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BRIEFING FOR THE MINISTER OF POLICE			
Priority	<input type="checkbox"/> Urgent <input checked="" type="checkbox"/> Time-Sensitive <input type="checkbox"/> Routine This paper relates to a truncated Ministerial consultation process.		
Title	Approval to begin Ministerial consultation process for Cabinet paper on ReFrame funding		
Date	6 March 2023	Ref	BR/23/39

s9(2)(g)(i)

Executive summary

1. This paper seeks your agreement to begin the Ministerial consultation process for the attached Cabinet paper on the funding options for ReFrame (previously approved by Justice Sector Ministers) and its associated processes for Cabinet confirmation. Further information was provided on 25 February [IPR23/12 refers].
2. There is some urgency to this process. Cabinet authorisation is required ahead of the Budget 2023 moratorium on 11 April as there are fiscal implications for financial year 2022/23 that need to be authorised for inclusion in the supplementary estimates. This time pressure requires truncated agency and Ministerial consultation periods for this Cabinet paper. We recommend you submit this paper, so it reaches Cabinet on 3 April, the week before the Budget 23 moratorium.
3. Talking points to support conversations with your Ministerial colleagues are attached as Appendix One.

Recommendations

Police recommends that the Minister of Police:


- a) **agree** to begin the Ministerial consultation process on Monday 6 March 2023
- b) **note** it is recommended that Ministerial consultation close on 13 March 2023 to provide you with a 'final' version on 16 March to approve for lodging
- c) **note** that Cabinet approval is required by 3 April ahead of the 11 April moratorium on Budget 23 decisions

Yes/No

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- d) **note** you may wish to discuss with the following Ministers in particular:
- a. the Minister of Justice, as leader of the Justice Ministerial Group and co-sponsor of the paper;
 - b. the Minister of Corrections, due to the proposed transfer of funds from Vote Corrections; and
 - c. the Minister of Finance, as the final party required to agree to Proceeds of Crime Fund draw down.
- e) **note** talking points are attached to support your conversation with other Ministers

Minister's comments and signature

 e / 3 / 2023

Hon Stuart Nash
Minister of Police

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Approval to begin Ministerial consultation process for Cabinet paper on ReFrame funding

Purpose

4. This paper follows from the previous briefings you received on ReFrame funding and the required Cabinet confirmation process [BR/23/36 and IPR/23/12 refer].
5. Ministerial consultation on the attached consultation draft Cabinet paper is the first step in the process for Cabinet to confirm funding for ReFrame.

Police requires additional funding for ReFrame

6. ReFrame is a service delivery transformation programme that will fully refresh Police's operating model to modernise frontline police services. It will leverage digital technology, deploy more robust and efficient processes and tools to lift our performance and deliver the policing services that New Zealanders expect.

7. s9(2)(f)(iv)

8. s9(2)(f)(iv)

9. Justice sector officials have identified a preferred funding option and obtained approval from the Minister of Justice and previous Minister of Police to initiate the formal processes to access the following funds:
 - a. \$3.00M to be transferred from High Impact Innovation Programme/Ara Poutama Aotearoa (Corrections) from the Victims of Crime – Improving Outcomes initiative approved budget, and
 - b. \$4.00M to be drawn from the Tagged Operating Contingency held by Ara Poutama Aotearoa for Victims of Crime – Improving Outcomes initiative, and
 - c. \$25.26M to be drawn from the imprest account for the Proceeds of Crime Fund (POCF).
10. There is some urgency to this process. Cabinet authorisation is required ahead of the Budget 2023 moratorium on 11 April as there are fiscal implications for financial year 2022/23 that need to be authorised for inclusion in the supplementary estimates.

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Funding from the Proceeds of Crime Fund requires Cabinet confirmation


11. The attached draft Cabinet paper is required to authorise \$28.260 million to support the preferred funding option, by drawing down \$25.260 million from POCF and approving a fiscally neutral transfer of \$3.000 million from High Impact Innovation Programme/Ara Poutama Aotearoa (Corrections) from the Victims of Crime – Improving Outcomes initiative approved budget, which is a transfer from Vote Corrections to Vote Police. It notes a further \$4.000 million will be transferred to Police from the Victims of Crime – Improving Outcomes Tagged Operating Contingency.
12. Justice Sector Leadership Board have previously approved this approach and the Cabinet approval sought aligns with prior agreements reached by Justice Sector Ministers (including Minister Allan and Prime Minister Hipkins in his previous capacity as Minister of Police).
13. On the request of the Minister of Justice, you have agreed to submit this Cabinet paper as a joint paper with Minister Allan.
14. The next steps in this process are below:
 - a. This paper requires truncated agency and Ministerial consultation periods due to the time pressures involved in receiving approval prior to the Budget 23 moratorium.
 - b. Following Ministerial consultation feedback, the paper will be revised and pending your approval, lodged for consideration by Cabinet Social Wellbeing Committee at its meeting on 29 March 2023. This will allow the paper to reach Cabinet on 3 April, the week before the Budget 23 moratorium.
 - c. Cabinet approves the proposed funds and the drawdown of \$25.26M from the Proceeds of Crime Fund to help fund the ReFrame programme.
 - d. Affected Vote Ministers authorise the transfer of funds from Vote Corrections and from Proceeds of Crime Fund to Vote Police through the 22/23 Supplementary Estimates process.

Other agencies have been consulted on the Cabinet paper

15. The Cabinet paper has been jointly prepared by Police and the Ministry of Justice. Officials from Ara Poutama Aotearoa, the Ministry of Justice, the Treasury, the Public Service Commission, and the Department of Prime Minister and Cabinet were consulted during the development of the Cabinet paper.
16. The proposed funding arrangements have been endorsed by the Justice Sector Leadership Board comprising chief executives of the Justice Cluster departments.
17. s.9(2)(g)(i) OIA

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18. s.9(2)(g)(i) OIA



Key dates and next steps

19. The timeline for proceeding to Cabinet is as follows:

6 – 13 March	Truncated Ministerial consultation period.
13 March	Ministerial feedback is provided to Police by your office.
16 March	Updated Cabinet paper provided to your office with the recommendation for approval to lodge with the Cabinet office.
20 March	Your office advises Police of approval to lodge. Police will liaise with the Ministry of Justice to advise of approval.
22 March	Ministry of Justice uploads the paper to CabNet.
29 March	Social Wellbeing Committee meets.
3 April	Cabinet paper is approved.

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Next steps

20. We propose you circulate the attached Cabinet paper to Ministers for feedback.
21. You may wish to use Ministerial Consultation as an opportunity to confirm support from key Ministerial colleagues for the funding process as indicated below:
 - a. the Minister of Justice, as leader of the Justice Ministerial Group; to inform that you have approved Ministerial consultation and started this process;
 - b. the Minister of Corrections, due to the proposal to transfer funds from Vote Corrections; and
 - c. the Minister of Finance, as the final party required to agree to Proceeds of Crime Fund draw down.
22. Talking points are attached in **Appendix One** to support your conversations with your Ministerial colleagues.



Jevon McSkimming

Deputy Commissioner: Strategy and Service

First contact	Jevon McSkimming, Deputy Commissioner: Strategy and Service	s.9(2)(a) OIA
Second contact	Michael McLean, Director: ReFrame Delivery	s.9(2)(a) OIA

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Appendix One - Speaking notes for Ministerial consultation, 6 March


General

- The Justice Sector Leadership Board agreed to a preferred funding option for ReFrame which includes \$25.26M from the POCF. The Minister of Justice and previous Minister of Police approved the initiation of the formal process to access these funds.
- Police has provided a draft Cabinet Paper for Ministerial Consultation. The paper seeks Cabinet approval to access funding via the Proceeds of Crime Fund (POCF).
- The Cabinet paper is largely administrative in nature as it confirms the funding arrangement already agreed by all relevant Ministers.
- On the request of Minister Allan, this is a joint Cabinet paper between Ministry of Justice and New Zealand Police. The Minister of Justice administers the POCF and is the lead Minister for the Justice Sector.

Justice cluster support


- Through the Justice Sector Leadership Board, justice cluster chief executives have endorsed the funding proposal.

s.9(2)(g)(i) OIA




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s.9(2)(g)(i) OIA



Additional background if needed

What is ReFrame? ReFrame is a service delivery transformation programme designed to modernise operational policing services:

- Reframe is a service delivery transformation programme designed to modernise operational policing services s.9(2)(f)(iv) OIA

- It will ensure Police has the capability and capacity to make better informed decisions to deliver principled, effective, and efficient resolution decisions and policing services.
- The main objectives of ReFrame are to:
 - ensure that quality information and evidence is gathered to support better resolution decisions;
 - introduce more effective tools, processes, and procedures to reduce the burden on front line staff; and
 - improve outcomes for victims, witnesses, offenders, and their whānau and communities by developing and applying consistent service standards and decision-making criteria.


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- If existing demands on frontline police staff continue without any change to the underlying policing operating model, existing service delivery issues will be exacerbated and could lead to critical service failures.

ReFrame is a long-term programme focussed on delivering sustainable systemic change

- ReFrame will take time to implement and will be delivered via a phased transformation approach over seven years. It will deliver long-term system transformation.
- ReFrame will also work with Police BAU workgroups to assist with the delivery of short-term improvements to address the sector priority areas of improving outcomes for victims and addressing remand. This includes,
 - improving the way we respond to victims and meet our obligations under section 29 of the Victims' Rights Act,
 - expanding the use of Te Pae Oranga to additional sites, and
 - implementing process changes that will help to reduce court adjournments and ensure Police contributes to reducing the time individuals spend remanded in custody.

Reframe changes will deliver the following benefits

- **Simplifying the core policing role** by removing administrative work, will enable sworn officers to have more time and space to focus on investigations
- s.9(2)(f)(iv) OIA

- **Redesigning processes** to improve workflow, reduce workload, and ensure equitable resolution outcomes for victims and offenders
- **Developing end-to-end digital case solution**, digital evidence management, and other core tools to improve service and drive efficiency
- **Implement effective referral mechanisms** for victims and offenders to ensure they get the support and services they require.