

JUSTICE SECTOR

Hutt Valley Justice Sector Innovation Project (Phase Two): Final Report

Delivering Better Public Services at the frontline

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Overview

Better Public Services (BPS) is driving significant change across the public sector, providing clear focus, direction and mandate for more collective action focused on results. Continuing to foster innovation at the front-line and engaging operational staff in the identification and implementation of change initiatives is fundamental to our ability to deliver results that benefit all New Zealanders.

The Hutt Valley Justice Sector Innovation Project (“The Project”), initiated and mandated by the Justice Sector Leadership Board, has been a leading example of local operational managers working together to deliver better public services. Even before The Project has formally concluded, these managers, and increasingly their staff, are embracing the “new normal”: a more joined up way of working, with agreement around common goals, and the shared focus and structure to achieve them.

This is the final report for The Project to the Leadership Board, and its presentation marks the end of The Project. The report aims to capture the core components of The Project, its successes and challenges, and some detail on each of the initiatives for those involved in local justice sector projects in the future. The report also describes the journey of The Project and its impact on local justice services, and sketches the path ahead for joined up justice services in the Hutt Valley.

The Justice Sector in the Hutt Valley

The Hutt Valley covers an area of 916 square kilometres and has an estimated population of 144,600 people¹. The cities of Lower Hutt and Upper Hutt sit within its boundaries and the population is mainly Pakeha, with significant minorities of Māori (17%) and Pacific peoples (8%).

The area is served by approximately 820 justice sector staff spread across Police, Courts, Corrections and Child, Youth and Family:

- **Police:** 200 staff across eight police stations
- **Ministry of Justice:** 22 staff at the Hutt Valley District Courthouse
- **Child Youth and Family:** 10 Youth Justice Staff at two site offices (one team)²
- **Probation:** 60 staff at two Community Correction Sites
- **Prison:** 525 staff at Rimutaka Men's Prison

All justice agencies have experienced ongoing organisational change through 2012 and 2013, with significant internal restructuring. From a community perspective, the most visible change has been the formal closure of the Upper Hutt Court and the bringing together of all court services into a single Hutt Valley District Court in March 2013.

The justice sector agencies in the Hutt Valley are successfully working together to reduce crime and improve efficiency. Recorded crime is falling, fewer new cases are being managed by the District Court, the time taken to progress cases before the Court is reducing, and prisoner numbers are decreasing.

The Hutt Valley is exceeding national progress on all BPS justice measures except reoffending (which is a Wellington region measure), and has surpassed three of the four targets. However, much of the low hanging fruit has been harvested, and the crime that remains is both more serious and more intractable. Of particular concern is family violence offending, for which the Hutt Valley has the highest levels across the Wellington Police District. In order to continue making good progress towards reducing crime, we need to sustain and increase our efforts.

Strong justice sector agency partnerships with community and social sector agencies are critical to this ongoing success and to improving wellbeing and safety in the Hutt Valley. Especially in the face of a reducing justice footprint, it is critical that our agencies leverage relationships and develop shared goals

¹ Stats NZ population estimate June 2013

² For this report, CYF (youth justice) is considered a justice sector agency (with a legislated justice role), recognising that it is also a key social service agency.

with other sectors and agencies to maximise our impact. Operational managers have actively maintained and developed these relationships throughout the course of the project.

A key partnership mechanism is the Safe Hutt Valley Group³. Through the Safe Hutt Valley Group, the Hutt Valley has been accredited by the World Health Organisation as an international safe community. The group oversees four cross-agency workstreams (Crime, Crash, Alcohol, and Injury) and in the future, the Crime workstream (led by Police) will be a key contributor towards driving our performance against the BPS measures in a wider collaboration of justice partners with the Community.

³ a partnership between the Police, the two local councils, ACC, the District Health Board, Regional Public Health, and Ahuru Mowai o te Awakairangi, a local anti-family violence service.

Background

HIGHLIGHTS:

The key objectives of the project were to:

- **Lead crime reduction and provide enhanced support to repeat victims through improved connectedness of frontline justice services.**
- **Identify and implement initiatives that achieve justice sector BPS targets, and improve justice sector service delivery in the Hutt Valley and elsewhere through innovation and enhanced on-the-ground collaboration between agencies.**
- **Identify initiatives that would benefit from potential national implementation.**

In Phase I, the working group came up with ten initiatives that were endorsed by the Leadership board in November 2012:

- **Sector Relationships**
- **Audio Visual Links to Court**
- **Restorative Justice**
- **End to end management of offenders across the pipeline**
- **Local Level Information Sharing**
- **Review of the Family Violence Court**
- **Justice Sector Mobile Office**
- **RAAYS (Raising Achievement Across the Youth Sector)**
- **Sector wide focused operations (Operation Relentless)**
- **Maori wardens in Courts**

Implementation of these initiatives has been the primary focus of Phase II, with improved connectedness of services naturally emerging out of working together on delivering the initiatives

1. At their Leadership Board Retreat on 10 July 2012, justice sector Chief Executives confirmed their commitment to BPS driving connected and innovative service delivery at the frontline. They requested that a project be established in the Hutt Valley to identify where and how greater collaboration and innovation in frontline service delivery could deliver better results for the sector, including achievement of justice BPS targets.
2. The Leadership Board indicated that the project should be owned and driven by frontline staff, look at ways in which greater collaboration between the justice, social and non-government sectors

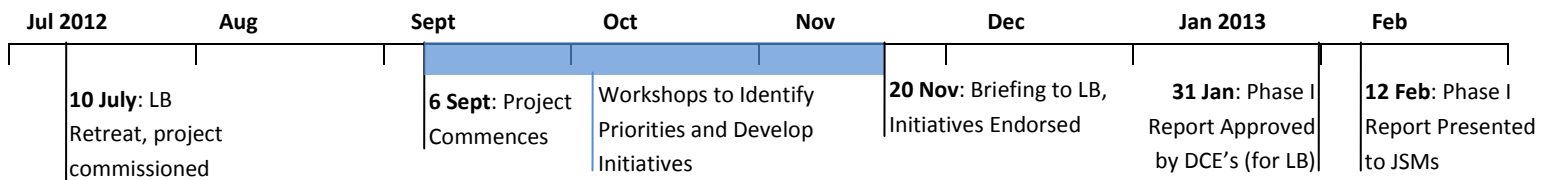
could assist in achieving BPS targets, and identify opportunities with potential for national implementation. Terms of Reference were drafted and agreed to by the Deputy Chief Executives. The Terms of Reference specified the following objectives:

- Lead crime reduction and provide enhanced support to repeat victims through improved connectedness of frontline justice services.
 - Identify and implement initiatives that achieve justice sector BPS targets, and improve justice sector service delivery in the Hutt Valley and elsewhere through innovation and enhanced on-the-ground collaboration between agencies.
 - Identify initiatives that would benefit from potential national implementation.
3. The Project commenced on 6 September 2012. At the outset, time was spent on developing relationships (which already existed on a transactional level) and understanding each agencies' business, priorities, and pressures. This investment in relationship building at the front-end meant that The Project Working Party of Hutt Valley Managers⁴ functioned as a high-performing collective, saving time and conflict over the course of The Project.
 4. The first phase was progressed through a series of planned and focused workshops with the operational managers, with strategic and secretarial support provided by Sector Group. These workshops worked through four key stages:
 - Information collection and collation – the Working Party undertook a stocktake that identified about 70 ongoing or new initiatives across the Hutt Valley that contributed to BPS
 - Identification and scoping of opportunities – The Working Party reviewed the stocktake information, and the most promising initiatives for development were identified and scoped
 - Stakeholder engagement – The Working Party engaged with the social, NGO, iwi and community sectors to test proposed ideas and check for anything that had been missed
 - Report back – The Working Party presented ten initiatives to the Leadership Board for endorsement in November 2012, and a final report was tabled at the DCEs meeting in January 2013.
 5. The ten initiatives identified and scoped by the Working Party and endorsed by the Leadership Board were:
 - Sector Relationships
 - Audio Visual Links to Court
 - Restorative Justice
 - End to end management of offenders across the pipeline
 - Local Level Information Sharing
 - Review of the Family Violence Court
 - Justice Sector Mobile Office
 - RAAYS (Raising Achievement Across the Youth Sector)
 - Sector wide focused operations (Operation Relentless)
 - Maori wardens in Courts.
 6. Following the tabling of the Phase I report with DCEs in January, it was presented to Justice Sector Ministers in February.

⁴ See Appendix One for membership, hereafter referred to as the "Working Party"

7. Phase II was formally endorsed by the Deputy Chief Executives in March, and it was agreed that the Working Party would have responsibility for the implementation of the 10 initiatives and report back to the Leadership Board on their progress.

Timeline: Phase 1



LB = Leadership Board

DCEs = Deputy Chief Executives

JSMs = Justice Sector Ministers

Delivering Joined Up Justice in the Hutt Valley

HIGHLIGHTS:

Since the initiation of the Hutt Valley Project, there have been some significant changes to justice services in the Hutt Valley. We have built strong relationships at the management level and these are enabling us to work smarter by working together to deliver joined up justice services for the Hutt Valley.

We're working together better through:

- Improved speed of service/response
- Collective problem solving
- Shared information and tactics

We're doing new things:

- The Alternative Resolution Iwi Panel process
- The CYF-Prison child visitors information sharing agreement
- Multi agency planning for high risk families
- The Justice Sector Mobile Office
- The RAAYS Truancy Initiative in Naenae
- Multi agency Operation Relentless

We have forged stronger relationships with our community and social sector partners and developed the profile of an effective justice sector that is focused on achieving real change.

Where things were at

1. At the outset of the Hutt Valley Justice Sector Innovation Project, trends were generally positive, with volumes of recorded crime coming down, reduced numbers of cases progressing through the system, and efficient management of cases through the criminal court. Individually, agencies were focused on their key agency priorities, and were working to sustain this progress.
2. While the trends were generally positive, significant changes were underway across all agencies (except in the CYF Youth Justice Team). Police had recently merged the Upper Hutt and Lower Hutt

Policing Areas to create the Hutt Valley Police Area and were undergoing a number of organisational changes through Policing Excellence. The Ministry of Justice had recently ceased operations from Upper Hutt Courthouse (due to Earthquake risk) and the Ministry's organisational structure was under review. Corrections was still settling from its first expenditure review and the "Unifying our Efforts" Project, both of which brought changes to organisational structure. In addition, 2012 saw the closure of Wellington Prison (with some staff and prisoners absorbed by Rimutaka Prison).

3. Relationships between agencies existed, but were mainly transactional. There was little emphasis on, and investment in, creating and sustaining strong relationships at an operational level across the justice sector. Most relationships simply existed and evolved reactively and functioned with varying degrees of success. Some agencies had one to one MOUs between them, but these were not actively used.

How things have changed



4. The Hutt Valley Justice Sector Innovation Project provided a vehicle for operational justice managers in the Hutt Valley to build strong working relationships that have moved from transactional to proactive. This, in turn, has enabled the agencies to work together better in order to improve service delivery, and to build a shared public profile for justice agencies with community and stakeholder agencies in the Hutt Valley. While these relationships are strongest among the managers in the Working Party, there are signs that this more connected, proactive and problem solving approach is starting to filter down to the next tiers, indicating the beginning of a wider shift in culture.

5. Working together better:

- **Improved speed of service/response:** Increased trust between managers has enabled operational issues between agencies to be rapidly resolved, as well as ensured processes are improved so such issues do not reoccur. For example, Probation required Police assistance to recall an offender monitored by GPS over a weekend, but there was a lack of clarity in Police about the process. Matire Kupenga-Wanoa, the Probation Operations Manager, called Inspector Mike Hill, the Police Area Commander, who resolved the issue within 30 minutes. Following the incident, the Police and Probation managers met and worked out a clear process for similar incidents in the future.
- **Collective problem solving:** Historically, issues at various points in the system that may have negatively affected one justice agency, but been out of their control, have endured instead of being resolved. Introducing forums to discuss these issues has enabled our agencies to help each other achieve better outcomes. These changes reflect the view that what is good for one agency is good for all of the others (as partners in the same sector with shared outcomes). For example, the Hutt Valley District Court was having lots of trouble with rival gangs creating tension at court. Police, Courts and the Prison agreed together to plan hearings for different gangs on different days of the week. This immediately made the courthouse a calmer, safer place.
- **Shared information and tactics:** The process of justice sector staff becoming more aware of shared outcomes and targets across the sector is informing the way we respond to crime and undertake our roles. Increasingly, it means that we are sharing intelligence and tactics. An excellent example of this is Operation Relentless, where local staff from each of the agencies (at the tier/s below the working party managers) have developed shared tactics for short term focuses on drivers of crime (see pg 45 for more detail).

6. We're doing new things:

The Project implementation focused on the delivery of ten initiatives (see review of these below). Without The Project and its emphasis on delivering results in clear timeframes, a number of exciting new services and activities would not be happening in the Hutt Valley today:

- The Alternative Resolution Iwi Panel process
- The CYF-Prison child visitors information sharing agreement
- Multi agency planning for high risk Families
- The Justice Sector Mobile Office
- The RAAYS Truancy Initiative in the Naenae
- Multi agency Operation Relentless

7. Justice profile with stakeholders and in the community:

a number of initiatives in The Project have been progressed in partnership with the community and social services sector. Justice sector leadership and support to deliver these initiatives under the project has strengthened relationships outside the justice sector, and developed the profile of our agencies as effective partners and leaders of wider change. Some key examples are:

- **The Mobile Community Office:** originally a Safe Hutt Valley concept that had failed to secure funding, The Project enabled justice agencies to deliver this initiative to the benefit of the whole community.

- **RAAYS truancy initiative:** The Project provided the impetus and additional support for this truancy initiative, originally developed by the Youth Offending Team, to reach a launch date and support better school engagement. So far, it has been very positively received by the participating schools.
- **The Pre-Charge Iwi-panel:** As part of the effort to improve restorative responses available in the Hutt Valley, The Project pioneered a partnership with the Runanga in Waiwhetu, which harnessed existing resources to trial an Iwi-panel process for lower level offending.

What obstacles did we overcome?

8. **Challenges associated with restructures:** agencies came to The Project while experiencing internal changes, and these have since continued (Police District restructure, Corrections expenditure review, formal closure of Upper Hutt Court and new Ministry of Justice organisational structure, Hutt Valley CYF split into two sites). Despite these challenges, the Working Party recognised that change is a constant, and we need to get on with delivering better public services in the face of it, while understanding the pressures each agency faces and supporting each other through this.
9. **Personnel changes:** with organisational change, and over time, new people come into key management roles. Over the course of phase two of The Project, two new Court Services Managers have joined the group, the District Probation Manager has joined as a core member, and there was a change over in Prison Manager. Despite this almost 50% turnover, the character and energy of the Working Party has been sustained and new effective working relationships have been built quickly.
10. **Time investment decisions:** all managers involved in the Working Party carry significant responsibilities in their BAU capacities. In addition, by their nature, a lot of justice services are reactive. Each member of the Working Party has had to balance their usual workload and the unexpected demands of their role against the demands of the project. As is evidenced by the progress over the last eight months (and the continued effectiveness of our core justice services), the Working Proup has successfully managed the tension between “fighting fires,” working together to prevent crime and reoffending, and developing better approaches to service delivery. Key factors that ensured managers gave sufficient priority to The Project were the mandate and expectation from the Leadership Board that The Project would deliver a programme of work, the common goals under BPS, and the accountability between the managers to all contribute.
11. **Challenges with CYF engagement:** throughout the course of The Project, Cath Green, the CYF Youth Justice Manager, has been a key member of the Working Party in contributing to and leading project initiatives. CYF (youth justice) was engaged in the project from the beginning out of a recognition that young people over-represented in the offending population, and effective responses to young offenders will reduce the number of future adult offenders (in addition to the fact that reducing Youth Crime is a key justice sector BPS target). Initial engagement of CYF (youth justice) at an operational level caused some confusion at the head office, as CYF is not part of the national justice sector governance mechanisms. After some initial process issues, however, formal agreement was obtained to include the CYF Youth Justice Manager.
12. **Lack of Media Engagement:** A key focus for the Working Party was to communicate the work to deliver joined up justice services to non-justice partner agencies and the wider Hutt Valley Community. Through the course of The Project, the Working Party launched a number of exciting initiatives and achieved some great things. Despite this, people’s perception of crime remains out of step with reality, and the media had very limited take up of the numerous stories of success

from The Project. To overcome this, particularly with partner agencies, the Working Party released updates on the project at two points in the year that provided a snapshot of progress and highlighted some of the exciting things that were happening (see appendix two).

What opportunities did we take advantage of?

13. **Permission from the Leadership Board to do new things and make changes:** Having a clear mandate from the Leadership Board to work together on improving justice services, as well as an expectation from them that new initiatives and improved services would be delivered, provided a real opportunity to try some new things and deliver on ideas that had previously stalled or not got off the ground.
14. **Presenting to BPS workshops around the country:** All members of the Working Party attended BPS workshops in other regions to present on the Hutt Valley Justice Sector Innovation Project. Not only was this a good opportunity for each of the managers to expand their networks and engage with other justice sector managers, but presentations from projects underway around the country were brought back and discussed by the working party to consider their applicability in the Hutt Valley. A great example of this learning being implemented is the HIYA (Hamilton Interagency Youth Action) project informing the Hutt Valley approach to working together in order to wrap around the high-risk families in the Hutt Valley.
15. **Leveraging off things already happening in the Hutt Valley:** Rather than starting with a blank slate, the Working Party used existing activity in the Hutt Valley as a basis for identifying where to put their effort. This meant that more was achieved through The Project than if we had started all initiatives from scratch, and that the initiatives delivered are already embedded in the justice services and the wider community and will be sustainable beyond the life of The Project.
16. **Profiling joined up justice in the Hutt Valley on the National Stage:** The Working Party managers are passionate about delivering excellent justice services and creating a safe Hutt Valley. Throughout the course of The Project, there have been opportunities to tell the story of our collective approach to delivering better public services in the Hutt Valley. We have shared about The Project with Justice Sector Ministers twice, including the Minister of Finance in July, and with the Social Sector DCEs Forum. In addition, we hosted the State Services Commissioner and three other Chief Executives from his State Sector Reform Advisory Group in September, and hosted the Minister of Justice for the launch of the Justice Sector Community Mobile Office in June.

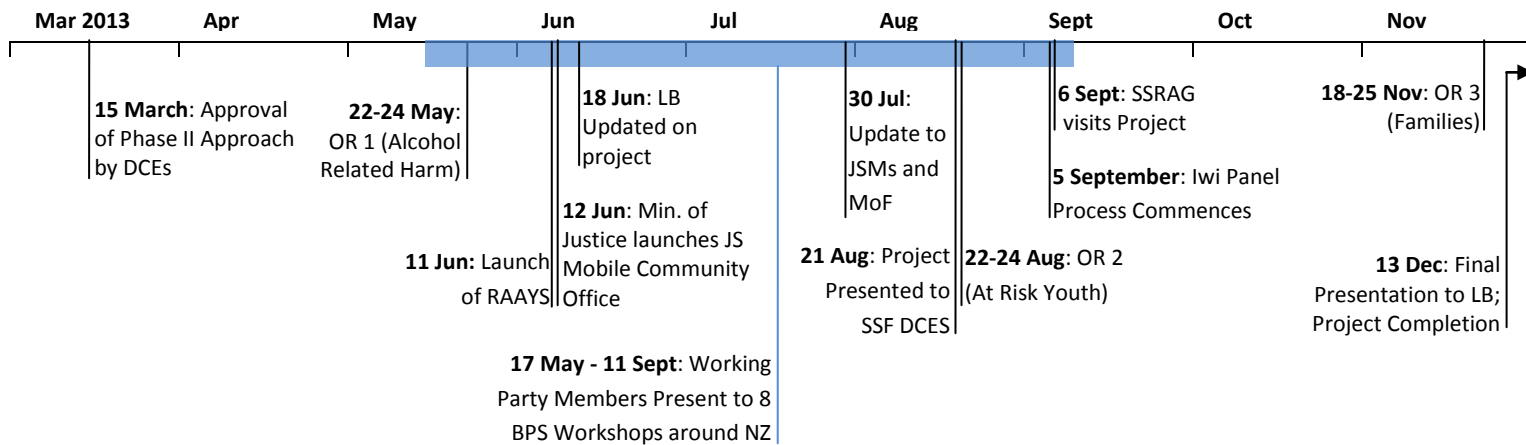
Lessons Learned

1. **The value of shared targets:** shared targets were important to focus our efforts, to have a real shared conversation around progress, and to enable the managers to really invest in the shared programme of work and commit resources to it. The targets also provide a coherent narrative for frontline staff around why we need to work together more closely across agencies.
2. **The value of a programme of work:** progressing a programme of initiatives, rather than a single or few initiatives, has been important to generate real momentum, enjoy the benefits of cross fertilisation (between initiatives), and to necessitate the regular meeting of a group of busy area managers (achieving the relationship benefits and accountability of working together).
3. **The value of a project structure:** The use of a project management approach for each of the initiatives and The Project more generally was critical to maintaining progress across the initiatives.

Key in this was the strategic and project management support provided by Sector Group, which maintained the overall coherence of the project and maintained the connectivity with the centre (Leadership Board and DCEs). The planning around key dates and activities, shared reporting requirements, and clear action orientation, together with a structured approach to accountability, helped the Working Party to keep pushing the initiatives forward.

4. **The value of an effective, active, Chair:** the role of the Chair was critical to increase the structure and focus of meetings and to help maintain the intensity of progress. In addition, in his role as Chair, Inspector Mike Hill did an excellent job of championing the project both nationally and locally, reinforcing the group’s commitment to be accountable for delivering the initiatives, and reporting to the centre on progress.

Timeline Phase II:



LB = Leadership Board

DCEs = Deputy Chief Executives

JSMs = Justice Sector Ministers

OR = Operation Relentless

MoF = Minister of Finance

SSF = Social Sector Forum

SSRAG = State Sector Advisory Group

The Ten Initiatives - In Review

The Concept	Where we have got to	What's next?
<p>Sector relationships: A significant opportunity exists for the justice sector to realise ongoing service delivery improvements at an operational level by investing in the development of effective area management relationships.</p> <p>If closer relationships and higher trust exists between departments, then the speed of our interdependent work increases.</p>	<p>Across the sector there is much greater collaboration between the various managers and operational staff.</p> <p>Over the course of the Hutt Valley Justice Sector Innovation Project, Working Party engagement and activity has resulted not only in the achievement of project objectives, but has also improved the resolution of day to day issues and enabled more connected service delivery on business as usual matters.</p> <p>Closer relationships amongst agency Managers have saved significant time in resolving interagency issues</p> <p>Staff have come together to plan phases of Operation Relentless, and we see a growing level of confidence and understanding across the Hutt Valley justice sector staff.</p>	<p>We have established a MOU between each of the key managers which sets out how we will continue to work together.</p> <p>We have established a governance group to steer the Working Party. This group, comprised of regional managers, has the ability to monitor the activities of other locations as they pick up the BPS programme of work.</p> <p>In addition, the Working Party is considering introducing a programme of staff shadowing across agencies in 2014.</p>
<p>AVL at Hutt Valley District Court: Installation of AVL facilities in the Hutt Valley Courthouse will improve safety at the Courthouse and create multiple efficiencies for Police and Corrections. Staff will no longer be required to transport and manage prisoners for Court appearances, and will be free to engage in preventative or rehabilitative activities.</p>	<p>AVL installation is now underway (December 2013). It will begin to be used in 2014.</p> <p>The work completed as part of the 'Courts in Prisons' concept is potentially transferable to other areas not currently scheduled to have AVL installed. The Working Party would like to support uptake of this concept in other areas as they believe there would be significant savings associated with implementing it.</p>	<p>A focus on ensuring full use of AVL in the Hutt Valley.</p> <p>Consideration of using Hutt Valley AVL facilities for hearings of bail/remand/call overs from other courts that do not have AVL (e.g. Porirua and Masterton) to further reduce prisoner transportation in the Hutt Valley (i.e. from Rimutaka)</p>
<p>Restorative Justice: There was an opportunity to build the profile and use of restorative justice in the pre-sentence space and to introduce a restorative type process in the pre-charge phase (at police initiation) and/or as part of the reintegration processes in the post sentence phase.</p>	<p>A new contract is in place with the RJ provider for the Hutt Valley, for delivery of a much higher volume of conferences. This service was re-launched in October. The profile of RJ services has increased in the Hutt Valley Court, with the Provider usually present for criminal lists. In addition, the Judiciary, the legal community, and the Police have a better understanding of RJ and when it might be appropriate. It is early days yet, but already the use of RJ is increasing.</p> <p>Since September, the Iwi Panel process has been hearing cases for low level offending.</p>	<p>While early increases in the use of RJ are promising, the focus over the next period will be to sustain the higher volumes, and to investigate the impact that this greater use of RJ is having in the Hutt Valley, for victims and offenders, but also for the wider community.</p> <p>The funding for the Iwi panel trial was not ongoing, so review of this initiative and</p>

	<p>Maintaining referral volumes is currently a challenge, however there are some very promising outcomes from some of the early cases.</p>	<p>decisions about whether continuation is desirable will be necessary in the near future.</p>
<p>End to end management of offenders across the pipeline: There was an opportunity to enhance information management at transfer points in the system so that offenders (and victims) receive a more integrated service response.</p> <p>This initiative focused on alcohol and other drugs(AOD), but could be expanded to include mental health and intellectual impairment issues, gang involvement, family violence risk or even repeat victimisation.</p>	<p>Critically, we now have a much better understanding across agencies of:</p> <ul style="list-style-type: none"> • information collected relating to AOD • agency actions to respond to this crime driver, and • appreciation of where information collected at one point in the process might have value at another point. <p>We have established a system in the Hutt Valley of generic email addresses for each agency that are regularly maintained, and to which AOD information (and potentially other relevant information) can be sent relating to offenders who are in contact with multiple agencies. A protocol is being finalised that explains when to send through information, and to ensure feedback loops enable processes to be refined.</p> <p>Further gains may be achievable through a wider “systems thinking” approach to operational processes.</p>	<p>The next stage of the initiative is to imbed the new system for sharing AOD information into staff practice, and assess whether this is improving the management of offenders with AOD issues.</p> <p>Depending on the final areas of focus for the working party managers in 2014, the focus of the new system may be broadened beyond AOD to other crime drivers.</p> <p>The Working Party is recommending that further work be undertaken in this area by the Joining Forces work programme, supported by the learnings from work already undertaken in the Hutt Valley.</p>
<p>Local level Information Sharing: At a number of levels, and between different agencies, the working group considered that there were opportunities to share information to work better, smarter, and more closely together.</p> <p>Within this initiative there were a few small scale improvements to improve information process, and two larger initiatives: Prison-CYF information sharing for child visitors (to protect vulnerable Children without stopping them from visiting family/whanau), and Joint case management for the most high-risk Families.</p>	<p>Members and associates of the two main gangs now appear on different days at court which has reduced tensions at the courthouse. In addition better information is now provided to Court Security to improve their ability to manage potential tension at court</p> <p>Police are working more closely with the prison, with weekly meetings with prison intel, and interview facilities on site at the prison.</p> <p>Child visitors to prison: A system is in place to ensure that children are not put at risk through visiting the prison. Inappropriate or unsafe visits are prevented. Staff report that they are better able to manage visits which include children and these sessions tend to be less tense.</p> <p>High risk Families: A team from across agencies is actively sharing information around the top high risk families in the Hutt Valley. Meetings are scheduled to enable all agencies to be kept</p>	<p>Further develop the visitor application process to include children under the age of 16, and then roll this new process out nationally.</p> <p>CYF notified of school-aged children who visit during school hours. This initiative is in the late development stage and is intended to help with a proactive approach to supporting children in the school system.</p> <p>Family management plans will be developed across the justice agencies for the high risk families, which emphasise strong joined up responses to their offending, but also offer support to help these families</p>

	up to date, and the focus now is on developing more joined up approaches to manage these families.	move away from entrenched patterns of offending.
Family Violence Court Review: Managers identified that the Project provided an opportunity to review the court's operation against established best practice to ensure it is operating in the most effective way, and that community agencies are appropriately engaged.	Justice agency managers and the Judge responsible for the Hutt Valley FVC are in dialogue around improving the function of the FVC, and in broad agreement around the key outcomes and committed to these. There are some key operational changes that have come into focus (particularly around Police practice and ensuring the appropriate family violence incidents are prosecuted in the court) and actions are underway to address these. In addition the Victim Advisor who supports Victims involved in the FVC has been invited (and committed) to attending multi agency high risk family violence case meetings to ensure better information on victim safety is available to the court. Plans are in place for further engagement with key community agencies and defence counsel to improve their understanding of the purpose of the court and the expectations around court procedure, including a workshop early in 2014 (by mid-February).	Further meetings scheduled between key community agencies and judiciary to continue discussion of re-engagement, possible improvements and function of the FVC. Securing agreement to engage alcohol/drug and mental health assessor as well as a forensic nurse to service the FVC (and other courts) Improving links between family safety team Victim advocates and FVC
Justice Sector Mobile Office: The mobile office initiative enables services to be more readily accessed at low cost. This is accomplished by using the mobile office to move into vulnerable suburbs to reduce the barriers to engagement, particularly in lower socio-economic areas. While the intention currently is to focus on crime reduction and injury prevention, there is an opportunity for the concept to be expanded in order to support more targeted delivery of justice sector services.	The Mobile community office is being booked and deployed across the Hutt Valley by agencies – usually in joint projects. There are strong community connections with the van. Examples include Operation Relentless phases, joint prison checkpoints, community events and festivals, Courts/Probation/Police mobile courts in suburbs, Civil defence awareness days, Victim Support work, Neighbourhood Support neighbours nights. The Mobile community office remains a clear symbol of our joined up justice (and community) services in the Hutt Valley, and has been enthusiastically embraced by the community.	Gift the van and running of it to the Hutt Safe Valley Group (trust)
Raising Achievement Across the Youth Sector (RAAYS) Truancy Initiative: RAAYS is a system developed to support schools to	RAAYS has been implemented across all eight schools in the Naenae Area. As at 18 October the early signs were very	Based on the data from the implementation of RAAYS and the current documented challenges, the YOT will take

deal with truancy, early and effectively. The aim of the RAAYS programme is to identify the barrier to enrolment. Once identified, then the RAAYS process is able to assist implementation of support to help overcome the barrier.

encouraging:

Formal process for responding to truancy has only been initiated three times, and early signs suggest further escalation will not be necessary

Principals are also reporting reduced lateness as a result of the initiative.

Relationships have been strengthened by the RAAYS implementation, and Principals (as well as other school officials) have reported that they feel more connected and supported as a cluster group.

the following steps to ensure continued success:

- Refine the frequency and agenda of Governance Meetings.
- Complete another round of promotion concerning truancy, as this had a direct effect on the levels of tardiness.

Operation Relentless: This began as a Police initiative. A high profile, highly visible and co-ordinated approach was taken to deployment to ensure that the community has a heightened awareness of a particular issue. The concept here was to broaden this approach to all partners in the Hutt Valley Project, thereby generating a significantly larger focus on each issue within the community.

Three successful operations have been run through this year, and planning for the forth coming up.

As well as having an impact on alcohol related offending, youth and families at risk, the biggest impact has been on the day to day operational relationships between the agencies. There is significantly more sharing of information and interaction between agencies and staff. Probation now attend and contribute at several police meetings.

Through Operation Relentless, rather than just the managers working together, staff down to the frontline work side by side with staff from other justice sector agencies on a focused theme.

We are now thinking about how we can help each other on a daily basis with information, from sharing staff safety alerts through to ways to reduce reoffending.

Debrief and lessons learned meeting from Operation Relentless (3) is about to take place.

Planning for Operation Relentless (4) is about to begin.

Operation Relentless will continue every three months over the next year. A key focus will be working to ensure that ownership is shared across the agencies.

Maori Wardens in Court: The Maori Wardens in Court initiative aimed to improve the Court experience for defendants, victims, and their families through greater support and assistance in the Courthouse, as well as providing a reassuring, familiar, and “human” presence as people progress through an often complicated, impersonal and stressful process.

After a considerable amount of work, this initiative is not able to progress. There have been significant issues raised as to the warranting of the Wardens, and this means that this is highly unlikely to be implemented in the near future.

This initiative will not progress until issues with warranting the wardens and the Maori council have been resolved.

The working group still see this as a strong concept, and if the opportunity arises, this may well be revisited in the future.

Maintain a watching brief on the situation with Maori wardens in the Hutt Valley.

What's Next for Justice in the Hutt Valley

HIGHLIGHTS:

The Working Party has agreed to continue to meet through 2014 and is developing a programme of work.

A governance group has been established (at the regional level) to provide support and direction to the working group.

The emerging work programme will have a strong focus on families and reducing family violence, and is likely to contain the following initiatives:

- **High risk families**
- **Preventing repeat Victimisation**
- **Vulnerable Children**
- **Shadowing for frontline staff**
- **Operation Relentless**

Strengthening relationships with our partners in the community and social sector is a continued focus. The Safe Hutt Valley Trust will be a key vehicle that the justice agencies will partner with to progress the work to reduce crime and reoffending.

1. As The Project draws to a close and Sector Group's involvement in and support of the work in the Hutt Valley ends, the Working Party has started to turn its attention to the next phase of collective action. Recognising the value in working across the agencies on a focused set of activities, plans are in place to continue the regular monthly meetings of Working Party members and to formalise a programme of work for 2014 in the new year. In addition, as part of the sector relationships initiative, a cross agency MOU has been developed to formalise this shared way of working and to set up a regional governance mechanism (since the oversight by national justice sector executives will end with the closing of the project). The possibility of this regional level governance group overseeing justice sector working parties in other areas is being explored (e.g. in Wellington and Porirua).
2. At this point, the work programme for the 2014 calendar year is shaping up to have a strong focus on improving our responses as a sector to family violence, which is a significant problem in the Hutt Valley. Across the Wellington Police District, Hutt Valley has the highest number of Family violence incidents by a significant margin. Projects likely to make it onto the work programme are:

- **High risk families:** shared management across the justice agencies for a few selected families with high risk of offending (and victimisation) and intergenerational offending. Management will combine rapid and focused justice responses with prevention engagement and support to break the cycle of offending. This work is already in development (originally under the information sharing initiative).
 - **Preventing repeat Victimisation:** agencies will explore opportunities for identifying and prioritising support for repeat victims, particularly victims of intimate partner violence.
 - **Vulnerable Children:** agencies will have a focus on protecting vulnerable children, and actively engage with and respond to changes coming out of the Vulnerable Children work programme led by MSD.
 - **Shadowing for frontline staff:** in order to continue to foster a more joined up approach at the frontline, staff will spend a day shadowing justice workers from other agencies to get a better appreciation of the roles, responsibilities, and priorities of their colleagues in partner agencies.
 - **Operation Relentless:** in order to maintain the positive gains made this year and ensure that this initiative is jointly owned (even if Police led), it is likely that the Working Party managers will retain close oversight of it.
3. All members of the Working Party are committed to delivering better public services at the frontline, and have been involved through the course of the year in supporting other areas to learn from the Hutt Valley experience. Working Party members remain committed to actively supporting and encouraging closer sector relationships and collective action in other areas, particularly across the Wellington region. In addition, a number of the recommendations below recommend the Working Party's ongoing support to further development work with a national focus.
 4. Finally, while The Project has been an excellent vehicle for creating momentum towards the BPS targets and delivering some new actions, sustained progress will require wider social and community change. It will be a Working Party priority in 2014 to use the momentum generated by The Project to strengthen and develop wider partnerships focused on collective action. A key vehicle for this is the Safe Hutt Valley Trust, which is a partnership between the justice, social, and community sectors and the local councils, and is aimed at making the Hutt Valley a safe place to be. The group oversees four workstreams (Crime, Crash, Alcohol, and Injury). While all of these workstreams are important for the justice sector, the crime and injury streams will be of particular focus next year (with family violence a key focus under the injury workstream – which has a health lead).

Recommendations

1. As the Working Party approached the end of The Project and considered its final report to the Leadership Board, a number of recommendations emerged out of The Project work. These primarily relate to the initiatives that have been successful, or other lessons learned by the group.
2. The Working Party make the following recommendations to the Leadership Board as a result of the Hutt Valley Justice Sector Innovation Project (Phase II):
 - 2.1. **That the Leadership Board consider commissioning the provision of regular justice BPS measure data for local justice agencies (i.e. at a Police Area level) to improve local focus on shared targets.** Having access to BPS data at a local level, and being able to compare this to national progress, has sharpened the Hutt Valley focus on results.
 - 2.2. **That the Leadership Board consider fast tracking the remote use of AVL (i.e. through a centralised remand court) or implement ‘courts in prison’ type approaches for administrative/bail hearings in both the adult and youth jurisdictions for areas which don’t yet have AVL (leveraging off the Hutt Valley experience).** The Working Group recognise that a priority based roll out of AVL installation in courts will improve efficiency and accessibility of justice services, but believe that innovative approaches like the ‘Court in Prison’ alternative to AVL (see pg. 32 for summary) could be pursued (at low cost) to serve areas that don’t have AVL. This would free up considerable Police and Corrections staff time.
 - 2.3. **That the Leadership Board consider commissioning the Joining Forces Programme to develop:**
 - 2.3.1.a **a project to roll out Operation Relentless as a national justice agency operation (involving 22,000 staff) (in consultation with the working party).** Operation Relentless has been a great way to generate community and staff focus on issues which influence crime in the Hutt Valley. The Working Party believe that expanding this nationally (even one Operation a year) could have a significant impact.
 - 2.3.2.a **a project to do some systems analysis of information flows through the justice system to improve the management of offenders, increase safety, and close gaps (in partnership with the Working Party).** A detailed analysis of the operational steps relating to managing offenders with alcohol and other drug issues led to many efficiencies and possible service improvements being identified. The Working Party believe this approach has merit on a wider scale.
 - 2.4. **That the Leadership board consider commissioning work to explore approaches that enable shared management of sentence conditions and compliance checking (across Probation and Police), to further reduce reoffending.** Where conditions are appropriate, compliance should be able to be ensured, and the Working Party believe that Probation and Police could be enabled to work together more effectively on this.
 - 2.5. **Recognising that perceptions of crime are out of step with reality, and media is unlikely to pick up on good news justice stories, that the Leadership Board encourage local justice agency collaboration groups to actively release good news stories to key stakeholders and the wider community.** Stakeholder updates (appendix two) proved a great way to keep key partners informed about the exciting developments in the Hutt Valley. Social media is also likely to be a key tool for communicating success in the future.

Appendices

APPENDIX ONE: WORKING PARTY PROFILES

Name: Inspector Mike Hill (Chair)
Current position: Area Commander Hutt Valley 2011 – Current
Responsibilities: Delivery of all policing services in the Hutt Valley including prevention, response and investigation.
Contact details: [withheld]

Name: [withheld]
Current position: Hutt Valley Court Services Manager, Criminal and Civil, since March 2013
Responsibilities: Responsible for the administrative aspects of the court including the timely flow of cases through the court system, the maintenance and security of court buildings, court staff and other general management responsibilities.
Contact details: [withheld]

Name: [withheld]
Current position: Operations Manager, Community Probation, Lower North
Responsibilities: Responsible for leading the development and delivery of effective and efficient community probation services to offenders across Gisborne, Napier, Palmerston North, Wellington, Whanganui, Taumaranui and Taranaki. Responsible for the Community probation districts within the region in the management of all community sentences/orders and provision of advice to Courts and NZPB.
Contact details: [withheld]

Name: [withheld]
Current position: District Manager, Community Probation, Wellington Region

Responsibilities: Responsible for leading the development and delivery of effective and efficient community probation services to offenders across the Wellington region.

Contact details: [withheld]

Name: [withheld]

Current position: **Area Manager, Prevention, Hutt Valley**

Responsibilities: 2IC to the Area Commander Hutt Valley. Responsible for all Community, Youth Services and Family Violence staff including Iwi Liaison Officers. Responsibilities also include prevention, demand, victims and community engagement, as well as emergency planning, Health and Safety, complaints, road policing and operations.

Contact details: [withheld]

Name: [withheld]

Current Position: **Acting National Manager Intelligence, Corrections**

Responsibilities: Manage the intelligence function within Corrections and give strategic support to the Executive Team. A key focus is driving a change in focus from prisons only to include safer communities.

Contact details: [withheld]

Name: [withheld]

Current Position: **Youth Justice Manager, Hutt Valley, Child Youth and Family 2009 - Current**

Responsibilities: The Youth Justice Manager works alongside other CYF managers to ensure delivery of an effective, quality, youth justice service within the intention and requirements of the legislation. The primary role of the Youth Justice Manager is to provide leadership to and management of the Youth Justice multi-disciplinary team including Youth Justice Co-ordinators and social workers.

Contact details: [withheld]

Name: [withheld]

Current position: **Acting Prison Manager, Rimutaka Prison**

Responsibilities: The Prison Manager holds the statutory functions and powers of a prison manager under the Corrections Act 2004. The role is accountable for the achievement of best practice site management of the prison. This includes:

- implementation of, and compliance with, all Corrections plans, policies and strategies to ensure the safe, secure and humane containment of prisoners, and the safety of visitors and prison staff,
- delivery of programmes and activities to reduce re-offending and aid prisoners' rehabilitation and reintegration, in accordance with prisoners' sentence plans and their assessed risks and needs, and
- identification and management or mitigation of all risks in the custodial environment, including potential impacts on the wider community.

Contact details: [withheld]

Name: [withheld]

Current position: **Court Services Manager, Family, Hutt Valley District Court**

Responsibilities: Responsible for the administrative aspects of the court including the timely flow of cases through the court system, the maintenance and security of court buildings, court staff and other general management responsibilities.

Contact details: [withheld]

Better justice services in the Hutt Valley

We're working together to make a real difference to the Hutt Valley community. The Justice Sector Chief Executives have empowered the Hutt Valley Justice Sector Innovation Project to make the Hutt Valley a better and safer place to live, through greater collaboration between agencies and innovative approaches to delivering justice as part of Better Public Services.

Better Public Services

Delivering Better Public Services (BPS) within tight financial constraints is one of the Government's top priorities. The Government has set some challenging BPS targets for the justice sector.

Achieving these targets will benefit all New Zealanders and make a significant difference in people's lives.

Doing the same things we've always done, in the way we have always done them, will not be enough to deliver on the intent of BPS or to achieve our Justice Sector Targets.



For more about BPS and to check out Justice Sector progress, go here: www.ssc.govt.nz/bps-reducing-crime

Making it happen in the Hutt Valley

To deliver BPS at the frontline, the Justice Sector Leadership Board (our Chief Executives) pulled together a working group of Hutt Valley operational justice sector managers:

- **Beverly Duncan-Hurley**
Court Manager, Ministry of Justice
- **Cath Green**
Youth Justice Manager, Child, Youth and Family
- **Lucy Connor**
Court Manager, Ministry of Justice
- **Inspector Mike Hill**
Area Commander, NZ Police (Chair)
- **Matire Kupenga-Wanoa**
Operations Manager, Community Probation, Department of Corrections
- **Richard Symonds**
Prison Manager, Department of Corrections
- **Inspector Shane Cotter**
Tactical Response Manager, NZ Police

Our Job was to

- **Connect up justice services** to reduce crime and support repeat victims
- **Identify and implement initiatives** that achieve justice sector BPS targets in the Hutt Valley

What's changing as a result of this project?

After looking at everything that was going on and talking to partners such in the social and NGO sectors, including iwi, the group came up with ten initiatives that were signed off by the leadership board.

The working group is now working to implement these 10 initiatives in the Hutt Valley.

We hope to see most established or underway in the Hutt Valley by the end of 2013.

The Ten Hutt Valley Justice Sector Innovation Project Initiatives:

- Strengthening sector relationships
- Audio visual link up at the Hutt Valley Courthouse
- Building the profile of restorative justice
- End-to-end management along the justice sector “pipeline”
- Information sharing
- Family violence court review
- Community outreach campervan
- Raising achievement across the youth sector (RAAYS)
- Focused sector-wide operations (Operation Relentless)
- Māori Wardens in court

Current developments

Hitting the streets in style

The Hutt Valley Justice Sector Innovation Project and the Safe Hutt Valley Alliance are getting out of the office and into the community, in a campervan.

Agencies will be able to deliver services to vulnerable people in their communities from the van, instead of expecting them to travel to us.

It will also build the profile of a proactive and responsive local justice sector.

A mock up of the campervan – on the road in June.



Restorative Justice

Police have been trained by Wellington Restorative Justice Services (WRJS), so from first contact Police can empower victims to engage with restorative justice.

WRJS is also teaming up with Te Runanganui O Taranaki Whanui to make restorative justice more available to the people of the Hutt Valley.

Keeping everyone safer with better information

Police and courts are now scheduling court appearances so that rival gangs aren't at court on the same day. This is a practical solution to diffuse tension and reduce risk in the courthouse.

Rimutaka Prison and CYF have joined forces to ensure that children of prisoners are not falling through the gaps.

Operation Relentless – Focused sector-wide operations

In May we're tackling alcohol related harm. Activities include:

- traffic check points
- controlled purchase operations
- a push on in-prison provision of addiction counselling and treatment
- joint Police/CYF visits to families – to offer support and advice on preventing and reducing alcohol related harm and offending.

Three more joint operations are planned to address the drivers of crime.

Sector Relationships

Justice sector agencies are working more closely together. The Hutt Valley operational managers now meet monthly:

- to implement the initiatives
- to keep discussing how we can deliver better justice services to the people of the Hutt Valley.

We are now exploring ways of getting our teams to work more closely together.

*We can't do it without you,
to learn more or get involved contact:
Michael.Hill@police.govt.nz*

Better justice services in the Hutt Valley

We've been working to establish some new and innovative approaches to delivering justice services in the Hutt Valley. Our approach has been to focus on working together across the key justice agencies, as well as engaging with the community and supporting other projects to make the Hutt Valley a safe place to be.

Working together really is working!

Our targets are to reduce total crime, violent crime, youth crime, and reoffending. Since the baseline measure of June 2011:

	Total Crime	Violent Crime	Youth Crime	Reoffending
BPS Target (by June 2017)	-15%	-20%	-25%	-25%
National Progress	-12%	-8%	-19%	-10.6%
Hutt Valley Progress	-20%	-16%	-16%	-10.9%

Here is an update on some of the things we've been working on:
(for the full list of our initiatives go to the back)

Operation Relentless – Focused sector-wide operations


Operation Relentless involves all justice sector agencies (as well as and some social and community sector partners) engaging in a **three day intensive focus**, with as many staff as possible mobilising to address or promote the focus for that period. The Operations **target drivers of crime** (e.g. Alcohol), or protective factors (e.g. family).

Two of the three operations have already occurred for this year, with a focus on **alcohol related harm** in May, and **at-risk youth** in August. We are currently planning the next operation, which will be focussed on **Families** and held in November to coincide with White Ribbon Day.

RAAYS (Raising Achievement Across the Youth Sector)


In June, this initiative was launched by eight schools and the Hutt Valley Youth Offending Team, to help improve attendance and achievement at schools in the Naenae area. We know that **school attendance is a strong protective factor** for young people, and good engagement at school is a proven predictor of better wellbeing and life outcomes.

The programme follows a clear process for responding to non-attendance or consistent lateness, and **supports families** to address factors contributing to truancy.



Naenae College

Every Day Counts



School Attendance
Equals
Student Achievement

Since the initiative was launched, Principals have reported a **big improvement in attendance** and reduced lateness.

The Hutt Valley Mobile Community Office



Justice into the community: The Hutt Valley Project team with the Minister of Justice at the launch of the Mobile Office.

Launched in June by the Minister of Justice, the Mobile Community office has been used in street based events right around the Hutt Valley. The mobile office is often on the road, with bookings already stretching into the next year!



Out in Naenae: The Mobile Office and Police BBQ form a gathering point for families at a Neighbourhood Policing Team event

Events or activities the mobile office has been involved in include:

- Petone Winter Festival
- Trentham Community House community BBQ
- Naenae Neighbourhood Policing Team street BBQ's
- Timberlea TOP (Together, Our Place)
- Stokes Valley Aspiring Leaders event
- Epuni Burglary Prevention Project

Restorative Justice

Restorative justice enables victims to meaningfully engage in seeing justice done and improves their satisfaction, as well as offering offenders an opportunity to make amends while reducing their likelihood of reoffending.

In an innovative partnership between Te Runanganui O Taranaki Whanui, Wellington Restorative Justice Services, and the Hutt Valley Police, a new **Alternative Resolutions Iwi Panel** has been established.

The Panel has low-level offending referred to it, and meets with offenders to agree on a way to repair the harm they have caused, and to deal with factors that are leading to their offending. The new service, currently in a trial period, began receiving referrals in September.

On the 11th of October a hui was held for the justice and legal community in the Hutt Valley to understand more about restorative justice services available to victims and offenders who have cases before the courts. Recently these **services have been significantly expanded in the Hutt Valley.**

Sector Relationships

Justice sector agencies are working more closely together.

The Hutt Valley operational managers now meet monthly:

- to implement the initiatives
- to keep discussing how we can deliver better justice services to the people of the Hutt Valley.

In addition, our staff are working collaboratively on a number of the initiatives.

We are leading in the delivery of BPS, and we have the spotlight on us

On the 6th of September, four Chief Executives who sit on the State Sector Reform Advisory Group, chaired by State Services Commissioner Iain Rennie, came out to the Hutt Valley to hear about our work and see Better Public Services in action.



In the field: Inspector Shane Cotter discusses the Hutt Valley Justice Sector Innovation Project with State Services Commissioner Iain Rennie in Timberlea, Upper Hutt

The Hutt Valley Justice Sector Innovation Project

To deliver BPS at the frontline, the Justice Sector Leadership Board (our Chief Executives) asked us, the Hutt Valley operational justice sector managers, to identify, develop and implement initiatives.

Together, our job is to:

Connect up justice services to reduce crime and support repeat victims

Identify and implement initiatives that achieve justice sector BPS targets in the Hutt Valley

Our Ten Initiatives:

- Strengthening sector relationships
- Audio visual link up at the Hutt Valley Courthouse
- Building the profile of restorative justice
- End-to-end management along the justice sector "pipeline"
- Information sharing improvements
- Family violence court review
- Community outreach campervan
- Raising achievement across the youth sector (RAAYS)
- Focused sector-wide operations (Operation Relentless)
- Māori Wardens in court

Progress:

- ✓ coming in 2014
- ✓
- ✓
- ✓
- underway
- ✓
- ✓
- in development

We can't do it without you, to learn more or get involved contact: Michael.Hill@police.govt.nz

APPENDIX THREE: INITIATIVES IN REVIEW

In Review – Hutt Valley Innovation Project Initiative Sector Relationships

1. Where we were	Project lead: Mike Hill
Context (situation)	Problem Description
<p>Most relationships between sector agencies simply evolved and existed reactively, functioning with varying degrees of success.</p> <p>Relationships were not usually planned or actively managed across the sector (agency managers knew each other and had transactional relationships to deal with matters which may have arisen from time to time, and some agencies had 'one-to-one' MOU's).</p>	<p>There is little emphasis on and investment in creating and sustaining strong relationships at an operational level across the sector.</p> <p>The agencies did not previously meet as a sector group to discuss sector wide issues.</p> <p>It was difficult to address cross agency barriers, there was no forum to tackle shared problems together, and very limited investment in sector wide ways of working.</p>

2. What we did (what we actually produced/delivered)
<p>Concept:</p> <p>A significant opportunity exists for the justice sector to realise ongoing service delivery improvements at an operational level by investing in the development of effective area management relationships.</p> <p>We identified that in order for this project to succeed, we needed to move beyond simply working together to ensure growth in the relationships between the managers of each agency involved on this project. Furthermore, our various operational staff needed to spend more time working together in order to grow the depth of our working relationships and to get to know each other on a more immediate and interpersonal level.</p> <p>We understood that if there existed closer relationships and higher trust between departments, then the speed of our interdependent work would increase.</p>
<p>Actions:</p> <ul style="list-style-type: none"> • Working party re-established to oversee implementation of initiatives -- agreed to meet monthly for duration of the project – spent some time to get to know each other and share information (April 2013) • Working group held discussion on next steps to develop relationships across the Hutt Valley justice sector and establish more joined up ways of working (at all levels) (24 April 2013) • Next tier of Hutt Valley justice sector managers engaged in delivering initiatives (Op. Relentless) (22-24 May 2013) • New Managers welcomed to project Working Group (Prison Manager and Court Managers) (June 2013) • Options considered for a local MOU or Service Level Agreement between agencies to formalise relationships and create a shared outcome focus -- decision made to create a tailored local agreement (June – August 2013) • Next tier of Hutt Valley justice sector managers briefed on project and engaged in collaborative planning of

joint sector operations (August – October 2013)

- A formalised agreement that sets out how the various agencies/managers will work together has been drafted and circulated for consideration (October 2013) MOU ratified and signed (December 2013)

3. Challenges (what obstacles/challenges did we face/overcome)

Time was spent to understand strategic and local issues for each manager and agency. There was strong 'peer support'. This understanding included awareness of the numerous change initiatives underway within each organisation. The change initiatives could have been a barrier to getting on with this work, but regularly scheduling meetings helped to get around this risk.

New members joined the group from Courts and Prison, and Probation. A strong group culture, focussed on shared problem solving and collective action enabled them to quickly settled into their new roles and this project.

4. Where we are now (be sure to include any impact info – both metrics and anecdote)

Across the sector there is much greater collaboration between the various managers and operational staff. This has been achieved by simply making available staff contact information and by ensuring staff are well aware of who it is they need to be working with and talking to within the various agencies.

Over the course of the Hutt Valley Justice Sector Innovation Project (HVJSIP), working party engagement and activity has resulted not only in the achievement of project objectives, but also improved the resolution of day to day issues and enabled more connected service delivery on business as usual matters.

Closer relationships amongst agency Managers have saved significant time. As an example, the Probation Manager has been able to phone the Police Area Commander over a weekend to discuss some possible delays in the apprehension of a parolee breaching conditions, which has in turn increased the speed of action and reduced the risk to both the community and the various agencies.

In addition, our staff have come together to plan phases of Operation Relentless, and we see a growing level of confidence and understanding across the Hutt Valley justice sector staff.

5. Where next

Immediate steps/near future

As we migrate from this pilot project, we have established a memorandum of understanding between each of the key managers which sets out how we will continue to work together and linking back to the justice sector BPS targets.

In order to support this, we have established a governance group sit over and steer the working group moving forward. The Governance Group, comprised of regional managers, has the ability to monitor the activities of other locations as they pick up the BPS programme of work.

In addition, the working party are considering introducing a programme of staff shadowing across agencies in 2014.

Longer term/end state

High trust, high speed, high understanding and collaboration across the sector.

Frontline staff from each agency having a shared understanding of their partner agencies business and priorities, and a collective sense as a sector that aims to reduce crime and make society more safe and just.

In Review – Hutt Valley Innovation Project Initiative

Audio Visual Link (AVL) at HVDC

1. Where we were	Project lead: Lucy Connor
Context (situation)	Problem Description
<p>A large amount of Police, Corrections and Court security staff's time is spent managing transfer arrangements for prisoners between prison and the Court. This is time that might be better spent on frontline activities that would contribute towards directly preventing crime.</p> <p>Additionally, there are many risks associated with prisoner transport, including opportunities for prisoners to offend while they are outside of Prison for their Court appearances.</p>	<p>No AVL facilities were available at the HVDC. Both sentenced and remanded prisoners were required to be transported each day between the prison and the Courthouse.</p> <p>The absence of AVL facilities leads to the following difficulties for staff working with people in custody:</p> <ul style="list-style-type: none"> • Pressure on cell space; • Contraband; • Increased noise; • Management in court; • Risks to safety of prisoners, staff and general public.

2. What we did (what we actually produced/delivered)
<p>Concept:</p> <p>Installation of AVL facilities in the Hutt Valley Courthouse will improve safety at the Courthouse and create multiple efficiencies for Police and Corrections. Staff will no longer be required to transport and manage prisoners for Court appearances, and will be free to engage in preventative or rehabilitative activities.</p>
<p>Actions:</p> <ul style="list-style-type: none"> • Possible locations identified for interview suite, equipment storage, monitors, etc (May 2013) • Meeting held with MOJ National AVL team to update on initiative progress (May 2013) • Completed a questionnaire to determine the installation schedule (May 2013) • Engaged with the national project initiative to outline Hutt Valley timeframes and coordinate installation (June 2013) • National level decision that Hutt Valley is not a top priority area for AVL installation (based on remand volumes and its distance from prisons), It is estimated that AVL facilities will not be installed in HV Court until mid 2014 based on the current national project schedule (June 2013) • Following news that AVL installation would fall outside project timeframes, the Working Party began to work on a 'next best alternative' – to bring court into the prison for all remand, bail and call over hearings for both adult and youth cases (June 2013) • Discussed this concept with Local Judiciary, who were receptive to exploring it (June 2013) • Approval to pursue 'court in prisons' alternative gained from MOJ national office (June 2013) • Refined idea and developed project plan (July 2013) • Operational requirements of holding court in prison identified, scheduling considered, and implementation

plan finalised (October 2013)

- Re-engaged with judiciary. Some concern raised about procedural elements (October 2013)
- Meeting with Judges planned to resolve issues. (October 2013)
- Maintained watching briefs on the national implementation plan and have communicated readiness for local installation (June -October 2013)
- National AVL project team indicated readiness to install at Hutt Valley in late 2013 if court schedule could be managed around instillation (November 2013).
- Met with project team. The site appears to be a relatively straight-forward concerning installation, particularly as there is already a soundproof room in which to install the instruction suite (early November 2013).

*Corrections is providing the CAPEX for the instillation of AVL in both prisons and courts. The Justice Sector Fund will provide operational funding to support the establishment of these facilities in courts

3. Challenges (what obstacles/challenges did we face/overcome)

This initiative has faced several stops and starts, due in most part to other sites taking priority for installation. This project is part of a national rollout of AVL (to priority Courts and Prisons). The Hutt Valley was not a top priority area (based on remand volumes and distance from prison).

Once it seemed unlikely that AVL would be installed within the Hutt Valley Project timeframes, considerable effort was put into pursuing an alternative, that would have created many of the same benefits in the hutt valley (due to the relative proximity of the Court and the prison). Although the 'Court in Prison' concept was not ultimately required, a lot of the work undertaken is potentially transferable to other areas.

4. Where we are now (be sure to include any impact info – both metrics and anecdote)

AVL installation is now underway (December 2013). It will begin to be used in 2014.

The work completed as part of the 'Courts in Prisons' concept is potentially transferable to other areas not currently scheduled to have AVL installed. The Hutt Valley Managers would like to support uptake of this concept in other areas as they believe there would be significant savings associated with implementing it.

5. Where next

Immediate steps/near future

- Focus on ensuring full use of AVL in the Hutt Valley.
- Consideration of using Hutt Valley AVL facilities for hearings of bail/remand/call overs from other courts that do not have AVL (e.g. Porirua and Masterton) to further reduce prisoner transportation in the Hutt Valley (i.e. from Rimutaka)

Longer term/end state

NA

In Review – Hutt Valley Innovation Project Initiative

Restorative Justice (RJ)

1. Where we were	Project lead: Shane Cotter/Lucy Connor
Context (situation)	Problem Description
<p>At the beginning of the project, RJ was rarely used in the Hutt Valley and only in the post-charge/pre-sentence phase of the justice process.</p> <p>Restorative Justice Services Wellington Trust (Wgtn RJ) had a contract to deliver restorative justice across the wellington region, including for cases in the Lower Hutt Court. In the 2011/12 year the trust only received 12 referrals from the Lower Hutt Court, which resulted in 6 completed conferences. This was out of approximately 1000 eligible cases – where the offender pleaded guilty and there was a victim of the offence (which increased to approx 1500 if Upper Hutt volumes were included).</p> <p>No services were routinely available in the pre-charge or post sentence stages on the justice process. This highlights the huge number of potential cases that will benefit from RJ at all stages of the criminal justice pipeline.</p>	<p>Restorative justice initiatives have been demonstrated to deliver positive outcomes for victims, offenders and the community.</p> <p>However these services were either not available or not understood and accessed at any rate to make an impact for the Hutt Valley.</p>

2. What we did (what we actually produced/delivered)
<p>Concept:</p> <p>There was an opportunity to build the profile and use of restorative justice in the pre-sentence space and to introduce a restorative type process in the pre-charge phase (at police initiation) and/or as part of the reintegration processes in the post sentence phase.</p>
<p>Actions:</p> <ul style="list-style-type: none"> • Discussion of opportunities for enhancing the use of RJ in the Hutt Valley by justice agencies and RJ provider(Dec 12) • Plan developed in a meeting with Police and the Service Provider to raise the profile of RJ with frontline Police and victims (Mar 13) • The Service provider delivered training about restorative justice to frontline Police (Apr 13) • Meeting between Police, MOJ, Wgtn RJ, and Te Runanganui O Taranaki Whanui (the Runanga) to consider development of pre-charge RJ process (May 13) • Meeting with local Judiciary to confirm their support for increasing availability of RJ in the Hutt Valley (May 13) • Agreement between Wgtn RJ, and the Runanga to develop a proposal for a pre-charge Iwi Panel trial (Using

funding from an existing MOJ contract) to present to Police (Jul 13)

- Key stakeholders meeting (Justice Agencies, Judiciary, Lawyers) to gain agreement to improve process around and access to RJ in the Hutt Valley (Jul 13)
- Restorative pre-charge Iwi Panel process agreed with HV Police (Aug 13)
- Restorative pre-charge Iwi Panel process begins operating (Sept 13)
- Relaunch of RJ service in the HV District Court (Oct 13)
- Interim Police Report from Iwi Panel received (20 Nov)

3. Challenges (what obstacles/challenges did we face/overcome)

It took some time to appropriately engage the Judiciary, but once engaged, the local judges have been very supportive of increasing the use of RJ for cases before the court.

It has also been challenging within the court process to get any one group to take ownership of requesting consideration of RJ. Historically this has often fallen to lawyers who, as a diverse group, are arguably not best placed to identify the appropriate cases and make referrals. This continues to be a challenge, and it will be important to monitor volumes of referrals to ensure sufficient eligible cases are being referred.

It took some time across the Runanga, Police, Wellington RJ, and MOJ to get everyone in the same space around how the panel would function and where the key roles and responsibilities would lie. This was achieved in large part through the good will and perseverance of the justice agencies. Getting the Hutt Valley Police buy into the concept and actively refer cases to the panel continues to be a challenge.

4. Where we are now (be sure to include any impact info – both metrics and anecdote)

A new contract is in place with the RJ provider for the Hutt Valley, for delivery of a much higher volume of conferences. The profile of RJ services has increased in the Hutt Valley Court, with the Provider usually present for criminal lists. In addition, the Judiciary, the legal community, and the Police have a better understanding of RJ and when it might be appropriate. It is early days yet, but already the use of RJ is increasing.

Since September, the Iwi Panel has been hearing cases for low level offending. Maintaining referral volumes is currently a challenge, however there are some very promising outcomes from some of the early cases.

5. Where next

Immediate steps/near future

While early increases in the use of RJ are promising, the focus over the next period will be to sustain the higher volumes, and to investigate the impact that this greater use of RJ is having in the Hutt Valley, for victims and offenders, but also for the wider community.

The funding for the Iwi panel trial was not ongoing, so review of this initiative and decisions about whether continuation is desirable will be necessary in the near future.

Longer term/end state

RJ approaches are embedded through the criminal justice process as a key option that can be considered and accessed at any stage in the Hutt Valley when appropriate.

The community understand RJ and embrace it as an appropriate and effective response to harm caused by offending.

In Review – Hutt Valley Innovation Project Initiative

Local Level Information Sharing

1. Where we were	Project lead: Richard Symonds/Shane Cotter
Context (situation)	Problem Description
<p>Operationally, agencies still tend to be very cautious around sharing crime and offending information together to enhance their practice in preventing further crime and responding effectively and appropriately to offending.</p> <p>There were no processes in place for sharing information at either an aggregate (non-identifiable) level or at a case specific level to ensure agencies were delivering joined up responses to crime and offenders.</p>	<p>The justice system manages dangerous offenders and vulnerable victims. There are high risks associated with not sharing available information and intelligence between agencies to protect the community and victims, and to prevent or reduce the risk of further offending.</p> <p>A key point of risk was with children visiting the prison. Corrections had no mechanisms for understanding issues and risks facing these children, or their relationships to the prisoners they were being brought to visit.</p> <p>There are a number of high risk families that have interactions with all justice agencies, and yet the agencies were not coordinated in their interactions with these families</p>

2. What we did (what we actually produced/delivered)
<p>Concept:</p> <p>At a number of levels, and between different agencies, the working group considered that there were opportunities to share information to work better, smarter, and more closely together. Within in this initiative there were are few small scale improvements to improve information process, but two larger projects that represented significantly new initiatives: Prison-CYF information sharing for child visitors (to protect vulnerable Children without stopping them from visiting family/whanau), and Joint case management for the most high-risk Families.</p>
<p>Actions:</p> <ul style="list-style-type: none"> • Agreement to hold Joint Prison Check Points (PCP) involving Police, Courts and Corrections. (April 2013) • Police office space and secure interview room established in the Prison (April 2013) • Prison and Court Security working together to improve information flows (including advice about prisoners appearing in Court such as gang affiliation or recent violent activity) to improve safety at Court (April 2013) • Weekly multi-agency (Police, Corrections and CYF) review of all Prisoner Visitor Applications established (May 2013) • In collaboration with CYF, a visitor application form for children under the age of 16 created. (May 2013) • Agreement reached to schedule Court lists so that the two major gangs appear on separate days (Tuesdays and Thursdays) to reduce tensions in court (July 2013) • CYF agreed to a trial period to help determine the value of the process and to identify any resourcing issues. This trial is on-going to enable a greater sample for evaluation. (September 2013) • Agencies all share details of their top High risk families. High commonality in these lists across the agencies. (September 2013) • A cross agency team met do agree on which high risk families would be currently focused on, and indentify all

members of each family (October 2013)

3. Challenges (what obstacles/challenges did we face/overcome)

Initially there were difficulties in knowing what information could be shared. (The collective Impact Toolbox helped clarify this concern)

Determining exactly what information was required to enable Corrections and CYF to achieve their goal of protecting vulnerable children and young persons and then how that information could be disseminated. This process took time and relied on the trust that had developed between the individuals managing the process that the confidentiality of the information would take priority and only be used for the purpose that it had been gathered.

4. Where we are now (be sure to include any impact info – both metrics and anecdote)

A safer courthouse: Members and associates of the two main gangs now appear on different days at court which has reduced tensions at the courthouse. In addition better information is now provided to Court Security to improve their ability to manage potential tension at court.

Police are working more closely with the prison, with weekly meeting with prison intel, and interview facilities on site at the prison.

Child visitors to prison: The initial data supports the fact that the same number of children are still visiting as did prior to the instigation of the policy (315 children visited in Feb 2013 and 424 visited in October 2013). The difference is that from the information provided, staff awareness of vulnerable Children has increased to the point that they more closely monitor the presence in the prison. Staff observations are now more focused on how the children are treated and they are looking for signs that indicate that the child is uncomfortable or awkward around the prisoner they are visiting. Visits staff monitoring the visits sessions have also commented that the sessions are quieter, relaxed and appeared to be of a better quality for Visitors, Prisoners and Family Units.

In addition, adults bring in large numbers of Children (9 in one case) has reduced significantly as the process has stopped the adult visitors from bringing their Children's friends or child relatives in because they are caring for them on the day of the visit.

A comprehensive database is now in place (pending IOMS developments which will make this obsolete) that identifies children coming on site for visits and who their care givers are. This allows the Prison to identify approved Children and can link them to the adult they are approved to come in with.

High risk Families: A team from across agencies is actively sharing information around the top high risk families in the Hutt Valley. Meetings are scheduled to enable all agencies to be kept up to date, and the focus now is on developing more joined up approaches to manage these families.

5. Where next

Immediate steps/near future

Further develop the visitor application process to include children under the age of 16 and then to roll this new process out nationally.

CYF is notified of children of school age who visit during school hours. This initiative is in the late development stage and is intended to help with a proactive approach to supporting children in the school system.

Family management plans will be developed across the justice agencies for the high risk families, which emphasise strong joined up responses to their offending, but also offer support to help these families move away from entrenched patterns of offending.

Longer term/end state

Develop an Operational Level Agreement with CYF to formalise the sharing of the required information on child visitors to prisons and enable National rollout.

Alter the department of Corrections Integrated Offender Management System to be able to input the gathered data on children under the age of 16.

High risk Families in the Hutt Valley experience the justice system as a coordinated whole, and are supported out of offending lifestyles.

In Review – Hutt Valley Innovation Project Initiative

End to end management of offenders across the pipeline

1. Where we were	
Context (situation)	Problem Description
<p>While justice sector agencies all hold information on offenders, including screens or assessments of underlying causes of offending, IT systems are not enabled to transfer most of this information between agencies. This often results in problems being missed, the assessment process being duplicated, and only basic details of the offender/offence being shared at the computer or information management levels between the agencies.</p> <p>Notably absent in the current system are the “soft” issues and flags that may indicate to various agencies or the judiciary the drivers of criminal offending (which may include drugs or alcohol, gang issues, or mental health concerns)</p>	<p>Currently, we lack systems or processes to ensure that information about assessments or active interventions for offenders and victims is passed between agencies as cases progress through the justice process.</p> <p>In particular, alcohol and other drug issues are not consistently flagged when offender information is passed between Police, MOJ and Corrections. This is particularly detrimental when offenders are at large on community sentences or released from prison.</p>

2. What we did (what we actually produced/delivered)
<p>Concept:</p> <p>There is an opportunity to enhance information management at transfer points in the system so that offenders (and victims) receive a more integrated service response.</p> <p>The project focused on alcohol and other drugs, but could be expanded to include mental health and intellectual impairment issues, gang involvement, family violence risk or even repeat victimisation.</p>
<p>Actions:</p> <ul style="list-style-type: none"> • Report drafted to the Police ICT Manager to commence discussions across the Justice Sector in ICT (May – August 2013) • Briefed Judiciary, who responded positively and proposed that a stamp (which was to be placed on charging documents in order to bring attention to drug or alcohol use) might suffice in the first instance (June – 2013) • Process mapping of drug and alcohol information collection and provision points completed to understand current state. Involvement of Police, Courts, and Probation and Prison staff. (12 September 2013) • Meeting held to identify opportunities for immediate changes to improve information flows (and therefore our response), and longer term actions to improve management of offenders with drug and alcohol issues (18 October 2013) • Implementation of immediate opportunities, including introduction of generic email addresses to improve connections completed. (November-December 2013)

3. Challenges (what obstacles/challenges did we face/overcome)

Initially this project was conceived of as an IT improvement, with improvements to the agencies' systems to pass along richer data relating to the drivers of crime, so that we could learn from each other and respond better to factors contributing to offending behaviour. The process of IT change is slow, and even initial engagement with Police ICT was delayed, and once engagement occurred, there was a significant challenge in outlining and convincing agency officials of the value of the concept in order to progress national computer changes.

The ideal solution remains an automated IT transfer of relevant AOD related information between agency case management systems, however this was not achievable in the wider project's timeframes. In order to progress the project at a local level, manual improvements have been developed which can be automated later if appropriate.

Because the system is manual at this point it is very much dependent on individuals. As such it will require continual supervision and maintenance by the working party until a more automated system is implemented.

4. Where we are now (be sure to include any impact info – both metrics and anecdote)

Critically, we now have a much better understanding across agencies of:

- the information collected relating to drug and alcohol
- agency actions to respond to this crime driver, and
- appreciation of where information collected at one point in the process might have value at another point.

As we completed this work together, it became clear that there is much opportunity to pursue this "systems thinking" approach to issues and a micro operational level, and that significant service delivery improvements are possible through small scale changes to operational processes.

We have established a system in the Hutt Valley of generic email addresses for each agency that are regularly maintained, and to which AOD information (and potentially other relevant information) can be sent relating to offenders who are in contact with multiple agencies. A protocol is being finalised that explains when to send through information, and to ensure feed-back loops enable processes to be refined.

We have also produced a spreadsheet to show information collection points, information flows, and intervention points – this will help us to continue to refine our approach and ensure that we take advantage of opportunities for better sharing of information and sharing offender management and interventions across the pipeline.

5. Where next

Immediate steps/near future

The next stage of the initiative is to imbed the new system for sharing AOD information into staff practice, and assess whether this is improving the management of offenders with AOD issues. Depending on the final areas of focus for the working party managers in 2014, the focus of the new system may be broadened beyond AOD to other crime drivers.

Further gains may be achievable through a wider "systems thinking" approach to operational processes.

The working party is recommending that further work be undertaken in this area by the Joining Forces work programme, supported by the learnings from work already undertaken in the Hutt Valley.

Longer term/end state

If this 'proof of concept' phase does appear to be improving the sector's management of offenders with AOD issues, we will revisit the development of an automated computer based solution for richer information flows.

In Review – Hutt Valley Innovation Project Initiative

Family Violence Court Review

1. Where we were	Project lead: Lucy Connor
Context (situation)	Problem Description
<p>Family violence incidents make up almost half of all violent crimes. In addition, there is strong evidence that the direct or indirect (as a witness) experience of family violence increases the risk of future victimisation, and the risk of becoming an offender. Effective responses to family violence will reduce repeat victimisation, violent crime and reoffending, and contribute to a reduction in overall crime.</p> <p>Hutt Valley District Court (HVDC) hosts one of eight specialist Family Violence Courts (FVCs). The FVCs are a judicial initiative that aims to improve the consistency, effectiveness, and timeliness of Court resolution of family violence charges.</p> <p>The Lower Hutt FV Court has never been evaluated.</p>	<p>Before the Hutt Valley Project, HVDC experienced a few operational challenges within the FVC:</p> <ul style="list-style-type: none"> • No engagement of community agencies in the court • No organised co-operation between programme providers and with the court; • No programmes for victims; • Poor compliance mechanisms to ensure offenders complete programmes; • The perception that it is ‘easier’ to take whichever sentence is imposed rather than attend a programme; • No provision for exchange of information between FVC and Corrections, creating safety risks.

2. What we did (what we actually produced/delivered)
<p>Concept:</p> <p>Managers identified that the Project provided an opportunity to review the court’s operation against established best practice to ensure it is operating in the most effective way, and that community agencies are appropriately engaged.</p> <p>Actions:</p> <ul style="list-style-type: none"> • Contact with Chief Judge Doogue proposing a joint (judiciary and justice agencies) review of the Hutt Valley FVCs (March 2013). • Meeting held with Judge Walker, who was appointed by Judge Doogue to review all FVCs (30 April 2013) • Meeting held between Judge Walker and Police, Court, Probation and Health FV representatives to discuss the strategic approach for pending review (10 June 2013) • Planning meeting held with Courts Services Managers (5 July 2013) • DCJ O’Dwyer appointed as new judge responsible for Hutt Valley FVC and takes responsibility of review meeting to discuss review (9 September 2013) • An informal meeting held with local counsel as to their views on the current operation and potential areas of improvement (September 2013) • DCJ O’Dwyer spent one day meeting with a range of community organisations and agencies associated with the FVC to determine the current operation of the FVC in the Hutt Valley, their role (re-engagement), and areas where efficiency or improvement could be made. (October 2013) • Justice Agencies + Judiciary Workshop on Hutt Valley FVC – to agree on outcomes, determine

appropriateness of current investment, and agree on next steps (18 November 2013).

3. Challenges (what obstacles/challenges did we face/overcome)

The Family Violence Courts are a judicially led initiative so appropriate judicial engagement was critical to making any progress. This meant that initial engagement with the judiciary had to be managed through head office with the Chief Judge and took some time. Once properly engaged the Judiciary have been supportive of the review and share the same goals. As this is part of a wider judicially lead review however, the immediate priority was on the Manukau FVC, and the Hutt Valley review took longer to get underway.

The availability of a dual alcohol/drug & mental health assessor on site as well as the presence of a forensic nurse has been highlighted as an area that would bring significant benefit to both the FVC at Hutt Valley and the wider Court business. Because this is a health resource, negotiations continue with the DHB to agree around the terms of any service provision.

4. Where we are now (be sure to include any impact info – both metrics and anecdote)

Justice agency managers and the Judge responsible for the Hutt Valley FVC are in dialogue around improving the function of the FVC, and in broad agreement around the key outcomes and committed to these.

There are some key operational changes that have come into focus (particularly around Police practice and ensuring the appropriate family violence incidents are prosecuted in the court) and actions are underway to address these. In addition the Victim Advisor who supports Victims involved in the FVC has been invited (and committed) to attending multi agency high risk family violence case meetings to ensure better information on victim safety is available to the court.

Plans are in place for further engagement with key community agencies and defence counsel to improve their understanding of the purpose of the court and the expectations around court procedure, including a workshop early in 2014 (by mid-February).

Meetings with the Judge and justice agency managers have been booked every two months through 2014 to ensure the court is being well supported to achieve its goals of increasing victim safety and offender accountability.

5. Where next

Immediate steps/near future

Further meetings scheduled between key community agencies and judiciary to continue discussion of re-engagement, possible improvements and function of the FVC.

Securing agreement to engage alcohol/drug and mental health assessor as well as a forensic nurse to service the FVC (and other courts).

Improve links between family safety team Victim advocates and FVC.

Longer term/end state

Establish an effective mechanism of regular methodical review and continual improvement to ensure the FVC in Hutt Valley is an effective part of a joined up and consistent government and community response to family violence, which protects victims, holds offenders accountable, and sends a clear message that family violence is not okay.

In Review – Hutt Valley Innovation Project Initiative

Justice Sector Mobile Office

1. Where we were	
Context (situation)	Problem Description
<p>The majority of Justice sector services are provided via established buildings that clients must visit, although some services are provided online and home visits do occur.</p> <p>There is a lack of 'joined up' work across the sector to provide services in the community.</p>	<p>Transport costs, childcare, health and a range of other issues can prevent the public from accessing social and justice services.</p> <p>Members of some vulnerable communities struggle to travel or access these services – and therefore miss out. In addition, people's homes are often not an ideal space for engagement, particularly with government services. Many repeat victims and offenders live in such vulnerable areas and thus do not receive agency office support.</p> <p>Those missing out can include repeat victims, repeat offenders and vulnerable youth.</p>

2. What we did (what we actually produced/delivered)
<p>Concept:</p> <p>The mobile office initiative enables services to be more readily accessed at low cost. This would be accomplished by using the mobile office to move into vulnerable suburbs to engage with relevant citizens – as an individual or joint organisation.</p> <p>While the intention currently is to focus on crime reduction and injury prevention, there is an opportunity for the concept to be expanded in order to support more targeted delivery of justice sector services. using the van in this way will reduce the barriers to engagement, particularly in lower socio-economic areas.</p> <p>Originally, the concept had been developed as part of the Safe Hutt Valley project, but could not secure funding.</p>
<p>Actions:</p> <ul style="list-style-type: none"> • Gained support for the concept across 13 agencies (including 'Safe Hutt Valley' group partners and other NGO's) (April 2013) • Suitable vehicles examined and price range assessed (April 2013) • Suitable owner identified – the Hutt Safe City Group Inc (April 2013) • Formal business case prepared and presented; approved by DCE's (April 2013) • Formal purchase of vehicle conducted and van was collected (April 2013) • Van outfitted to meet the needs of the agencies – including TV's and BBQ for community engagement purposes (April 2013). • Formal approval for logo given by all relevant users/agencies (May 2013) • Van signwritten with agency logos (May 2013) • Van launched by Minister of Justice Judith Collins (12 June 2013) • Mobile computer organised and installed to enable access to Court case management software (August

2013)

- Online booking system finalised (August 2013)
- Planning meeting held to set dates for mobile clearing of arrest warrants (October 2013)
- Number plates “SAFEHV” added to van (October 2013)
- Van being utilised by agencies (numerous deployments) (June - December 2013)

3. Challenges (what obstacles/challenges did we face/overcome)

The key challenge with this initiative was securing funding. The Hutt Valley Project provided a vehicle to secure funding.

4. Where we are now (be sure to include any impact info – both metrics and anecdote)

Van is being booked and deployed across the Hutt Valley by agencies – usually in joint projects.

Strong community connections with the van. Examples include Operations Relentless phases, joint prison checkpoints, community events and festivals, Courts/Probation/Police mobile courts in suburbs, Civil defence awareness days, Victim Support work, Neighbourhood Support neighbours nights.

The Mobile community office remains a clear symbol of our joined up justice (and community) services in the Hutt Valley, and has been enthusiastically embraced by the community.

5. Where next

Immediate steps/near future

Gift the van and running of it to the Hutt Safe City Group (trust)

Longer term/end state

In Review – Hutt Valley Innovation Project Initiative

Raising Achievement Across the Youth Sector (RAAYS) Truancy Initiative

1. Where we were	
Context (situation)	Problem Description
<p>The Hutt Valley needed a process to support schools around truancy and lateness issues. There was no policy in place to address truancy issues in schools in the Lower Hutt Valley, and only a limited number of schools in the Upper Hutt Valley had enacted RAAYS programmes.</p> <p>Truancy is a recognised precursor to youth offending and impacts all areas of the community. Research links truancy with poor outcomes in later life, including criminal activity, substance abuse, unemployment and mental health issues.</p>	<p>Project lead: Cath Green</p> <p>Truancy figures were out of kilter in the Naenae area compared to the rest of the Hutt Valley.</p> <p>Statistics provided from the Ministry of Education indicate that Naenae College has by far the highest rate of Truancy. However, this may be due to better reporting practices.</p> <p>Poor attendance may be due to student factors such as anxiety, intellectual ability, behaviour, achievement level, avoidance, oppositionality and conduct. It may also be due to parental/family factors such as poverty, no food, shoes, uniform, parents' mental health, neglect, attitude, feelings of helplessness, and childcare issues. It may be a combination of these factors.</p>

2. What we did (what we actually produced/delivered)
<p>Concept:</p> <p>RAAYS is a system developed to support schools to deal with truancy, early and effectively. The aim of the RAAYS programme is to identify the barrier to enrolment. Once identified, then the RAAYS process is able to assist implementation of support to help overcome the barrier.</p> <p>The system provides a mechanism that supports schools to improve attendance through engaging support services, while developing positive relationships with whānau and families. RAAYS is designed to allow schools to respond to the needs of individual families. The earlier the underlying cause of truancy is identified, the more agencies can help the child and their family improve attendance.</p> <p>Actions:</p> <ul style="list-style-type: none"> • Hutt Valley Youth Offending Team (YOT) agreed that their next project would be a Truancy Initiative in the Hutt Valley that would focus on the Northern Eastern Ward (the Naenae area, with support from the Naenae Neighborhood Policing Team (27 September 2012) • Decision made to include College, Intermediate and Primary schools from the Naenae area in the initiative; Schools in the Naenae area engaged (December 2012) • YOT Agrees to use R.A.A.Y.S. (Raising Achievement Across the Youth Sector) programme. (December 2012) • Resources tailored for local needs. Outcomes to be measured agreed and data collection required determined. (as well as how to collect and present data in a consistent way) (28 February 2013) • Membership of initiative reviewed to include Public Health Nurses (15 March) • Finalised MOU, Deskfile, pamphlet and form letters (27 March 2013) • Launch date agreed as 10 June 2013 (27 March)

- Project launched on 11 June at Naenae College. Promotional posters put up in the local community, and pamphlets sent home with school newsletters across all eight schools to inform parents of the project launch and how the process works (June 2013).
- First Governance meeting occurred on (28 June)
- Parameters for data captured finalised (18 October 2013)
- Discussion between Police, CYF, and Ministry of Education, on how to maintain focus and engagement within schools into 2014 (24 October 2013)

3. Challenges (what obstacles/challenges did we face/overcome)

A key challenge was agreeing on shared wording for the MOU and an approach that all parties felt they could sign-up to. Multiple conversations focused on the shared outcomes were necessary to bring everyone along.

Setting up governance meetings that enable the focus and drive of the programme to be maintained was challenging as participants had many other commitments. The key was negotiating a frequency of meetings that balanced other pressures with the importance of continued engagement in the process. This will continue to be monitored to ensure schools don't become disengaged.

Selecting and refining the data that should be presented and analysed at the governance meetings has been a challenge as different members of the YOT have different focuses. This is still being resolved through one-to-one meetings.

4. Where we are now (be sure to include any impact info – both metrics and anecdote)

RAAYS has been implemented across all eight schools in the Naenae Area.

As at 18 October the early signs were very encouraging:

Formal process for responding to truancy has only been initiated three times, and early signs suggest further escalation will not be necessary

Principals are also reporting reduced lateness as a result of the initiative.

Relationships have been strengthened by the RAAYS implementation, and Principals (as well as other school officials) have reported that they feel more connected and supported as a cluster group.

5. Where next

Immediate steps/near future	Longer term/end state
<p>Based on the data from the implementation of RAAYS and the current documented challenges, the YOT will take the following steps to ensure continued success:</p> <ul style="list-style-type: none"> • Refine the frequency and agenda of Governance Meetings. • Complete another round of promotion concerning truancy, as this had a direct effect on the levels of tardiness. 	<p>Have RAAYS well imbedded in the Naenae Principal's psyche as a way to tackle Truancy.</p> <p>Consider rolling the approach out to other schools in the Hutt Valley area</p>

In Review – Hutt Valley Innovation Project Initiative

Operation Relentless

1. Where we were	
Project lead: Shane Cotter	
Context (situation)	Problem Description
<p>Before the Hutt Valley Project, Justice Sector agencies would operate independently and there was very little in the way of joint operational activity. Whenever joint actions occurred, they were transactional and just dealt with the immediate issue at hand.</p> <p>Justice agencies have an increasing focus on responding to the drivers of crime and offending behaviour, (particularly through the Prevention First and Creating Lasting Changes Strategies) however agencies had not partnered in this focus.</p>	<p>Much offending is generated by or exacerbated by underlying issues in the lives, families and communities of offenders.</p> <p>In order to prevent and reduce crime, justice agencies need to not only attend to the symptoms – the actual offending – but also to focus on and support change in the causal factors – e.g. drugs and alcohol, childhood experiences of family violence, and disengagement from education.</p>

2. What we did (what we actually produced/delivered)
<p>Concept:</p> <p>Operation Relentless began as a Police initiative. A high profile, highly visible and co-ordinated approach was taken to deployment to ensure that the community has a heightened awareness of a particular issue. The concept here was to broaden this approach to all partners in the Hutt Valley Project, thereby generating a significantly larger focus on each issue within the community.</p> <p>Each operation has a different theme which is discussed by a cross agency team and decided upon. Once the theme had been selected, each agency then developed actions they could undertake on their own, and with their partner agencies to address the theme. The theme was likely to be a driver of crime or a significant call upon our resources.</p> <p>Each Operation lasts 3 days to a week and occurs every three months.</p>
<p>Actions:</p> <ul style="list-style-type: none"> • A team was set up across the agencies to develop the plan for the first Operation Relentless (April 2013) • Police set the Focus for the first operation and hosted a meeting to plan actions (May 2013) • Operation Relentless (1) – Alcohol focus occurred over 22-24 May 2013. Activities included education, enforcement, compliance visits and offers of counselling. This planning meeting identified specific activities to be undertaken by agencies together over the three days of the operation. • A ‘Lessons learned’ meeting was held to reflect on the operation, its successes and failures, and capture these and to improve planning for the next Operation Relentless. (June 2013) • Agreement on theme and date for next operation (June 2013) • Planning meetings to agree on activities (June –August 2013) • Operation Relentless (2) – Youth focus occurred over 22-24 August 2013. • Lessons learned and planning for next operation (September – November 2013). • Operation Relentless (3) – Families at risk focus occurred over 18-25 November to coincide with White

Ribbon day. Visits were undertaken to victims and offenders of family violence not when they were in crisis but at random to talk over options to reduce and eliminate violence within the home. There were also visits to teen parenting courses, families visiting prisoners at Rimutaka (particularly with children) as well as a joint approach at White Ribbon events.

3. Challenges (what obstacles/challenges did we face/overcome)

The biggest challenge with operation relentless has been to shift operational staff from seeing the operations as Police actions to an operation that all agencies have an equal and important share in. A key focus of the next period will be continuing to develop this shared sense of ownership, so that the operations can have the greatest impact, and be a real demonstration of the agencies working effectively together to deliver joined up justice.

4. Where we are now (be sure to include any impact info – both metrics and anecdote)

Three successful operations have been run through this year, and planning for the forth is coming up.

As well as having an impact on alcohol related offending, youth and families at risk, the biggest impact has been on the day to day operational relationships between the agencies. There is significantly more sharing of information and interaction between agencies and staff. Probation now attend and contribute at several police meetings.

Through Operation Relentless, rather than just the managers working together, staff down to the frontline work side by side with staff from other justice sector agencies on a focussed theme.

We are now thinking about how we can help each other on a daily basis with information, from sharing staff safety alerts through to ways to reduce reoffending.

5. Where next

Immediate steps/near future

Debrief and lessons learned meeting from Operation Relentless (3) is about to take place.

Planning for Operation Relentless (4) is about to begin.

Operation Relentless will continue every three months over the next year. A key focus will be working to ensure that ownership is shared across the agencies.

Longer term/end state

The Working Party consider operation relentless as an excellent opportunity for justice agencies to work together around a focused theme at a national level. If all 22,000 justice sector staff carried a shared focus for even 1 week of the year, it would have a substantial impact on the community at large.

This could operate similarly to Operation Unite where Police across Australia and New Zealand focus on intensively on alcohol.

In Review – Hutt Valley Innovation Project Initiative

Maori Wardens in Court

1. Where we were	
Context (situation)	Problem Description
<p>Maori Wardens are community-based volunteers with a long and widely respected history of working in and for Maori communities. The role of Maori Wardens has broadened over time to include interceding or liaising on issues of health and safety, education, youth assistance and whānau support within our wider communities.</p> <p>Maori Wardens are active in the Hutt Valley, but are not currently resourced to support Maori victims, offenders, and their families at the Lower Hutt Courthouse.</p>	<p>Many Maori come to court as both defendants and victims, or as supporters of either. The Courthouse can be an intimidating and confusing place. In addition, tensions and conflicts can arise in the waiting areas of the courthouse.</p>

2. What we did (what we actually produced/delivered)
<p>Concept:</p> <p>The Maori Wardens in Court initiative aims to improve the Court experience for defendants, victims, and their families through greater support and assistance in the Courthouse, as well as providing a reassuring, familiar, and “human” presence as people progress through an often complicated, impersonal and stressful process.</p>
<p>Actions:</p> <ul style="list-style-type: none"> • Contact made between various Maori Warden and Iwi groups, led by Police Iwi-Liaison Officer. Several hui between sector and iwi representatives held (May 2013) • An in-principle agreement (no specifics determined) established between Upper Hutt Wardens and the Orongomai Marae Committee to attend Court (May – June 2013) • Meetings held with Black Power and Mongrel Mob leadership to outline the initiative: all parties understand the sector’s intent and agree to contribute towards improving Court safety (June – August 2013) • Judges briefed on initiative and give strong initial support (June – August 2013) • Police headed meetings with the Wardens to discuss and begin developing their role in Court in more detail. Likely functions of Wardens in the Court include: assisting security by providing a non-threatening presence in the waiting area, non-advisory support, directory/ushering type assistance re where to go/who to see, possibly manage tea/coffee making facilities (31 July 2013) • Meeting held between Court Managers, Police and Wardens to finalise a trial plan and agree on an acceptable launch date and review period (October 2013) • MOU and operating guidelines tentatively agreed upon. A draft Memorandum of Understanding was produced, as well as operational guidelines for the Wardens (October 2013) • Powhiri and launch date organised and finalised (October 2013)

- Initiative put on hold indefinitely due to issues with Wardens groups and warranting of wardens.

3. Challenges (what obstacles/challenges did we face/overcome)

Because this initiative was a partnership with the wardens, and iwi and community groups, not all elements were within the control of justice agencies. Significant issues raised as to the warranting of the Wardens, and the wider processes around this. As such, further work on the initiative has had to be postponed, until these issues, which are outside of justice agency influence, are resolved.

4. Where we are now (be sure to include any impact info – both metrics and anecdote)

After a considerable amount of work, this initiative is not able to progress. There have been significant issues raised as to the warranting of the Wardens, and this means that this is highly unlikely to be implemented in the near future. This initiative will not progress until issues with warranting the wardens and the Maori council have been resolved. The working group still see this as a strong concept, and if the opportunity arises, this may well be revisited in the future.

5. Where next

Immediate steps/near future	Longer term/end state
Maintain a watching brief on the situation with Maori wardens in the Hutt Valley.	