PROACTIVELY RELEASED

Justice Sector

Briefing for Incoming Ministers

Justice Sector Leadership Board

November 2020

New Zealand Government

PROACTIVELY RELEASED

Contents

Contents 1
Introduction 1
An integrated sector is critical to success 3
The Justice Sector's key agencies 4
Why working together is important 5
Ways we can help progress the incoming Government's goals 7
Strengthening the Māori-Crown relationship 7
Transforming the Criminal Justice System 9
Improving system performance 13
Harnessing COVID-19 ways of working 15
Achieving collective Ministerial goals – possible next steps 16
The structures and processes that help us work together 17

PROACTIVELY RELEASED

Introduction

This briefing for incoming Justice Sector Ministers outlines the value of Justice Sector agencies working together to achieve the incoming Government's goals and priorities. This briefing has been provided to all incoming Ministers whose core sector agencies are represented on the Justice Sector Leadership Board (JSLB).

Andrew Kibblewhite (he/him/Mr)

Pou Whakarae mō te Ture

Secretary for Justice

Chair, Justice Sector Leadership Board

Date 3/11/20

Andrew Coster (he/him/Mr)

Te Kōmihana o ngā Pirihimana o Aotearoa

Commissioner of Police

Date 3/11/20

Jeremy Lightfoot (he/him/Mr)

Te Tumu Whakarae mō Ara Poutama Aotearoa

Chief Executive, Ara Poutama Aotearoa Department of Corrections

Date 3/11/20

Una Jagose QC (she/her/Ms)

Te Rōiā Matāmua o te Karauna

Solicitor-General, Crown Law

Date 3/11/20

PROACTIVELY RELEASED

Julie Read (Ms)

Te Tumu Whakarae mō Te Tari Hara Tāware

Director and Chief Executive, Serious Fraud Office

Date 3/11/20

Gráinne Moss (she/her)

Te Tumu Whakarae mō ngā Tamariki

Secretary for Children

Date 3/11/20

PROACTIVELY RELEASED

An integrated sector is critical to success

Justice Sector agencies operate as part of a justice system of laws and practices that govern all aspects of life in our country. Within this system, a collaborative approach, led by Justice Sector Ministers, can support the system's performance and maintain public trust in it.

Our justice system is built around irrevocable principles that underpin our democratic system of government – the separation of powers, the rule of law, judicial independence, access to justice. The strength, integrity and smooth working of core Justice Sector agencies also contributes to system performance and public trust in it.

To maintain public trust and confidence in the system's principles, core Justice Sector agencies work together to ensure the system, in particular the criminal justice system:

- provides a safe and supportive experience for victims, their families and whānau
- is delivered in partnership with iwi, hapū and community-based organisations that best understand the complex needs of people at risk of offending and/or victimisation and the opportunities, services and programmes available to support them
- joins with government social, economic, health and housing sectors to address broader disparities that complicate crime prevention, victim support and offender rehabilitation.

Justice Sector agencies are currently considering how to develop a sector-wide capability to effectively deploy sector resources into new ways of working to improve system performance and effect sustainable change.

Central to this integrated sector and all-of-government approach are the Treaty obligations Justice Sector agencies have to partner with Māori, who are negatively impacted by the criminal justice system, both as victims of crime and as people prosecuted, convicted and imprisoned.

PROACTIVELY RELEASED

The Justice Sector's key agencies

Justice in New Zealand is administered by a range of institutions, groups and individuals. At the core of the Justice Sector are six agencies represented on the JSLB. While the Justice Sector agencies have overlapping interests across the Justice Sector, most of the shared focus is on the criminal justice system. They work closely together at operational, policy and strategic levels. They are:

- Tāhū o te Ture/Ministry of Justice – responsible for administration of the Courts and the majority of criminal justice legislation, the Public Defence Service, Legal Aid, the enforcement of monetary penalties, and providing advice on justice-related matters, the administration of the law and constitutional policy
- Nga Pirihimana o Aotearoa/New Zealand Police – responsible for maintaining public safety, law enforcement, crime prevention and community support
- Ara Poutama Aotearoa/Department of Corrections – responsible for administering prison and community sentences, and assisting in the rehabilitation and reintegration of people who are serving sentences or orders
- Oranga Tamariki/Ministry for Children – responsible for supporting children at risk of significant harm and for administering youth justice services
- Te Tari Hara Tāware/Serious Fraud Office – the lead law enforcement agency for investigating and prosecuting serious or complex financial crime, including bribery and corruption
- Te Tari Ture o te Karauna/Crown Law Office – provides legal advice and representation services to the government in matters affecting the executive government and is responsible for prosecuting the most serious crime, criminal appeals, and the oversight of public prosecutions.

The Ministry of Justice also directly supports the third branch of government – the independent judiciary. Strong independent courts and tribunals are fundamental to our democratic system of government and are a critical part of the Justice Sector to which the six agencies belong.

For example, the Justice Sector's operational response to COVID-19 was a collaborative effort between the judiciary and Justice Sector agencies to develop operational guidance to continue the safe delivery of essential justice services.

PROACTIVELY RELEASED

Why working together is important

The justice system is highly complex, involving multiple agencies and actors, complicated processes, and numerous stakeholder groups. Justice Sector agencies interact day-in-day-out across sector strategy, policy and front-line practice.

For these reasons actions taken in isolation by one agency can have limited impact, or at worst, be counterproductive for different agencies across the sector. This can have negative outcomes for the people and communities the Justice Sector serves.

The justice system also serves people who are often in personal crisis at the time they enter the system: people often present complex needs spanning issues such as racial injustice, low educational attainment, poor health, drug and alcohol dependence, mental health issues, low incomes, disability and lack of suitable housing.

These issues are particularly acute, and of high public and agency concern, in the criminal justice system. These issues are not limited to offenders – victims and offenders often come from the same disadvantaged communities and are often both in personal crisis at the time they enter the system.

These complex cultural and social issues are in turn exacerbated by the criminal justice system. The sector considers that the most significant long-term challenges that need to be addressed are:

- the disproportionately negative impact the criminal justice system has on Māori as victims and offenders
- making changes across the sector to improve the timeliness of access to justice for victims and offenders
- responding to the needs of victims, who have traditionally been over-looked by the system.

These challenges put at risk public trust and confidence in the Justice Sector and, if not addressed, in the State.

Because a broad range of factors influence the operation of the criminal justice system and criminal justice outcomes, it is imperative that government agencies and sectors not only work together, but also with the wider community.

Partnerships are most required with Māori as Treaty partners, along with the voluntary and community sector, and the many non-government organisations (NGOs) that often best understand the needs of people in the system and the opportunities, programmes and services available to address them.

For example, the New Zealand Police's prevention first principle, achieved via community partnerships, is central to its way of working to prevent crime and harm, and ensure everybody is safe and feels safe wherever they live, work or visit. Work to improve the

PROACTIVELY RELEASED

Police's end-to-end resolutions framework has a focus on prevention and reducing reoffending through more effective resolution options, including community resolutions.

The JSLB is currently exploring new change capability options for the Justice Sector. New organisational platforms have the potential to improve our agencies' collective ability to address shared problems across the systems in which we operate. We look forward to briefing you on this work and seeking your views on how to ensure the Justice Sector is well positioned to achieve your collective goals and priorities.

Problems with the current criminal justice system

Recent public engagement with New Zealanders about the criminal justice system identified an underlying sense of grief. People feel the system has not dealt with them fairly, or compassionately, or with respect; often associated with this grief is anger.

People say…

> **"There are failures at every stage. People come out worse than they went in."**
>
> - Northland

> **"We need to start again. You can't try and fix this broken system – we just need to start again."**
>
> - Pacific fono

> **"We need to address grief – compounded from generation to generation."**
>
> - Canterbury

> **"We don't wait for the Government to tell us what to do, we just do what we need to do. We build relationships with Police and Courts and use care and kindness with our people to make the changes."**
>
> - Bay of Plenty

Source: *He Waka Roimata – Transforming Our Criminal Justice System:* First Report of Te Uepū Hāpai I te Ora – Safe and Effective Justice Advisory Group.

PROACTIVELY RELEASED

Ways we can help progress the incoming Government's goals

The JSLB is an important governance mechanism to assist Ministers achieve individual portfolio and wider collective Justice Sector goals. It comprises the heads of the six core Justice Sector agencies. As public sector leaders, the JSLB is committed to an integrated Justice Sector approach.

Guided by its Strategic Plan 2020/23, JSLB has identified four areas where there are opportunities for agencies to work together to help achieve your goals and priorities. We look forward to discussing these areas with incoming Ministers and how agencies can fully contribute to progressing the incoming Government's goals.

Strengthening the Māori-Crown relationship

Justice Sector agencies recognise their Treaty obligations to partner with Māori. These obligations extend across the justice system and require sector agencies to collectively honour joint responsibilities, including legislated Treaty settlement commitments. Justice Sector agencies have recently established a Sector Māori Engagement Working Group for this purpose and to collectively respond to the many partnership opportunities before us.

Partnership opportunities, while contributing to the Crown honouring Treaty responsibilities, also provide opportunities to directly improve justice outcomes owing to the perspective, expertise, and contribution that Māori offer. Iwi, hapū and whānau are often best positioned to fully understand the complex needs of people at risk of harm and/or offending and the opportunities, services and programmes available to support them.

Justice Sector agencies also recognise the need to reduce the disproportionate impact the criminal justice system has on Māori. Māori have highlighted this issue for at least 30 years, and several sector agencies have established Māori advisory groups to support them to put Māori-Crown relationships into their policy development and practice.

The Justice Sector has also been responding by working to improve its responsiveness to Māori victims and offenders. For example, over two decades New Zealand Police have invested substantially in building its cultural competency and growing its network of iwi liaison officers. The Police's refreshed Māori Strategy – Te Huringa o Te Tai – will continue to strengthen Police's relationship with tangata whenua.

Following the 2018 Justice Summit, and subsequent Hui Māori held in Rotorua in 2019, a group, Ināia Tonu Nei (ITN), was formed by Māori who attended that hui to work across the criminal justice system on reform. The JSLB and ITN are now working together to improve justice sector outcomes, and with funds from the Effective Justice Fund, processes and structures are being established to grow this new example of a Crown-Māori relationship.

PROACTIVELY RELEASED

Funding has been provided for:

- the establishment of a team, Te Roro, made up of a small number of policy and systems specialists to support ITN with a specific Māori view of the information required to work alongside JSLB
- development of a limited number of initiatives, Te Waewae, to put in practice and test Māori innovation for on-the-ground Justice Sector transformation.

JSLB's growing relationship with ITN complements the partnering arrangements justice agencies have already established with Māori at different levels. Justice Sector rōpu includes Ara Poutama Aotearoa's Te Poari Hautū Rautaki Māori and the New Zealand Police Māori Focus Forum.

These interwoven governance and advisory services enable Māori/iwi to engage and work with the Crown on the transformation of the criminal justice system. These arrangements are supported by the one-to-one relationships Justice Sector agencies have with some iwi.

JSLB highly values partnering with Māori and expects to see stronger Māori-Crown relationships across the Justice Sector at every level: national, regional and local. We view the Māori-Crown relationship as key to helping communities identify and develop crime prevention initiatives and alternatives to the formal criminal justice system.

For example, in Auckland Justice Sector agencies and the Ministry of Social Development, are collaborating with local Māori across a range of initiatives to help people exit the justice system and prevent further re-entry.

Our agencies' collective work in Auckland features strong relationships with iwi, hapū, and affiliated social service providers and includes initiatives to:

- address outstanding fines for whānau and providing financial assistance to support people to obtain driver licences
- support Police and a South Auckland Marae provide an alternative pathway to prosecution for women who commit low level offending
- support Police and Oranga Tamariki to initiate an alternative resolution pathway for people who come to the attention of police when a child is harmed.

Across the regions the judiciary have been adopting Te Ao Māori and polynesian cultural components to important court initiatives over many years. For example, in the Rangatahi, Pasifika and Matariki courts the person before the Court can participate in culturally tailored court services and rehabilitation before sentencing. These specialist courts aim to provide a less intimidating environment and encourage the involvement of whānau, hapū and iwi in the court process.

At the national level, the Crown has recently approached the National Iwi Chairs Forum (NICF) to test their interest in adding 'Justice Sector reform' (Pou Tikanga) to their list of key priorities to progress with the Crown. We await the NICF response, but if accepted, the Pou Tikanga priority would be shared with Pou Tangata (social wellbeing sector).

PROACTIVELY RELEASED

The Secretary for Justice, the Chief District Court Judge and the Principal Family Court Judge, also recently met Kingi Tūheitia at Turangawaewae. This follows earlier separate meetings the King had with the Police Commissioner and the Chief Executive of Ara Poutama. The King has a deep interest and commitment to the Justice Sector, including Te Pae Oranga, the 18 Iwi Community Panels established by the Police. There are further opportunities to work with the King to better meet the needs of Māori and co-design our future together.

Other important Māori-Crown relationships are discussed elsewhere in this briefing. We can provide further briefings to you on these relationships and opportunities that are currently being progressed with Māori to transform the criminal justice system.

Transforming the Criminal Justice System

Changing criminal justice practice

It is widely recognised that socio-economic factors help drive criminal offending. Increasingly, it is also being recognised that criminal justice outcomes can be significantly improved if these factors are addressed and a better balance is found between preventative, rehabilitative, restorative and punitive aims.

The youth justice system is based on a different set of principles to the adult criminal justice system, which leads to a more balanced approach in youth justice practice and a youth justice system that is more preventative, restorative and rehabilitative than the adult criminal justice system.

The focus of the youth justice system in New Zealand is diversion – to divert young people away from traditional responses and the “justice system” and work with children, young people, their families, whānau and communities, and the victims of their offending to prevent offending continuing, and to address the underlying causes of offending and the needs of victims. This approach recognises that working with young people outside the Youth Court system can be more effective at reducing crime and positively transforming the lives of young people at risk of repeat offending.

For circumstances where diversion is not appropriate, changes in the youth justice system are also showing promise. The youth justice jurisdiction was extended to include 17-year olds on 1 July 2019, motived in part by findings that young people had reduced recidivism when they were dealt with in the youth justice system compared to the adult justice system. Also, we know that remanding young people to secure residences results in poorer outcomes for the young person. Recent innovations in the youth justice system mean that some young people who cannot return home are now being remanded to community-based homes.

While there remains much work to do to reduce recidivism in youth justice, this approach has contributed to significant reductions of cases before the Youth Court. The youth justice approach offers opportunities to inform adult justice sector reform: this has been noted by people who work across both systems.

PROACTIVELY RELEASED

A more balanced approach has also been increasingly evident in a range of judicial initiatives across the District Court over the last 10 to 15 years. These have seen Courts partner with local communities, iwi and social service agencies to address underlying socio-economic problems contributing to offending behaviour. Examples include the Rangatahi and Pasifika Courts, the Matariki Court in Kaikohe, Alcohol and other Drug Treatment Courts, the Special Circumstances Court in Wellington, the New Beginnings Courts in Auckland, and more recently, the Young Adult List in the District Court at Porirua.

The Chief Justice and the Chief District Court Judge, in partnership with the Ministry of Justice, want to see these types of approaches, often including therapeutic principles integrated into all criminal courts in New Zealand. Justice Sector agencies are working together to support this goal. We are also identifying other opportunities to improve justice outcomes by directly responding to the cultural, social and economic needs of people in the system.

Hōkai Rangi – Improving outcomes with Māori

Hōkai Rangi is Ara Poutama Aotearoa's new strategy to address Māori overrepresentation in the criminal justice system. It was developed in response to the Waitangi Tribunal report Tū Mai Te Rangi!, which found the department lacked a strategic focus on Māori. *Hōkai Rangi* sets a new direction for Ara Poutama Aotearoa, based on six overlapping and holistic wellbeing outcomes:

- **Partnership and leadership –** leading through best-practice Crown-Māori relations and authentic shared decision-making
- **Humanising and healing –** treating people in our care with respect, upholding their mana and dignity
- **Whānau –** whānau will be supported to walk alongside Māori in the care and management of Ara Poutama Aotearoa on their rehabilitation and reintegration journey
- **Incorporating a Te Ao Māori worldview –** recognising access to culture is a fundamental right, not a privilege, regardless of a person's circumstances
- **Whakapapa –** recognising that whakapapa can be the beginning of healing and wellbeing, creating a safe environment for Māori to share and learn about their identity
- **Foundations for participation –** people in the care of Ara Poutama Aotearoa and their whānau will be supported to have their basic needs met and the relevant tools for full participation in society.

Work to progress the strategy is proceeding on several fronts, including a key work programme to develop a kaupapa Māori based pathway through the prison system and post-release. The pathway is being co-designed with Māori and is an opportunity to pilot approaches that will achieve improved outcomes with and for Māori and their whānau.

PROACTIVELY RELEASED

Improving the justice experience for victims

Since the introduction of the Victims' Rights Act 2002, awareness of rates and types of victimisation has improved. Over the same period, legislative and policy changes have resulted in more direct involvement of victims in the criminal justice processes, and greater protections and increased investment in services for victims.

Despite this, significant gaps in support and services remain. Victims continue to have low trust and confidence in the criminal justice system's ability to provide safe and effective justice. Less than a quarter of victims' report crime committed against them. In addition, the wide range of agencies who work with victims increases the risk that services, often under significant demand pressures, are fragmented. Victims regularly report confusion in accessing these services.

Victim experiences in the criminal justice system

The following victim voices provide an overall impression, rather than an exact path of a victim's experience. It is recognised that individuals are just that, and every experience is different.

Victims say…

> **"I think for a victim to be heard and understood there has to be empathy for them. If there's no empathy and it's just another, a number in a book. Y' know, victims can feel that."**
>
> - Charlene, homicide

> **"Had to ask, had to almost feel like you're becoming a nuisance. I think you almost want to feel like a customer. And in this instance the customer is not someone purchasing a good or a service, the customer is someone who is there under tragic circumstances and they have completely different needs. So what are the needs of the customer?"**
>
> - Nick, fatal road crash

> **"I think that if they listen to us before they start making these changes to the system or making laws, just actually listen."**
>
> - Terry, homicide

Sources: These three victim experiences are drawn from surveys, workshops and interviews conducting by the Hāpaitia te Oranga Tangata: Safe and Effective Justice programme of public engagement and the work of the Chief Victims Advisor.

PROACTIVELY RELEASED

In response, Justice Sector agencies recognise the need for more work to:

- deliver services in a way that meets the needs of victims, particularly Māori, rather than the imperatives of the various agencies they interact with
- address the underlying causes of victimisation, which is overwhelmingly concentrated within a subset of the general population
- improve data collection and reporting, which can drive system responsivity and accountability.

The Joint Venture (JV) of the Social Wellbeing Board is perhaps the most significant whole-of-government initiative responding to these needs. The JV is comprised of ten Public Sector chief executives, jointly responsible for the prevention and reduction of family violence and sexual violence in New Zealand. The Minister for the Prevention of Family and Sexual Violence will be briefed separately on the work of the JV.

This year, Justice Sector agencies also formed a Victims Leadership Group (VLG) to improve the experience of victims across the justice system. The VLG addresses a need for senior leadership for victims across the Justice Sector. It comprises senior staff across the six core Justice Sector agencies, and the JV's business unit, and will work to ensure that opportunities for agencies to work together to improve victims' experiences in the justice system are identified and acted upon.

JSLB has tasked the VLG to provide advice to them on how to transform the victim experience by mid-2021. To this end, the VLG is working to identify key points across the sector where the victim's experience needs improvement and how agencies, collectively or individually, can address them.

PROACTIVELY RELEASED

Improving system performance

More timely access to justice

Poor performance, or high demand pressures in one part of the justice system, often creates issues across the system. For example, ongoing delays in the criminal justice system, involving interfaces across police, courts and corrections, have raised concerns about human rights and access to justice. This is a particular concern for people held on remand in our prisons. There are also concerns that delay contributes to higher legal aid costs. Performance pressures also limit the ability of agencies to introduce reforms to improve justice outcomes.

Sector agencies have responded to such pressures by developing initiatives to improve system performance. These include a cross-sector Remand Action Plan. This Plan aligns multiple initiatives across different agencies into a single strategy with an associated integrated reporting system to sector leaders. It has shown that certain investments can have significant benefits across the system when successfully aligned. Recognition of this has allowed Justice Sector leaders to make collective decisions that, while not providing immediate benefit to any one agency, will assist the system's overall performance.

Agencies are now working together to leverage opportunities presented by COVID-19 to embed alternative ways of working, proven to work through lockdown, into ongoing good practice. A new cross-sector working group has been tasked with progressing 11 recommendations from the judicially-led Criminal Processes Working Group. It is also progressing initiatives under the Remand Action Plan that are ongoing in nature.

Chaired by the Chief Judges from the District and High Courts, the Criminal Processes Working Group was established in immediate response to pressures caused by COVID-19. It enabled agencies to work together effectively in support of the judiciary, and in doing so, rapidly address justice system delays compounded by the pandemic. The COVID-19 way of working is discussed further overleaf.

Alternatives to traditional criminal justice practice

Another area of cross-sector effort to strengthen system performance is work to develop alternatives to formal Justice Sector processes. Alternatives to formal criminal justice processes are being increasingly used in partnership with community based support services.

Te Pae Oranga – the 18 Iwi Community Panels established by the Police, is an important example. Through Te Pae Oranga, offenders of less serious offences can be diverted away from the formal criminal justice system and instead appear before an iwi panel, where wrap-around responses are available to them in a marae-based setting. This initative has demonstrated positive impacts compared to traditional prosecution practices. There is strong appetite across the Justice Sector to expand the number of panels and consider broadening their scope.

PROACTIVELY RELEASED

The Youth Justice system's investment plan to build 16 new Youth Justice facilities provides further opportunities to improve system performance. These new community-centred facilities are a move away from large-scale detention facilities. Representatives from Corrections, Police, the judiciary, plus the Office of the Children's Commissioner and the Chief Science Advisor for Justice, participated in a national hui at Rotorua in August 2020 and endorsed the vision.

Oranga Tamariki have indicated they will need cross-sector and Ministerial support to enable the 16 new community scaled regional youth facilities to be stood up and their potential fully exploited by the whole sector. This may provide a good area for collective ministerial oversight and joint-action by the Justice Sector.

Combatting corruption and serious financial crime

Led by the Serious Fraud Office, cross-sector work is underway to develop a National Financial Crime and Corruption Strategy. This strategy is designed to combat growing opportunities for corruption and serious financial crime arising from rapid social and technological change.

A key component of the strategy will be prevention efforts as part of a comprehensive approach to countering the complex and changing financial crime and corruption environment.

Developing and implementing this strategy will require stronger working relationships and more coordinated operational responses from our law enforcement agencies. There is also a need for enhanced domestic and international partnerships and information sharing to prevent and disrupt these crimes.

Harnessing COVID-19 ways of working

COVID-19 has shown that positive change can happen quickly when agencies are working to a shared goal and there is a call by leaders to collective action.

During Alert Level 4 the justice system, including the courts, was an essential service. The District Court continued to operate to deal with priority proceedings, including those affecting the liberty of the individual (i.e. those in remand). The focus on priority proceedings led to the District Court completing 37 percent of 'normal' criminal court events. Under Alert Level 3 this increased to 66 percent, and by mid Alert Level 2, the total criminal court events completed, and the number of criminal cases disposed, were equal to the pre-Covid-19 levels.

Offsetting this, the inflow of cases into the District Court during Alert Level 4 was 21 percent below pre-COVID-19 levels, particularly for lower level offences. The net result was a drop in the prison remand population, which has reduced from a high of near 4,000 in January 2020 to around 3,200 today.

These positive developments have been achieved through the efforts of all sector agencies, which have meant:

- Police proceeding with alternative actions resulting in less criminal court inflow and less remand inflow
- increased use of Electronic Monitoring on bail
- the greater use of Judge-alone trials, which resolve more cases
- a focus on scheduling the matters that are the most likely to proceed – for example bringing forward custodial matters for sentencing
- increased utilisation of technology like Audio Visual Links (AVL) and teleconferencing to ensure procedural matters could keep progressing.

JSLB is determined that adaptive and innovative ways of working are sustained and the number of prisoners on remand achieves a better balance between maintaining public safety and ensuring access to justice.

Experimentation, learning, change and new ways of working (both ongoing and that arising from the COVID-19 pandemic response and recovery) are needed to address this and other strategic challenges across the justice system.

Our current expectation is that without further changes to system settings, behaviours and/or investment, the remand population will soon start rising again. Reducing the prison population to more sustainable and appropriate levels will require concerted collective action across Justice Sector agencies, the judiciary, and work with the wider social sector and communities. We can provide further briefings to you on prison projections and how harnessing new ways of working can improve the sector's overall effectiveness and efficiency.

PROACTIVELY RELEASED

Achieving collective Ministerial goals – possible next steps

A regular forum for Justice Sector Ministers can help identify sector-wide goals and deliver against them. We recommend Ministers adopt this approach so that Justice Sector Ministers can collectively oversee and accelerate opportunities for cross agency action.

If adopted, an initial Justice Sector Ministers' meeting could provide a mechanism for officials to brief Ministers on the main issues of common concern, the collective and individual plans of agencies to address them and hear what joint-initiatives Ministers want progressed during the term of this Parliament.

s9(2)(f)(iv) [redacted]

s9(2)(f)(iv) [redacted]

PROACTIVELY RELEASED

The structures and processes that help us work together

The Justice Sector has established governance structures, in addition to individual agencies reporting and accountability lines, that help us work together. The JSLB consists of the heads of the six core Justice Sector agencies. JSLB is chaired by the Secretary for Justice, who is the lead official for the Justice Sector.

The JSLB is a vehicle for greater collaboration, collective decision-making, and direction setting for an integrated sector approach to the justice system and justice related issues. To this end, JSLB has in place a medium-term Strategic Plan to guide and align the work of the core Justice Sector agencies and their individual strategies.

The JSLB is supported by two Deputy Chief Executives groups (DCEs Strategy and DCEs Operations). These groups are responsible for strategic policy and sector stewardship, and operational service delivery across the sector.

The Justice Sector Chief Financial Officers Forum is a further valuable management structure that provides opportunities for agencies to work together. The forum is guiding the development of an integrated sector approach to Budget 2021.

PROACTIVELY RELEASED

The Justice Sector also maintains a strong working relationship with the independent judiciary. An example is the Courts Strategic Partnership Group, co-convened by the Chief Justice and the Secretary for Justice.

In addition, funds recovered under the Criminal Proceeds (Recovery) Act 2009 are used by agencies across any of the 39 public and non-public service departments for:

- the expansion of alcohol and other drug treatment services
- fighting organised criminal groups dealing in methamphetamine and other drugs
- addressing mental health issues within the criminal justice system
- addressing crime-related harm to communities and improve community wellbeing.

The Ministry of Justice administers the Proceeds of Crime Fund. This role involves running the funding round, performance reporting, financial management and process improvements. A panel of senior officials from eight government agencies supports the Ministry identify proposals recommended for funding.

PROACTIVELY RELEASED

New Zealand Government