepare individuals for real jobs on release, provide employers with a work-ready labour force, and provide additional recruitment support.
- By achieving this Corrections will not only be supporting the reintegration of offenders to become productive members of society, but also boost much needed stocks of social housing.
- This work with offenders assists employers and the industry by creating a motivated and work ready labour force. It also offers recruitment support to the people Corrections work with. The added value here is that Housing NZ will have quality housing stocks replenished cost effectively and sustainably.

Realigning Prison Labour

- By realigning offender labour Corrections is able to contribute to areas of work deemed to benefit the community.
- Corrections have offender labour in prisons that have focussed on growing plants used for new housing subdivisions, rebuilding properties, parks and reserves.
- Corrections are refurbishing and making rubbish skips, to help meet the increased demand for skips as the city rebuilds.
- Corrections also have a workforce machining timber that is used for house repairs.

T3 – Trade Training

- Training courses are held at Christchurch Men’s Prison and cover three trade areas: plumbing and drain laying, painting and plastering, and small motor mechanics. There is a level 2 training course over a 17 week period and an intensive 8-week level 3 training course.
- Approximately 100 prisoners per year currently progress through this training facility.
- Plans are underway to expand future graduation celebrations to include employers and stakeholders, to enable potential employers to come and view the facility and see the achievements of our prisoners.
- Prisoners achieving these qualifications may qualify to move to Rolleston Prison to work at the construction yard, or they may qualify for release to work. They may gain employment on release as a result of their qualifications.
- The T3 facility is also being used in the afternoon to run a short four week course for our youth offenders. This is an introduction to the trade training.

Realigning Community Work labour

- The community-based offender work force has made contact with the local community on a smaller, more personal scale to address projects of importance to neighbourhood groups.
- Corrections has partnered with the City Council to combat graffiti, which has escalated since the February earthquake.
- A joint project is underway with CERA looking at block clearance, initially in Kaipoi and most recently in the Christchurch Residential Red Zone. This has expanded into harvesting fruit and vegetables for the Christchurch City Mission.

Some Results so far

In the past nine months:

- 101 people have gained employment in Canterbury through the work of Corrections staff and providers.
- 95,957 hours of offender labour have gone into rebuild activity.
- 228 people have gained a trade skill.

Ministry of Justice

MoJ has continued to strengthen the services offered in Christchurch following the earthquakes in September 2010. MoJ were the first government agency to return services to the central business district in Christchurch following the earthquakes, reflecting MoJ's agility and the importance of the services MoJ provides.

Immediate response

- MoJ's immediate response included diverting calls to the recently created Auckland call centre, operating an arrest court out of Christchurch Central Police Station within 24 hours, and within 48 hours a world class temporary mortuary facility was operating from Burnham Military Camp.
- By June 2011 MoJ had worked to restore almost a full range of court services in Christchurch through the use of temporary venues including Ngā Hau e Whā Marae and the Riccarton Racecourse.
- District Court trials returned to the city in February 2012 restoring the availability of court and justice services to pre-earthquake levels. In March 2012 a new multi-jurisdictional courthouse on Cambridge Terrace was opened, providing a facility for District Court and High Court hearings.
- Full registry services were offered in May 2013 when MoJ reoccupied the main courts building in Durham Street.

Christchurch Customer Service Centre

- MoJ has investigated innovative ways of working to make the most efficient use of facilities. The new Christchurch Customer Service Centre opened in May 2013 on Durham St is an example of this innovative thinking.

- The Centre deals with all customer inquiries, across all jurisdictions (civil, family and criminal) from one location, a key shift from previous service models. The Centre will act as a model for all courts across the country and is a good indicator of what will be seen in the planned Christchurch Justice and Emergency Services Precinct that MoJ is leading.

New Zealand Police

Police have a number of activities and operational improvements underway in Christchurch.

Community Justice Panel

- This pilot project commenced in its current form in Christchurch in July 2011. It operates at the Ngā Hau E Whā Marae and in Riccarton.
- The Panel provides an opportunity for adult offenders, who have committed an eligible low-level offence and admitted guilt, to be dealt with outside the Court system.
- By early June 2013, the Panel had seen a total of 292 offenders. Approximately three quarters of those offenders were European and one quarter were Māori. Just over half of the offenders were males.
- Around two thirds of those offenders were appearing for dishonesty offences (mainly shoplifting).

Some Results so far

Results achieved so far include the following:

- Improved visibility of the leadership team and all staff. More staff are now rostered to work shifts – with a focus on prevention activities – particularly on Thursday, Friday and Saturday nights.
- Traditional silos have been broken down by centralising and co-locating all staff within an open office environment at the new Christchurch Police Station, and with Corrections.
- The development of a culture based on the prevention model, and continually communicating key messages to staff that prevention is the new norm.
- The two District Neighbourhood Policing Teams (NPTs) – Phillipstown and Riccarton - are having an impact on their respective communities. Notably, the Phillipstown NPT has significantly disrupted gang/drug activity and the Riccarton NPT has positively influenced student behaviour.
- The newly established District Command Centre (DCC) is operating well and is the hub of prevention-focused activity in the district.
- The creation of a web-based Canterbury Party Register. This is a joint initiative between Police, ACC, Health, Canterbury and Lincoln Universities and Student Associations. The aim is to reduce the incidence and effects of alcohol-related harm associated with student parties.

Appendix 3: Financial Summary

Operating – Sector

	\$ million					
	2013/14	2014/15	2015/16	2016/17	2017/18	Total
Base revenue	3,909.540	3,775.526	3,812.562	3,800.662	3,808.614	19,106.905

[7]

Operating – Departmental

	\$ million					
	2013/14	2014/15	2015/16	2016/17	2017/18	Total
Base revenue	3,403.085	3,268.741	3,345.858	3,319.736	3,319.279	16,656.700

[7]

Operating – Non-Departmental

	\$ million					
	2013/14	2014/15	2015/16	2016/17	2017/18	Total
Base revenue	506.455	506.785	466.704	480.926	489.335	2,450.205

[7]

Department of Corrections

	\$ million					
	2013/14	2014/15	2015/16	2016/17	2017/18	Total
Base revenue	1,219.242	1,184.637	1,254.602	1,237.382	1,237.382	6,133.245

[7]

Ministry of Justice

	\$ million					
	2013/14	2014/15	2015/16	2016/17	2017/18	Total
Base revenue	1,126.162	1,051.934	1,018.358	1,029.970	1,037.922	5,264.346

[7]

New Zealand Police

	\$ million					
	2013/14	2014/15	2015/16	2016/17	2017/18	Total
Base revenue	1,488.064	1,466.493	1,467.164	1,462.008	1,462.008	7,345.737

[7]

Crown Law Office

	\$ million					
	2013/14	2014/15	2015/16	2016/17	2017/18	Total
Base revenue	65.868	64.868	64.962	64.062	64.062	323.822

[7]

Serious Fraud Office

	\$ million					
	2013/14	2014/15	2015/16	2016/17	2017/18	Total
Base revenue	10.204	7.594	7.476	7.240	7.240	39.755

[7]

Capital - Departmental

	\$ million				
	2013/14	2014/15	2015/16	2016/17	2017/18
Operating balance funding available	325.421	270.849	169.340	103.271	60.841

[7]

Appendix 4: Supporting financial information

[7]

Pages 49-52 withheld [7]

Appendix 6: Capital

Current state

Existing state of the sector's asset base

The sector manages \$4.4 billion worth of assets. The bulk is managed by the three capital intensive agencies within the sector: Police, MoJ and Corrections.

Key sectoral issues relating to capital management

To achieve the best outcomes possible for the scarce resources the sector is responsible for, the sector need to move towards a system where collective government priorities drive major investment decisions. This will require balancing the need to allow agencies to 'get on with' delivering business as usual capital maintenance and small scale investments, while creating visibility for the Justice Sector Leadership Board over the strategic investment alternatives that exist in the sector across agency boundaries.

Current performance of the sector in managing capital and areas for improvement

The sector has taken the first steps towards this future state. To date this has included sharing agency-level signed off capital budgets and intentions and identifying areas of common interest both in relation to governance of asset management and specific types of investment (for example IT spend). The sector now has visibility over the planned^[7] investment in IT over the next four years and can test whether there are opportunities for collaborating to improve the value of this spend.

Corrections is continuing investment in asset lifecycle replacement to ensure site security is maintained, including cell hardening, seismic facility strengthening and infrastructure capacity and capability.

MoJ has signed national, single provider contracts to improve and standardise management, support and maintenance of all property and court technology assets. MoJ has also commissioned detailed asset condition surveys by Spotless of all its property assets, and developed asset heat maps (health assessments) across its four main asset groups to inform its future interventions. Opting for as-a-service procurement in relation to its ICT infrastructure capability has allowed MoJ to avoid significant capital investment (including handing capital back to the centre). Over the coming months, MoJ will be working to improve investment portfolio prioritisation and optimality and in-house business case expertise.

New Zealand Police are good at managing capital in the Balance Sheet, as identified in the Hackett report.

[7]

[7]

Trends

Key drivers of capital utilisation in the sector over the next 10 years

Key drivers for the Corrections include re-offending targets and opportunities, including working prisons and improvements to community corrections sites and services. The Department will also maintain high standards of site security and safety, and invest in electronic security.

Key drivers for the MoJ include the Christchurch Justice and Emergency Services Precinct and a service modernisation programme [7]

Key drivers for Police include risk mitigation or future cost avoidance due to ageing infrastructure and technology.

Potential for private sector investment

Examples of the sector using private sector investment or private sector capital disciplines

Examples include the construction of the men's prison at Wiri and Auckland East redevelopment as Public Private Partnership ventures, and the MoJ's recent contracts with Spotless and Evidence Technology for the management, support and maintenance of all property and court technology assets. The adoption of Infrastructure as a Service (IaaS) by the MoJ and Corrections allows increased focus on core operations.

[7]

☑

Existing balance sheet

The state of the sector's balance sheet, including amount of accumulated depreciation

As at 30 June 2013, the Corrections' Cash and Debtor Crown balance was \$446 million. |

[7]

As at 30 June 2013 MoJ's Departmental

Cash plus Debtor Crown balance was \$192 million. [7]

How well the sector uses its existing balance sheet, including whether it is actively prioritising capital to its highest value use

Corrections continually reviews and updates its capital requirements through plan reviews and business case assessments.

MoJ has recently handed back capital to the Centre under a recent outsourcing of its ICT infrastructure capability. MoJ is also seeking to improve the optimality of its allocation of capital through the use of better portfolio prioritisation tools, decision conferences and developing better in-house business case capability.

[7]

Major capital decisions/challenges

Agencies' view on the 2-3 major capital decisions or challenges over the next 10 years

Key projects for the Corrections over the over the next two to three years include the redevelopment of Auckland Prison, the construction of the new men's prison at Wiri and investment in other prison redevelopment.

[7]

Pages 56-72 withheld [7,11]

Appendix 8: ICT

Specific deliverables

- Under the Action Plan to 2017, MoJ has two deliverables, which are led by the Department of Internal Affairs.
 - 16.1: Identify any constraints in policy and legislation relating to appropriate sharing of personal and non-personal information.
 - 16.2: Develop appropriate options and propose approaches to changing policy and legislation to address constraints.

[7]

- An amendment to the information privacy principles to permit information sharing when there are serious threats to health or safety. In the past, threats to health or safety had to be both serious and imminent before information could be shared.
- A new mechanism (approved information sharing agreements) to allow sharing of personal information between and within agencies to facilitate the provision of public services. As an example, the Privacy (Information Sharing Agreement between Inland Revenue and Internal Affairs) Order 2013 is the first agreement created using this mechanism.

Services are digital by default

- Corrections' primary focus in this area is establishing infrastructure and developing functionality to allow core, prioritised business transactions to take place digitally.†

[7]

- Corrections continues to actively work with the sector ensuring that sector information is transferred digitally where there is legislative provision to do so. Projects include the on-going development of interfaces between MoJ, Police and Corrections systems so that

services are further integrated, authoritative data is provided and manual paper processes are reduced.

- [7]

- MoJ has developed an Identity and Access Management (IDAM) Strategy which will support and contribute to our eCourts programme. The IDAM Strategy describes the steps needed to enable and control access to Justice online services, applications and information resources by users external to MoJ.
- [7]

- Police.govt.nz has recently been redeveloped (including a mobile version) to improve usability.
- [7]

- Police's security framework and its application across initiatives ensure IAM capabilities are fit for purpose. Police will also seek to adopt RealMe wherever possible.
- Police's Enterprise Services Bus (ESB) and Service Oriented Architecture (SOA) approach will support direct connect and service co-creation and delivery.
- Police is involved in the Digital Service Council and BPS Result 10 Working Group through the "Pay a Fine" in the R10 basket.
- [7]

- [7]

- Police has established and is extending the use of a successful Service Design Centre. This is based on user-centric design thinking, and will increasingly be used for citizen-centric service design.
- Police's strategic direction is to place people at the centre of designs, and make their interactions Easy, Smart and Fast (Intuitive Interaction, Embedded Analytics and the Smooth Flow of Information and processes).

may be the subject of the information, who owns the information and other information security matters.

[7]

- Police is participating in the Justice Sector Information Strategy Governance Group (JSISGG), and has information sharing agreements in other sectors such as Social, Transport and Emergency Services. This is to develop information sharing governance, agreements, data standards, technology infrastructure, operational processes and security arrangements.

[7]

- The Police Information Management and Security Committee (PIMSEC) was been established, and will be regularly reviewed, to provide ownership and direction for Police's information security and management. This includes the Police Information Strategy and Principles, Information Security Framework and Privacy protection.
- The Data Quality Steering Group has established clear executive leadership for data quality, and will oversee improvements to data quality within the Police records and Case Management system.

[7]

- One of Police's Information Principles is that information is treated as a core strategic asset. We plan to formally identify, catalogue and value existing information assets in the 2014/15 timeframe.

Investment and capability are shared

- Corrections is working closely across the sector; this is the most logical area to build workforce capability, accelerate the intake of common capabilities and where possible integrate ICT Planning.

[7]

- In a broader sense Corrections has:
 - Shared public kiosk technology with MSD for the implementation of Offender job-club suites.

[7]

- Corrections has established a number of principles when purchasing services from suppliers, ensuring that the Department is increasingly:
 - A consumer of infrastructure as a service.
 - Purchasing off-the-shelf applications.
 - [7]

- The security of information remains a critical consideration for Corrections.

[7]

[7]

- Police use the GEAF and will continue to leverage it as it expands. It will also adopt other frameworks as they emerge.

- [7]

- With regard to end-user computing, Police has partnered with Gen-I to deploy an Enterprise Services Platform.
- Police will continue to leverage common capabilities such as RealMe where possible.
- Police are involved in both the Optimise Finance and Optimise HR projects.
- Police has established a Service Design Centre and Rapid Application Development team.

Leadership and culture deliver change

- As mentioned above Corrections is working closely across the sector and is an active participant in the sector Information Strategy groups.
- Corrections has maintained close involvement with the GCIO and has taken an active role working across a number of agencies to support the all of government GCIO needs including contributing to the GCIO Work Programme activity with the secondment of Corrections CIO for a period.
- Within Corrections a position has been established (GCIO Work Programme Manager) to specifically support GCIO, privacy and security needs.
- At broader level a Visible Leadership Programme has been established in Corrections with active involvement across all areas of the Department including IT.

- [7]

-

- MoJ will continue to engage actively in developing thought leadership through AoG ICT bodies, including maintaining its contribution to the Government Enterprise Architecture group.

- As part of the sector, MoJ is working with its sector partners to implement the sector Information Strategy. This sector strategy draws together individual agency Information Management strategies and aligns with the Government ICT Strategy. As part of helping to implement the Strategy work programme, the Ministry participates in cross-agency dialogue among staff engaged in information management and encourages cooperative and complementary work wherever possible.
- Police participates in the JSISGG and its sub-groups, which provides an information strategy across the sector.
- Police have and continue to improve security risk management (through systems and processes), and will participate in common initiatives as required.
- Police's strategic direction has a significant bias towards innovation, and we will share and collaborate on approach.
- Police participates in leadership at sector and all of government levels. Police also participates internationally, including as part of Australia-New Zealand cross-jurisdiction work and Interpol.

Appendix 9: Risks

Achieving a modern, effective, sustainable sector will be challenging. Forecast reductions in crime and volumes have to be realised. Many of the changes are not merely adjustments to business as usual but are fundamentally re-setting the way the justice system operates.

The work programme is of unprecedented size and scale across the sector and involves operational and policy change programme affecting all agencies. The proposed changes require a new way of working in the public sector that will stretch our capability and require very significant shifts in focus, culture, organisation and leadership. The sector therefore requires an unprecedented level of change and risk management.

There are a variety of risks that apply across the whole sector, as well as agency specific risks. The key themes across the sector include:

- [11]
- [8]
-
- Gaining the planned benefits from technological change across the sector.

The table below sets out the range of risks and uncertainties facing the sector.

Risk Number	Name	Likelihood	Consequences	Exposure
[11]				
2	Justice Sector Change Capability	Possible	Moderate	Moderate
<p>Significant change is underway or in development across all agencies within the sector. The extent and scope of governance and oversight may present challenges to timely decision making and slow down processes. There may also be tensions between prioritising work to achieve sector targets over agency targets. These pressures may affect the quality of collaboration between the various sector groups.</p> <p>Mitigation: Leadership Group agenda; Deputy Chief Executives (DCEs) meetings; role and responsibility clarity.</p>				
[8]				
4	ICT Change	Possible	Severe	High
<p>The ability of MoJ to achieve future savings depends in some cases on pre-requisite investment in new information technology. There is a limited pipeline for managing ICT change. Delays in one project can have a knock-on effect. Delay will impact on MoJ's ability to fully realise expected benefits.</p> <p>The cost of funding the Corrections ICT modernisation programme continues to increase as new technology such as GPS monitoring is required to be implemented. Electronic security is also an area where increased costs are starting to emerge.</p> <p>Mitigation: service transformation strategy, ICT strategy and change management plan.</p>				

	[11]			
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[11]

6	Upward Movements in Volumes Entering the System	Moderate	Very High	Moderate
<p>The current sector Forecast assumes flat or falling volumes. Any upward shift in volumes in the system would place additional operational and financial stress on the sector.</p> <p>Mitigation: sector wide governance through the Board and DCEs meetings, Policing Excellence implementation, Corrections reducing re-offending programme, Drivers of Crime work programme, regular monitoring and reporting on forecasts.</p>				

1. Agency-specific risks are detailed in the tables below.

Department of Corrections

Risk Number	Name	Likelihood	Consequences	Exposure
1	Seismic Strengthening	Almost certain	Moderate	Moderate
<p>Corrections continues to quantify the cost of seismic strengthening work to ensure that the buildings they own comply with the seismic capacity requirements of the Building Act 2004 and to identify any buildings that do not meet minimum requirements under this Act. Corrections intend to coordinate, where possible, seismic hardening at a site with other complementary capital works. The longer the remediation timeframe adopted, the easier it is to integrate other capital works into a seismic hardening programme of works.</p>				

[8]

Crown Law Office

Risk Number	Name	Likelihood	Consequences	Exposure
1	Significant Changes to Workloads	Almost certain	Moderate	Moderate
<p>Crown Law's workload is demand driven and can fluctuate substantially based on complex cases, natural disasters and significant events.</p> <p>Mitigation: strengthening long term and early warning forecasting.</p>				

Serious Fraud Office

Risk Number	Name	Likelihood	Consequences	Exposure
1	Significant Changes to Workloads	Likely	Moderate	Moderate
<p>The SFO’s budget may be exposed to pressure where investigations are subject to significant judicial challenge and/or litigation is the subject of numerous collateral challenges by well-funded targets/defendants substantially increasing the cost of such investigations and/or litigation. The SFO’s work is also demand driven and can fluctuate according to economic conditions in New Zealand and overseas. An increase in cross-jurisdictional and technology enhanced offending may also affect the SFO’s workload.</p>				

[7]

Appendix 10: PIF Four Year Excellence Horizons

Department of Corrections

- *Current forecasts suggest that the changes in policy, practice, demographics and the Department's efforts in reducing recidivism will lead to a continuation of declining offender volumes. The challenge is to create a virtuous cycle by turning these reduced volumes into reduced costs that are reinvested in further reducing volumes.*

[7]

- *Whereas the Department is substantively responsible for ensuring sentence compliance, it cannot succeed alone in the reducing reoffending objective. Within four years we expect there will be a strong alignment of purpose, objectives and strategy with the Justice Sector – Courts, Police and the Department of Corrections – and with the Welfare Sector, as well as with key outsource partners and specialist service providers.*

[7]

- *In the next four years excellence will necessitate the complete implementation throughout the Department and related entities of 'end-to-end' offender-centric case management from the earliest stage of a person's offending career. There will be a coherent approach to behavioural and positive strengths-based offender engagement and a greater emphasis on successful re/integration of offenders into the community.*

[7]

- *In four years we would expect to see rehabilitation and integration being widely understood as everyone's job and an enhanced emphasis on the importance of integration.*
- *Within four years we expect the Department will have moved beyond the discontinuous change mode of operating with organisation learning and continuous innovation embraced as the norm. This will be enabled by the innovative use of IT.*

Ministry of Justice

- *The challenge now is to reduce costs in line with reducing demand and to free up resources for reinvestment in crime prevention and court modernisation, all within a fixed budget.*

[7]

- *The future will require the Ministry to translate the criminal justice 'dividend' into better service to the public. The focus will need to be downward (on strong frontline performance in the courts) and outward (leading the criminal justice agencies to control costs and switch focus to prevention and enlisting the active support of the wider sector).*
- *The future will require the Ministry's policy and operational functions to be far more integrated and for those to be more actively engaged with outside actors in delivering the Ministry's objectives.*
- *While the future courts operating model is not yet well articulated, it will need to make much better use of electronic document management and audio visual technology; be less dependent on both paper and place (with correspondingly lower fixed costs); with less duplication and waste (eg, by more centralisation of services that are better provided nationally or regionally).*
 - *AVL technology was used in 3,625 courtroom appearances at three District Courts, reducing the costs and safety risks associated with transporting prisoners to and from these courtrooms.^[7]*
 - [7]
 - ▣
 - *Electronic filing of charges means Police avoid hand delivering 200,000 paper charges each year.*
 - *People can now file Disputes Tribunal claims on-line.*
 - *Fines can be paid over the internet.*

What will success look like in four years?

- *The Ministry would have successfully led the criminal justice agencies to ensure that crime and the cost of crime were reducing faster than currently forecast because they have been able to reduce costs in line with falling volumes and successfully switched emphasis from managing the consequences of crime to addressing its causes.*

- *The judiciary and the legal profession would be actively engaged in partnership with the Ministry in improving the accessibility, timeliness and predictability of justice delivered by courts and tribunals, with an even stronger public confidence that cases are consistently determined with respect to the principles of the law.*

New Zealand Police

- *The challenge now is to reduce costs in line with reducing demand and to free up more resource to reinvest in crime prevention and more cost-effective means to reduce road trauma, all within a fixed budget.*

[7]

- *Police needs to develop a single overarching operating model and implementation plan that pulls together all the key elements of the Police Strategy and sets out a staged and prioritised roll out, which identifies key interdependencies and accountabilities.*
- *Police needs to clearly articulate what the Police service needs to look like over the medium term and ensure it has a human resources (HR) and organisation strategy for making it happen. The values, behaviours and culture needed to support the Police Strategy need to drive alignment of the human resources strategy with the overall implementation plan.*

What will success look like in four years?

- *Police will have been successful in ensuring the recorded crime rate and the cost of crime to the community has reduced faster than currently forecast because it has been able to shift significant resources from responding to crime and road trauma to prevention, it has put victims at the centre of what it does and, as a consequence, has significantly reduced victimisation and repeat victimisation.*

[7]

- *Police will have influenced and motivated other government agencies to better align their operational efforts to help reduce the drivers and opportunities for crime. Ministers and central agencies will have seen Police as competent and able change managers and partners in policy development.*

Appendix 11: Agency Workforce Strategies

Department of Corrections

7C Questions		Department of Corrections	
Context			
Environment			
What internal & external environmental factors impact on our business strategy?		<p>There are significant change programmes across the sector, falling offender volumes, flat baselines and increasing service demands.</p> <p>Corrections business remains high risk and with a high level of public interest. Implementation of sector changes and Corrections changes requires working together as well as efficiently managing capacity.</p>	[7]
What changes do we expect to our future environment?		<p>Reducing offender volumes.</p> <p>Increased participation rates of offenders in rehabilitation programmes and employment.</p>	
Business Strategy			
Our Business	What are our business priorities?	<p>What is our desired future state?</p>	<p>Business Strategy: Creating Lasting Change – public safety; reducing re-offending; better public value; leadership.</p> <p>Corrections need to focus on leadership, change, professionalism and capability. We need to maintain and improve our higher than average (within the Public Sector) representation of Māori staff and leaders.</p>
	What are the results we want to achieve?		<p>We want to</p> <ul style="list-style-type: none"> • Reduce Reoffending by 25% by 2017 (BPS target). • Improve engagement. • Strengthen integrity. • Improve staff safety and wellbeing.

7C Questions		Department of Corrections	
Operating Model			
	What is our operating model(s)?	What will our operating model look like when we have achieved our future desired state?	Implications on workforce from the breadth of services delivered: <ul style="list-style-type: none"> • [7] • Depth and breadth of skills and capabilities required to deliver services; including sector leadership. • Diverse backgrounds, experiences and roles of staff influences workplace culture(s) and employment relationships. • Unique working environments include risks not encountered in most workplaces.
	Is our operating model going to change?		We will improve operations, including through harnessing new technology, focused on rehabilitation, reintegration and employment. We will focus on safe practice.
Configuration & Organisational Capacity			
Our Organisation	How well are we organised to deliver on our operating model?		Priorities for Corrections are to develop a modern, sustainable, and professional workforce that is focused on Corrections outcomes. We will: <ul style="list-style-type: none"> • Prioritise the capability of frontline workforce to achieve better outcomes in public safety and reducing reoffending. • Focus on leadership behaviours and skills that increase employee engagement. • Improve staff safety. • Strengthen integrity. • [11] • Manage employee relations for a more modern and sustainable workforce. • Manage change in a way that is professional, responsive, engages staff and recognises the impact that change can have on the workforce.

7C Questions		Department of Corrections
	Do our business processes support achievement of our organisational direction?	<p>Focused on Corrections outcomes: We will focus our workforce on the most effective and efficient ways to achieve outcomes of public safety and reducing re-offending. Working in a collaborative way, all staff will understand how their roles and actions contribute positively to achieving outcomes. Staff will have confidence to use professional judgement; they will be comfortable with innovation and be well supported by the tools and guidelines provided. Staff will be more engaged by managers who communicate well and will support them to achieve the best outcomes with clearly defined bottom lines, expectations and performance frameworks. Staff will be recognised and valued for high performance, achievements and their contributions to delivering outcomes.</p> <p>A modern and sustainable Corrections, contributing to an effective sector: Future workforce will be categorised as flexible and adaptable in the way outcomes are achieved. Staff will seek the best solutions to existing problems through harnessing technology, innovation and modern work practices. Our business will move from paper based to automated systems and processes; from geographical focus to a flexible, mobile workforce using technology to enhance delivery. We will share systems, technology, expertise and services with the sector.</p>
Our People		Culture
	What organisational culture do we need to support our business strategy?	<p>Culture based in “Our Way” – key themes – we are accountable; we make a difference; we achieve more by working together; we take new approaches to get better outcomes. Positive areas of engagement – number intending to stay; high engagement with the work; staff believe Corrections have a clear vision of where it is going and how it will get there; agency has high performance standards.</p> <p>Less positive aspects of engagement survey include the number who would recommend Corrections as a great place to work and concerns around respect and integrity practiced in the organisation.</p>
	How will our culture look when we have achieved our desired future state?	<p>Greater collaboration and improved productivity. Better leadership and management at the frontline. Improved engagement: new approaches to the way staff work together and promoting accountability to the frontline.</p>

7C Questions	Department of Corrections
Change Leadership	
What is our change strategy?	Both internal and external business drivers are setting the scene for the implementation of future changes within Corrections. [7]
How does our change strategy take us to our desired future state?	We will manage change in a way that is professional, responsive, engages staff and recognises the impact that change can have on the workforce. We will also align with sector wide developments in workforce management to facilitate skill retention with the sector.
Capacity	
What is our current workforce capacity?	We also expect changes to be driven by population trends and expected overall changes in patterns of crime and offender composition and profiles. We currently have 7898 FTEs. We have 150 worksites and our staff average age is 46. There is competition for qualified and experienced staff. [7]
What workforce capacity will we need in the future?	Resources need to be appropriately located to meet the demand for services. We need to manage capacity to efficiently and effectively meet future offender volumes. We need to manage employee relations for a more modern and sustainable workforce. Consistency in terms and conditions is required as well as more appropriate terms and conditions to support modern work practices. [7]

7C Questions		Department of Corrections	
	How will we progress any change that is needed?	<p>We will:</p> <ul style="list-style-type: none"> • Access different pools of candidates. • Undertake an assessment of relevant terms and conditions. • Employ staff who are able to adopt flexible work practices. • Reduce developing dependence on consultants. 	
		Capability	
	What is our workforce capability now?	<p>Our workforce has been characterised by a narrow range of skills and a practice of working in silos.</p>	[7]
	What workforce capability do we need to achieve our desired future state?	<p>improvements have also been made in a range of these areas, e.g. contract management.</p>	[7]
	How will we get there?	<p>We require frontline staff to have a common approach to working with offenders – i.e., one department; one ethos.</p> <p>We need to improve staff safety and strengthen integrity.</p> <p>Skills development – we will move to a mixed system of training delivery. We will place an emphasis on the skills and behaviours that develop the use of professional judgement in every day practice and acknowledge the real benefit of working together. We will aim to increase the number of staff with tertiary qualifications and identify critical skills and behaviours that will contribute to a more capable and effective workforce.</p>	[7]

7C Questions	Department of Corrections
	Costs [11]

Ministry of Justice

7C Questions		Ministry of Justice	
Context			
Environment			
What internal & external environmental factors impact on our business strategy?		<p>New Zealanders seek a safe and just society. The context is dynamic, driven by:</p> <ul style="list-style-type: none"> • Changing societal demographics and demands. • The Government’s expectations of the sector, and economic and social returns. • Value for money, a search for joined-up and ‘right’ business practices, and a results-oriented State Sector. • A justice system still based on traditional work processes that are location-specific. • Recent MoJ investment in new ways of working (District Courts and Special Jurisdictions service delivery and National Office Review) 	
What changes do we expect to our future environment?		We will need to transform the business such that we produce benefits for all stakeholders simultaneously. Cheaper and better quality services for the public, achievement of social and economic targets, and a more engaging workplace for the Ministry’s people.	
Business Strategy			
What are our business priorities?	What is our desired future state?	We have undertaken to deliver modern accessible people, centred justice services. In four years we aim to halve the time it takes to deliver justice services to New Zealanders.	
What are the results we want to achieve?		<p>Modern, accessible, people-centred justice services:</p> <ul style="list-style-type: none"> • Lead a sector that wants to be led by us. • World class personal services. • Culture of empowerment and innovation. • Identify the ‘overwhelming data’ that drives the business and measure our success. • Forge active partnerships with stakeholders. • Promote what we do. • Service delivery designed for the people who use our services. • Fully electronic paperless business. • Develop strong MoJ governance and rigorous prioritisation. 	

7C Questions		Ministry of Justice	
Operating Model			
	What is our operating model(s)?	What will our operating model look like when we have achieved our future desired state?	<p>How we deliver:</p> <p style="text-align: right;">[7]</p> <p>How we focus:</p> <ul style="list-style-type: none"> • More focus on how we back the front line to win. <p>Our results:</p> <ul style="list-style-type: none"> • Focus on those things that we know really count.
		What impact will the operating model have on our people – what has to change?	[7]

7C Questions		Ministry of Justice
		[7]
		Sector
		[7]
	Are we aligned across the sector?	<p>The PIF four year excellence horizons for Police, Justice and Corrections identify similar challenges around culture change, leadership development, engagement and adaptability.l</p> <p>As sector leader we aim to facilitate the sector to work as a whole and to be more than the sum of its parts. We want to look past the different situations of the three large service delivery agencies. This year we have stepped up the sector strategy so that it focuses more on sector needs, as follows:</p> <ul style="list-style-type: none"> • The public and NGO have a common experience of sector services - a sector brand. • • Savings from shared administration. • A sector virtual college.
	How well are we organised to deliver on our operating model?	<p>Our people will need to develop new skill sets and behaviours and then enjoy an immediate opportunity to demonstrate their value, apply their talent to the job, get ongoing coaching & support and position themselves for the future. We need more know-how (l</p> <p>on:</p> <ul style="list-style-type: none"> • Leadership driving staff engagement and culture change. • Customer service in design and delivery. • Coaching and performance improvement skills. • Developing positive stakeholder relationships / trusted adviser.
		[7]

7C Questions		Ministry of Justice	
		<ul style="list-style-type: none"> • Business case development and change management. • Metrics and targets. • 'E' and information management. • Talent pipelines. <p>Our 2012 engagement survey left the clear message that our people are looking for effective, communicative and cooperative managers who see and lead MoJ as a whole.</p>	
Culture			
Our People	What organisational culture do we need to support our business strategy?	<p>A constructive culture is desirable for MoJ going forward, because it allows for greater adaptability. This means that at its deepest level our workforce strategy will seek:</p> <ul style="list-style-type: none"> • To help people meet satisfaction needs – e.g. from people reaching their potential. • A balance between thinking independently and taking initiative and working consensually. • The ability to voice concerns and perspectives but work toward agreement. • Effectiveness judged at the overall level, not just at a unit or department level. 	
	How will our culture look when we have achieved our desired future state?	<p>Ultimately, our culture is about performance.</p> <p>It will ask leaders to work collaboratively to build a constructive workplace and to be responsive to customer and stakeholder feedback. It will ask them to see people as a source of value, to be developed and guided to maximum effect.</p> <p>We envisage that we will focus equally at staff fulfilment at work and application of their strengths to the job. We want to tap into the benefits of individual commitment (e.g. goal seeking, career mindedness, and ethical and performance standards) and social cohesion, (e.g. customs of acceptable behaviour and a community of people who work cooperatively and benefit for diverse/wider views).</p>	
	Change Leadership		
	What is our change strategy?	Our strategy is based on identifying the levers for culture change, upgrading of the tools available to managers and the experiences our people have at work on a day to day basis.	

7C Questions	Ministry of Justice
	<p data-bbox="450 772 936 836">How does our change strategy take us to our desired future state?</p> <p data-bbox="1005 244 1245 272">Lever 1: Leadership</p> <ul data-bbox="1005 284 2051 603" style="list-style-type: none"> • Style: leaders as coaches – modelling best practice, facilitating and empowering, yet demanding of performance. • Behaviours: local and MoJ wide behaviour models must be part of all capability solutions and performance management frameworks. • Empowerment: a “License to act” as a first step in empowering managers to take responsibility and initiative for themselves, supported with new Leadership forums. • Development. a leadership framework to offer multiple opportunities to engage with fully contextualised leadership development integrated with the sector virtual college. <p data-bbox="1005 612 1413 641">Lever 2: Performance and reward</p> <ul data-bbox="1005 651 2051 1007" style="list-style-type: none"> • Our aim is to assist all employees to succeed and improve their performance. Performance management is about ongoing conversations and coaching, and our aim is to make it easy. • We want to go beyond employee supervision to more transformational levels of performance, in which people develop appropriate goals based on the discretion in their job (their license to act). • Our approach is to lift the quality of performance management in MoJ in steps over four years. • Rewards apportioned in well judged, in-kind and smaller measures that better fit each case of good performance. <p data-bbox="1005 1016 1368 1045">Lever 3: Change management</p> <ul data-bbox="1005 1054 2051 1337" style="list-style-type: none"> • We need to invest more in our capacity for change. This starts before the event by building the level of engagement and change resilience in our people, and supporting our managers to step up – to reduce engagement variability between teams. • Therefore our approach from 2013-14 is to use a standard well understood change model; focus on engagement [and develop our capacity for change by investing in consistent systems and templates and change expertise amongst managers and change champions.

7C Questions		Ministry of Justice
		<p>Lever 4: HR support</p> <ul style="list-style-type: none"> The Ministry is developing a better advisory service for business group clients, within limited resources, by putting in place a multi-tiered support arrangement – from self-management and self-service through to more intensive HR intervention and coaching. We are also enhancing our Learning Management System (LMS) as a platform for further e-enablement of HR and the business. Our new People Capability team has an expanded mandate that supports the development of both operational and behavioural capability. <p>Lever 5: Relationship with unions</p> <ul style="list-style-type: none"> Unions (PSA and NUPE) represent close to 50% of Ministry employees (PSA 40.6%/1488 staff; and NUPE 2.8%/102 staff). Given that the improvements and approaches set out in this strategy are dependent on engaging all employees, the unions are welcome stakeholders. We have been working on moving the focus of the relationship strategically to what the Ministry and PSA has in common rather than have it defined by our bargaining – and often transitional – differences. We would seek a similar approach with NUPE. This year we have made important revisions to our Strategic Engagement framework.
		Capacity
	What is our current workforce capacity?	<p>Our FTE count is 2,941 in service roles, 509 in support roles and 215 vacancies for a total of 3,665 establishment jobs at 30 June 2013.</p> <p>As at 30 June 2011 FTE numbers increased primarily due to the merger of the Legal Services Agency (LSA) into the Ministry on 1 July 2011 (357 FTE positions). SSC determined that the cap would not be adjusted to reflect the impact of LSA. The expansion of the Public Defence Service added 97 new positions. Since our last full return for June 2012 (to June 2013) our FTE establishment number has dropped by 103.4. The reduction is largely a result of changes arising from the National Office Review and the Regional Services Delivery changes in District Courts.</p>
	What workforce capacity will we need in the future?	Falling volumes in the criminal justice system, policy and legislative changes, new technology and a sector view, all provide us with the opportunity to both make savings

7C Questions		Ministry of Justice	
		and improve service to the public.	[7]
	How will we progress any change that is needed?	We have already made changes in District Courts as a result of our regional service delivery programme (which introduced less staff intensive hearing courts, standardisation of processes, de-layering and improved management of performance).	[7]
Capability			
	What is our workforce capability now?	We have skills shortages in ICT areas and our work programme has increased our demand for policy staff (e.g. to support Sector outcomes, and policy enablement of Operations savings).	
	What workforce capability do we need to achieve our desired future state?	As we change the nature of jobs and centre more on urban areas we have experienced different demographics and labour market for front line staff. However our real need is to improve the capability of the people we have, as discussed throughout this strategy and in the attached Annex. Our capability shortages are most felt in: <ul style="list-style-type: none"> • Leadership and collaborative skills. • Strategy and planning, and building systems to support strategy. • Programme management. • People management. 	
	How will we get there?	<ul style="list-style-type: none"> • Develop a work plan in support of this strategy. • Develop our brand as an employer. • We are mindful of the need to overcome the effects of high turnover in the early years of employment, and the resulting impact of an aging workforce. • Provide talent and career options that improve outcomes for women. Better understand the importance of diversity and ethnicity to the business model. • Minimise the need for contractors and consultants and maximise the transfer of knowledge when we do contract for specialist and technical skills. 	

New Zealand Police

7C Questions		New Zealand Police
Context		
Environment		
Our Business	What internal & external environmental factors impact on our business strategy?	<ul style="list-style-type: none"> • Rapidly diversifying service demands. • Increased public expectations concerning Police service delivery. • A fiscal requirement to achieve more with less as the Government rebuilds the nation's finances and sets a platform for future prosperity following the global financial crisis and the Christchurch earthquake. • An increasing requirement for public sector agencies to work collaboratively together to achieve interdepartmental interventions, information sharing, and a more 'joined-up' approach to the delivery of public functions and services. • On-going Commission of Inquiry (COI) monitoring by the Auditor General and the State Services Commission. • New Zealand's increasingly aged and ethnically diverse population.
	What changes do we expect to our future environment?	<ul style="list-style-type: none"> • Demographic changes in relation to migration, and the population's age profile and ethnic mix. • Rapid advances in technology which are redefining privacy, authorship participation and personalisation. • Changing demand for police services and changing expectations about the nature and quality of public services. • Challenges in countering globalised, technology-enabled crime. • Complex problems requiring multi-player solutions. • Ongoing constrained fiscal environment and upward cost pressures. • Increasing expectations of transparency in relation to public institutions' decision-making.
	Business Strategy	
What are our business priorities?	What is our desired future state?	<p>In agreement with Government, Police's "Safer Communities Together" vision is concerned with delivering Police services that increase both actual and perceived community safety through:</p> <ul style="list-style-type: none"> • Reducing crime – reducing the fear of crime, recorded crime levels, repeat

7C Questions			New Zealand Police
			<p>victimisation, and minimising harm from crime and antisocial behaviour.</p> <ul style="list-style-type: none"> • Improving road safety – reducing fear of crashes, hospitalisations from road crashes, and the road toll. • Protecting communities – keeping the public safe , responding to emergencies, and maintaining NZ’s national security. • More valued services – maintaining high trust and confidence, and satisfaction with Police.
	What are the results we want to achieve?		<p>To achieve our “Safer Communities Together” vision our immediate target, by 2014/15, is a:</p> <ul style="list-style-type: none"> • 13% reduction in recorded crime. • 19% reduction in prosecutions. • 4% increase in Police's prevention output.
Operating Model			
	What is our operating model(s)?		<p>Prevention First - addressing the fundamental drivers of crime and victimisation through preventive policing:</p> <ul style="list-style-type: none"> • Using intelligence to better understand current and predicted demand for our services – this will enable us to allocate tasks and coordinate our people to prevent problems before they arise. • Developing and maintaining a mindset that ensures every Police employee puts Prevention First. • Taking a lead role in preventing crime and crash in New Zealand and overseas whilst recognising that prevention is a priority for everyone.
	Is our operating model going to change?	What will our operating model look like when we have achieved our future desired state?	<p>No, Prevention First and the 12 District operating model will be retained at least for the foreseeable future. However, within this overarching framework, greater consistency of structure and management practice is being introduced across the Districts, and mobility and efficiency are being enabled through the deployment and use of mobile technologies (iPads and iPhones etc).</p>

7C Questions	New Zealand Police
<p>Our Organisation</p> <p>How well are we organised to deliver on our operating model?</p> <p>Do our business processes support achievement of our organisational direction?</p>	<p style="text-align: center;">Configuration & Organisational Capacity</p>
	<p>Police are increasingly well organised to deliver on their operating model and strategic objectives through:</p> <ul style="list-style-type: none"> • Critical command information (District-wide demand profiles, a crime science approach etc). • National integrated tasking and coordination focused on priority and prolific offenders, crime hotspots and vulnerable victims. • Workforce management systems and practices (centralised rostering tailored to each District’s demand, capacity, skills and availability profiles). • Greater connectivity between Communication Centres and Districts. • Deployment of Neighbourhood Policing Teams in priority neighbourhoods with a focus on addressing the underlying causes of crime. • Successful toll out of mobile technologies (iPads and iPhones). <p>Yes. The provision of critical command information, national tasking and coordination, workforce management, enhanced connectivity between Communication Centres and Districts, and the deployment Neighbourhood Policing Teams in a pre-emptive capacity to where they are most need are all combining to allow:</p> <ul style="list-style-type: none"> • Greater focus on addressing the fundamental drivers of crime. • Proactive and pre-emptive deployment to beat demand.
<p>Our People</p> <p>What organisational culture do we need to support our business strategy?</p>	<p style="text-align: center;">Culture</p>
	<p>A Prevention First culture would be an evidence-based, information rich collaborative environment in which the skilful prevention of crime and victimisation is accepted as every bit as exciting, prestigious, meaningful and satisfying as response policing. The use of sophisticated (and expensive) investigative skills to solve and prevent crime would be common place. Well developed, creative problem solving skills would be as valued as physical capability.</p> <p>Professionals are subject to, and are expected to internalise, strict codes of conduct enshrining rigorous ethical and moral obligations. Our people undergo all manner of education and training to become and remain Constabulary, and are very much subject to codes of conduct, rigorous ethical standards and external scrutiny. Policing through</p>

7C Questions		New Zealand Police
		this lens can be defined as a profession. In our desired future state, Constabulary would identify themselves as belonging to a profession in the most inspiring sense of term and would think and behave accordingly.
	How will our culture look when we have achieved our desired future state?	<ul style="list-style-type: none"> • A strong and overarching focus at all levels on understanding causality and the fundamental drivers of crime and crashes, victimisation and their prevention. • A deployment ready workforce for emergency and national security response. • A victim centric mentality. • The highest levels of integrity and professionalism. • An understanding and acceptance of the crime science. • A high-trust-high-engagement environment with more direct employer employee relationships. • A safe and inclusive environment for people of all genders, ethnicities and sexualities. • A greater acknowledgement and understanding of the external drivers of change impacting on the organisation.
	What is our change strategy?	The key mechanisms for the transition of Prevention First to business as usual are the embedding programme and continuous improvement aspects of Policing Excellence. The embedding programme and its governance forum provide oversight and direction so that Prevention First is incorporated into every practice and activity at New Zealand Police. Continuous improvement is concerned with finding, sharing and acting on more efficient and effective ways of doing Police work to save time that can be reinvested into prevention-focused activities. A Centre for Continuous Improvement, which includes staff responsible for providing a means of engaging in and identifying opportunities for improving service delivery has been implemented in our Upper North Districts. The full operating model will be implemented during 2013/14, including enhancements to the 'Lessons Learned' process.
	How does our change strategy take us to our desired future state?	Our change strategy, the embedding programme, moves us closer to our desired future state by transitioning Prevention First from a 'new' initiative to simply how we do business at New Zealand Police.

7C Questions	New Zealand Police
What is our current workforce capacity?	Currently 8,907 sworn FTE.
What workforce capacity will we need in the future?	Police currently have 8,907 sworn FTE, around 1 officer per 500 head of population. Given the breadth of Police's functions, capacity is set in relation to the population level, for example to ensure emergency and national security response readiness. However, for crime and crash purposes, capacity is more related to the societal conditions that generate Police service demands (socio-economic conditions, demographics, technology etc.). Total recorded crime is falling, a development that is expected to continue as the population ages, and we are not anticipating medium term capacity needs beyond 8,970 FTE.
How will we progress any change that is needed?	New Zealand Police are actively recruited by Australian jurisdictions. Although capacity is expected to continue at the current level, maintaining this capacity going forward may become increasingly challenging should labour market conditions tighten and the Australian economy improve.
What is our workforce capability now?	<p>At an organisational level, Police's Prevention First capability has, via the Policing Excellence programme, developed substantially over the last two years. Critical processes to forecast service demands and coordinate the timely preventative deployment of resources are operating well. Two hundred and fourteen prevention focused roles have been establish and filled. To drive our victim centric capability, 9,000 staff have received, and are applying, 'victim focus' training. New case management processes are providing a better service to victims, reducing paperwork and caseloads for frontline police, and ensuring that officers are effectively deployed with more time to investigate cases that are more likely to be resolved. Neighbourhood policing teams are established in priority (high victimisation) locations and are partnering with communities to deliver long term crime solutions; the 6,500 iPhone and 3,900 iPads issued to frontline police allow NPTs to spend more face-to-face time communities building trust and rapport.</p> <p>The benefits from our new ways of working and burgeoning preventive capability are beginning to emerge with recorded crime declining 13.4% to 31 May, and perceptions of Police community responsiveness, overall satisfaction with Police service delivery, and</p>

7C Questions		New Zealand Police
		<p>feelings of safety in local neighbourhoods increasing to 80%, 83% and 90% respectively. In summary, the core organisational platform and infrastructure for Prevention First is now well established at New Zealand Police and working to deliver on our strategic objectives. Going forward we will continue to develop and refine this capability at both an organisational (system) and employee (individual) level.</p>
	<p>What workforce capability do we need to achieve our desired future state?</p>	<p>Our new ways of working under Prevention First, and various types of cyber, organised and white collar crime for example, occurring alongside more 'traditional' property, drugs and violence offences, are creating a simultaneous need for both generalist and specialist skills in our workforce. The need for general duties constables is manifest, but diversifying service demands mean that these roles increasingly exist alongside and work in unison with crime analysts, cybercrime analysts, iwi liaison officers and forensic accountants; all of which have to be sourced from an older and more ethnically diverse labour force that is growing far less rapidly by historical standards.</p> <p>Prevention First requires a significantly expanded and qualitatively different capability set. Successfully impacting the drivers of crime and victimisation, frequently in collaboration with other Government agencies and the community, increasingly requires that Constabulary possess:</p> <ul style="list-style-type: none"> • An ability to understand causality (to understand and target the drivers of crime in both the short and longer terms). • Understanding, and working to solve, the underlying problem, rather than just reacting to individual events. • Problem solving skills. • Creative thinking skills (for the development of innovative or novel solutions to persistent and or emerging social problems). • Open mindedness (to generate new ways of thinking about old issues, and facilitate greater understanding and acceptance of change). • Cultural adaptability. • Appropriate empathy (for a victim centric mind-set). • Interpersonal skills.
	<p>How will we get there?</p>	<p>1. Invest in workforce planning: Police undertake strategic and business planning</p>

7C Questions	New Zealand Police
	<p>annually and have clear financial imperatives that will shape the next five years. Our data capture systems provide us with information on what the frontline are dealing with and where. We need to undertake a comprehensive analysis of operational service demand, trends, our strategic direction and current workforce allowing us to forecast future requirements. This means identifying which are the specific skill requirements of each role (e.g. where “sworn officer” skill sets are needed) and also aligning the way we construct our workforce to the nature of demand. The introduction of workforce planning will provide Police with a systematic, structured, evidence-based process to better:</p> <ul style="list-style-type: none"> • Monitor and identify the emerging issues (and opportunities) impacting our workforce and future service demands • Recalibrate capability sets to the needs of emerging and future service demands • Guide the develop of new roles and resources to better meet diversifying service demands • Facilitate more judicious use of designations, acknowledging that there are an increasing number of roles in the Police value-chain where “sworn officer” status is not essential for carrying out the duties of these roles • Facilitate longer term deployment planning so that the right resources are deployed to the right places at the right time both now and in the future at a cost we can afford <p>2. Recruit and appoint the right people: Our workforce planning will identify the capability, skills and attributes we need to recruit for, both at entry level and with more senior roles. The recruitment and selection processes will be aligned to Prevention First, straightforward, efficient, effective, clear and consistent. We will analyse any failures and ensure that all learning is reflected in the way we do things in the future so we continue to improve and adapt. To accommodate diversifying service demands and New Zealand’s evolving labour market, we will use, and further investigate the use of, multiple and new entry points where ever practicable and appropriate for specific roles or groups of similar roles.</p> <p>3. Promote the right people for the right reasons: Our promotion and internal appointment processes need to be consistent, fair, transparent and timely. We must</p>

7C Questions	New Zealand Police
	<p>ensure panels are clear on the skills, qualifications and experience required for success in each role and appointments are made for the right reasons. We will foster the promotion of people who are highly competent performers and who are ready to be promoted (i.e. already beginning to demonstrate the performance requirements of the next level).</p> <p>4. Identify talent and develop the right people: We will expand the good work already being done in this area. Along with enhancing the capability of our general workforce we will identify our talent (leaders, managers and specialists) and assist them with achieving their potential so they can drive our organisational performance in the future. Talent needs to be identified through an objective assessment of an individual's performance results, behaviour and potential against what the organisation needs now and in the future. We will identify the right people early enough to provide them with the right experiences to become effective leaders in the future.</p> <p>5. Manage performance effectively and build capability: Individuals will be clear on what is expected from them and accountable for delivering it. We will support managers to develop an environment in which good performance is promoted and poor performance is addressed. Managers must understand how important it is to be honest and constructive and focus on performance not personality. It is critical to our current and future success to ensure we have high standards of performance, behaviour and ethics as we build the organisational capability required by our future workforce.</p> <p>6. Develop a more flexible workforce: We will work with Police managers and leaders to develop a more flexible and responsive workforce and then drive those changes through aligning strategy, policy and practice.</p> <p>7. Reward the right behaviours: We will promote a clear understanding of the behaviours that recognition and rewards incentivise. Entitlements will be cost effective, appropriate, and support the achievement of Police strategy and goals. We will be strategic with the behaviours that are recognised and rewarded and ensure that these support business needs.</p>

Crown Law Office

		Crown Law Office		
Context				
Environment				
Our Business	What internal & external environmental factors impact on our business strategy?		<ul style="list-style-type: none"> • Tightening fiscal constraints. • Expectation of better, smarter public services. • Shift from individual department to a collaborative sector focus. • Risk profile of government activities. • Increased costs in the justice system. • Changes in volumes and complexities of the court system. • Impact of major disasters, for example the Canterbury earthquakes, Pike River, MV Rena. 	
	What changes do we expect to our future environment?		<ul style="list-style-type: none"> • Greater focus on efficient and accountable public services. • Whole of government approach (sharing services, contracts, problem solving, collaboration). • Greater transparency and scrutiny of the way we run our services. 	
	Business Strategy			
	What are our business priorities?	What is our desired future state?	<ul style="list-style-type: none"> • Manage public resources responsibly. • Provide valued services. • Provide technical expertise and leadership. • Build a high performance culture. • Develop our reputation. 	
What are the results we want to achieve?	<ul style="list-style-type: none"> • Offenders increasingly held to account, through high quality Crown prosecutions and appeal that are delivered cost effectively and in the public interest. • Increased trust in the justice system, through the performance of the Principle Law Officers' constitutional and other duties. • Reduced legal risks to the Crown, through protecting the Crown's interest and ensuring any risks are well managed. 			

		Crown Law Office	
Operating Model			
	What is our operating model(s)?	What will our operating model look like when we have achieved our future desired state?	<ul style="list-style-type: none"> Continued delivery of our legal technical expertise for the Crown. Building on our leadership, in order to support our structural changes and new ways of working. Transition into digital and mobile ways of working. Development of our people strategy and core HR frameworks. Development of our financial frameworks.
	Is our operating model going to change?		In the short-term we do not have any plans to change our recently implemented operating model. We are continuously evolving and will undertake reviews as and when it is required.
Configuration and Organisational Capacity			
Our Organisation	How well are we organised to deliver on our operating model?	In 2013, following two consecutive restructuring initiatives, CLO has a new organisation structure in place. We are now focused on embedding the new ways of working, along with a transformation in all of our tools and processes across the organisation.	
	Do our business processes support achievement of our organisational direction?	Some do, some don't and some are yet to be defined. These are all under review as part of organisation transformation.	
Culture			
Our People	What organisational culture do we need to support our business strategy?	We have a highly professional and engaged workforce. We have focused on refreshing our Values and embedding our guiding principles into our daily work as part of our new ways of working.	
	How will our culture look when we have achieved our desired future state?	To achieve our vision of being the Government's trusted advisors, we need to be passionate about what we do and our employees need to be engaged in the organisation. Our values, which define our culture, are: Leadership, Professionalism, Valuing People and Public Service.	
	Change Leadership		
	What is our change strategy?	Our change strategy is currently informal and ad-hoc with more of a short-term focus. Our People Strategy will provide a longer term focus and connection to our strategic vision and intended outcomes.	

		Crown Law Office
	How does our change strategy take us to our desired future state?	Through strong and visionary leadership and sponsorship from our Management Board and wider management group across the organisation.
Capacity		
	What is our current workforce capacity?	No plans currently for growing capacity in the mid-term.
	What workforce capacity will we need in the future?	In general, as we review and settle into the current organisation model, there are no foreseen changes to workforce capacity. In addition we will need to take into consideration the outcomes of the GLN programme.
	How will we progress any change that is needed?	To be determined, depending on the outcomes of the people strategy and GLN programme.
Capability		
	What is our workforce capability now?	See above.
	What workforce capability do we need to achieve our desired future state?	See above.
	How will we get there?	See above.
Costs		

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Serious Fraud office

		Serious Fraud Office	
Context			
Environment			
		What internal & external environmental factors impact on our business strategy?	<p>The current environment requires attention to:</p> <ul style="list-style-type: none"> • Manage cost pressure. • Efficiently use resources. • Be innovative and finding ways to provide better services to New Zealanders. • Key factors influencing strategy in the medium term are the SFO's commitment to achieving government priorities including: • Fiscal constraint. • Emerging risks around financial crime and corruption in NZ. • Impact of rapid changes in technology.
Our Business		What changes do we expect to our future environment?	<p>The volume of serious financial crime in NZ is historically consistent, though the manner in which it manifests is constantly evolving and exposed to greater opportunity for cross-border and technology enhanced offending.</p> <p>As NZ moves into a period of economic growth there are increased risks around serious financial crime particularly associated with the Christchurch rebuild.</p> <p>Building ICT and collaborative capability are key strategies in the rapidly changing technological and cross-jurisdictional context around financial crime.</p>
Business Strategy			
	What are our business priorities?	What is our desired future state?	<p>As a small agency with the significant goal of reducing serious financial crime and its impact, and addressing corruption in the private and public sectors, the SFO knows that it needs to focus efforts to make the best use of resources.</p> <p>The key business priorities driving our workforce strategy are:</p> <ul style="list-style-type: none"> • Increase efficiency and effectiveness of investigation process. • Increase ability of detect significant financial crime earlier, thereby reducing potential future harm. • Contributing to government priorities for more efficient and effective public services.

			Serious Fraud Office
			<ul style="list-style-type: none"> • Building our specialist legal, forensic accounting and investigative expertise, including capability to respond to fast changing technology and new risks around financial crime. • Building capability to thrive in a BPS environment, working smarter across organisational boundaries and achieving results through collaborative work.
	What are the results we want to achieve?		<p>SFO is NZ’s recognised centre of excellence for the detection, investigation and prosecution of serious financial crime, bribery and corruption.</p> <p>SFO supports achievement of Government’s priority to build a more internationally focused and competitive economy through its work to reduce the impact of serious financial crime on the NZ economy and on the public.</p> <p>SFO’s overall strategy is designed to deliver the following outcomes:</p> <ul style="list-style-type: none"> • A confident business environment that is largely free of serious financial crime. • A just society that is largely free of fraud, corruption and bribery. <p>Our strategy includes:</p> <ul style="list-style-type: none"> • Focusing on prevention and early intervention through intelligence methodologies. • Maintaining and building specialist expertise and making this available across agencies • Using our experience and expertise to support public sector policy agencies in their work.
Operating Model			
	What is our operating model(s)?	What will our operating model look like when we have achieved our future desired state?	<p>Complaints received by SFO are initially filtered by an evaluation team. We have developed increasingly effective processes to filter out complaints that do not meet the SFO threshold.</p> <p>Engagement to be the natural channel for serious financial crime complaints and intelligence.</p> <p>We have already made considerable progress in developing a case management model that provides for robust and timely management of individual cases.</p>
	Is our operating model going to change?		<p>The next stage of development is to use project management disciplines to strengthen the model including the ability to compare across cases, to prioritise cases and to more accurately predict required resourcing over the life of a case.</p> <p>Desired future state: The SFO will have access to ICT tools that are appropriate to the</p>

			Serious Fraud Office
			complex nature of our work and enable our people to effectively and efficiently identify, prioritise, investigate and prosecute serious financial crime. Appropriate investigative techniques and international best practice.
Our Organisation	Configuration and Organisational Capacity		
	How well are we organised to deliver on our operating model?	In early 2010 the SFO undertook a significant review of its structures and processes in response to the Government's desire to rebuild the capabilities of the SFO. The key aspects of organisational capability that we will focus on in the medium term are: <ul style="list-style-type: none"> • Continuing to develop our case management model to maximise our effectiveness and efficiency. • Optimising use of technology within resources. • Leading a proactive approach across public sector agencies to early intervention related to financial crime. 	
	Do our business processes support achievement of our organisational direction?	Our case management model supports team work and flexibility. Desired future state: intelligence-led, agile and quality focused, law enforcement agency with an appropriate balance between prevention, early intervention and response to serious financial crime. Internal and collaborative resources are effectively and efficiently applied to select, investigate and where indicated prosecute cases.	
Our People	Culture		
	What organisational culture do we need to support our business strategy?	The SFO already has a positive, professional culture that works well for the organisation. Professionalism is highly valued and our case management model supports team work and flexibility. Results from an engagement survey completed in March 2012 show that employees are clear about the purpose of SFO as an organisation and are strongly engaged.	
	How will our culture look when we have achieved our desired future state?	Desired future state: a high performing organisation, outward looking, responsive to change, integrated ways of working – internally and collaboratively with others – to deliver results. Strong shared values and ethical base are fundamental to the SFO way of working. To ensure we are well prepared for the future, the SFO has started a facilitated process involving all of our people in the organisational values we need to support our strategic direction. This is the first step in an initiative to engage our people in evolving our	

		Serious Fraud Office
		culture as we move into a more strongly collaborative way of working that will require the organisation to take a stronger leadership role, and to be more change ready and agile.
		Change Leadership
	What is our change strategy?	<p>Desired future state: SFO is recognised as the centre of excellence in addressing serious financial crime and corruption in NZ through effective collaboration and partnership with public service agencies and the private sector.</p> <p>Key strategies we will progress to build our collaborative capability include both formal and informal mechanisms:</p> <ul style="list-style-type: none"> • Formal memoranda of understanding are in place with NZ Police and the FMA and SFO will look to enter into similar agreements with others to support effective collaboration and improved outcomes. • Use of inward and outward secondments to build specialist expertise in the SFO, in other law enforcement agencies and in the professional sector. • Continue to engage and build relationships with professional and business groups, both to access specialist knowledge and to strengthen awareness of serious financial crime. • Developing the leadership capability of our people. • Improved international connections for cross-border serious financial crime. • Employees develop relationships with stakeholders to build the organisational body of knowledge.
		Capacity
	What is our current workforce capacity?	<p>46.91 FTEs/49 people: 15 forensic accountants 14 investigators 11 other 9 lawyers</p> <p>The SFO has a small, highly expert workforce. Most of our workforce is made up of experienced practitioners and 90% are frontline. Key skill sets include legal, forensic accountants and investigation. The most notable demographic influence is the age structure of our workforce which is</p>

		Serious Fraud Office
		characterised by a group of older people and a family age cohort.
	What workforce capacity will we need in the future?	Desired Future State: SFO has the right numbers and mix of expert people to deliver our core business. Our capacity is supplemented by sharing resources and work with other agencies and private sector partners to increase effectiveness and efficiency and to manage workload. Our medium term planning is for delivery of case volumes based on a capacity of around 50 people. We also expect our mix of specialist skills to remain stable.
	How will we progress any change that is needed?	SFO's priority around workforce capacity is to ensure that we can recruit, develop and retain expert people. Will continue to supplement capacity by sharing resources and working with other agencies and private sector partners.
Capability		
	What is our workforce capability now?	SFO's workforce strategy builds from a position of strength – the talent and commitment of our workforce; the small scale of our operation, which enables an individualised development focus; and the established organisational systems and processes that support our workforce. SFO is aware of the need to manage key risks around our workforce, including potential loss of key roles and delays in the replacement of scarce specialist skills.
	What workforce capability do we need to achieve our desired future state?	Desired future state: SFO is the recognised centre of excellence for the prevention, investigation and prosecution of serious fraud and corruption. SFO is key 'go to agency' in a career path for law enforcement specialists in financial crime and corruption. Our people capability development aims to establish SFO as New Zealand's centre of excellence for specialist skills in forensic accounting and financial investigation and making these skills available across public service agencies. Key strategies and tools to achieve this goal are already in place and continue to be developed, including: <ul style="list-style-type: none"> • A performance management framework. • A focus on building technical skills in a complex and rapidly changing area of law enforcement. • Building leadership capability. • Maintaining capability through effective recruitment and retention policies.

		Serious Fraud Office
	How will we get there?	<p>Our key strategies to maintain people capability include:</p> <ul style="list-style-type: none"> • Recruiting the best from the public and private sectors. • Continuing to develop secondment processes to provide experience and supplement our capability in key areas. • Providing employment flexibility to help retain key skill sets and balance the needs of SFO with employees' personal obligations. • Providing opportunities for career development, including attendance at conferences, secondments, international experience and network development opportunities in the NZ public sector and business community. • Developing a more formal approach to succession planning for critical roles. • Providing a structured induction process for new employees. • Being committed to being a good employer, for example, through our wellness programme.
		Costs

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Appendix 12: Our Social Sector Strategy

Social Sector agencies⁶ support and protect New Zealand communities. We each play a role as individual agencies in delivering on our core services and areas of expertise. However in our day to day work we provide services to many of the same individuals and work to address complex social issues that require a joined up response. The challenge is for agencies to work together to make our services more accessible to New Zealanders and make a bigger difference through collective impact.

As a sector we are working together at all levels to deliver results

We are working more closely with our sector colleagues than we have in the past. We have changed governance structures and work programme priorities to better recognise our collective interests and realise our collective impact. As a sector focused on delivering results we have:

- **Used shared priorities and targets** for the sector to drive our work. This includes Better Public Services results 1-4.
- Put in place **collective governance and management structures** to oversee and lead collaborative work. This includes the Joint Venture Board for Social Sector Trials and the Vulnerable Children's Board for the Children's Action Plan.
- Developed **joint accountabilities for CEs**, such as those provided in the Vulnerable Children's Bill.
- Changed the way we **work together and with communities** on the ground. This has included testing devolution through the Social Sector Trials and trialling new ways of providing wrap-around services to vulnerable children through Children's Teams.
- Made the best use **of data and information** we hold to provide services to at risk groups at the right time. For example, Youth Services uses enrolment data to identify young people who are Not in Education, Employment or Training (NEET). We have also created a predictive risk model which uses data from multiple agencies to help identify vulnerable children.

We are already delivering improved results through our cross-agency work...

- *National immunisation coverage for eight-month olds in the year to June 2013 increased from **86% to 90%**, with ethnicity coverage increasing from **77% to 84%** for Māori, **85% to 92%** for Pacific, and **81% to 87%** for children living in deprivation quintiles 9 and 10.*
- *Welfare reform changes have created **social obligations which contribute to better sector outcomes**, including enrolling children in ECE and completing regular Well Child checks.*
- *Social Sector Trials have resulted in **improved outcomes for young people** due to a more **seamless and responsive** delivery of social services.*

⁶ Ministries of Business, Innovation and Employment (Infrastructure), Education, Justice, Health, and Social Development, the New Zealand Police and Te Puni Kokiri

Our strategy for achieving results as a sector

Over the next four-years to achieve the best results for New Zealanders we will need to expand the scope of our collaboration and do it in a smarter and more efficient way. As a sector we will:

- Explore the use of a **collective sector investment strategy**. This means that we will invest our collective effort and resources as a sector in the right areas to deliver the best results for New Zealanders.
- Put **people and families at the centre of our services**. That means we will arrange ourselves around a person's needs and provide the right mix of services. It is also around making services as accessible and efficient as possible for people to access.
- Be **agile, innovative and responsive**. We will find innovative ways of working together at both national and local levels, and undertake more effective evaluation. By applying the techniques of 'rapid cycle change' to our initiatives, we will be able to identify more quickly what works and what doesn't. We will stop initiatives that don't provide results and scale up those that do, while all the time learning.
- Build **strong relationships with communities and NGOs**. We will work more closely with local communities and NGOs, and investigate different models of governance and service delivery.
- Make **smarter decisions** using integrated data and information. More and better integrated data will allow agencies across both the social sector and wider government to better provide individual clients with the right mix of services and at the right time. This will be essential for a sector investment strategy.

We will expand our collaboration and work in smarter and more efficient ways across the sector

We will start doing this by identifying our shared, high cost vulnerable clients. We will better invest our collective effort and resources to provide our services in a more people and family centred way to ensure we deliver the best results for New Zealanders.

We need to address a number of barriers to scale up our collaboration

To have the most impact as a sector and scale up our collaborative work, we will need to overcome a number of barriers:

- The **trade-offs and true costs of collaboration are not always visible**. Currently, we have low visibility in terms of the trade-offs we make around some of our joint work. The funding and resource implications of cross-sector work are not always well understood across all parties. To overcome this, we will need to take a more effective approach to decision making across the whole sector, and ensure that the right information is available to decision makers.
- **Governance and accountabilities** can be tricky and **incentives are not always right**. The current system of public sector management does not always provide clear mechanisms for accountability across cross-agency projects and priorities. There can also be issues where there are not the right incentives for cross-agency work at all levels. We need to think past our traditional agency boundaries and focus on joint outcomes when making decisions that will impact across the social sector.
- We **need to know how we interact with common clients**. We do not currently know how clients interact with the different services we provide and move through the social sector

over time. To make smart decisions on policy, services and interventions for individual clients we need to improve both our collection and understanding of data.

- **We need sustainable funding and resourcing models.** To date, we have been successful in funding and resourcing small-scale initiatives but this has largely relied on somewhat ad-hoc arrangements. It is unlikely that these types of arrangements will be sustainable as we scale up initiatives such as Children's Teams.

We will use new tools, such as the recent changes to the State Sector Act and Public Finance Act to better support cross-sector activity, in particular, strengthening of incentives for funding to flow across Votes to support high value investment. However, limitations may still remain.

The Children's Action Plan – a new way of working together

The implementation of the Children's Action Plan will continue to challenge agencies to work differently in order to meet the objective of protecting our most vulnerable children and young people from abuse.

Addressing this complex issue involves joint work by multiple agencies. Children's Teams have been established to bring together professionals from across the sector to identify children at risk and wrap the right services around them.

In order to achieve the best results, agencies will need to work together in order to rise to many of the challenges listed above and address the associated barriers.

The Vulnerable Children's Action Plan (CAP) is currently working to develop its model for future operations. This will involve a period of consultation with NGOs from now until early 2014 and the establishment of a co-production team, comprising agency and NGO secondees. It is expected that the team will develop several key products as it works to flesh out a model for future operations. These products will include:

- A Cabinet paper in early 2014 addressing the need for possible reprioritisation from VCB agencies' baselines to cover any funding shortfalls in the 2013/14 financial year.
- A jointly agreed, cross-agency Budget initiative which will cover the funding needs for the 2014/15 financial year. How this initiative is to be funded will also be considered as part of the co-production process. Agreement to this initiative will be sought from Cabinet as soon as possible in 2014 in order to meet Budget deadlines.

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