



# Statement of Intent

2011 – 2014

## Table of Contents

Introduction from the Minister of Justice	1
Introduction from the Chief Executive	2
<b>Who we are</b>	<b>3</b>
Our responsibilities	4
Our sector outcomes	4
<b>What we will do</b>	<b>5</b>
Our performance framework	6
Making communities safer	8
Maintaining the integrity and improving the responsiveness of the justice system	9
Maintaining the civil and democratic rights of New Zealanders	11
<b>How we work</b>	<b>13</b>
Fewer, faster, fit for purpose	14
Shaping the Ministry to adapt and deliver	15
Appendix 1: Our performance measurement framework	17
Appendix 2: Our capital intentions	23

## Introduction from the Minister of Justice

**The Government has clear objectives for what it wants to achieve in the justice sector: improved public safety, a system that works better for victims, and faster, simpler ways of delivering justice.**

Justice sector Ministers have driven changes focusing on *Addressing the Drivers of Crime*, targeting specific crimes and providing more help to victims, starting with the 100 days legislative programme introduced in December 2008. We have made it harder to get bail and removed parole eligibility for the worst repeat violent offenders. We have also funded new services and initiatives for victims of serious crime and introduced a cross-Government approach to *Addressing the Drivers of Crime*.

Justice sector Ministers have now agreed the sector priorities for the next three years:

- improving public safety and maintaining public confidence in the criminal justice system
- implementing initiatives that will reduce crime, volumes and cost across the sector
- improving the performance of sector agencies.

For the justice portfolio and the Ministry of Justice, this will require a particular focus on legislative and operational reform, as well as ongoing organisational improvement. Two pieces of legislation that will have a fundamental impact on addressing the drivers of crime and the way our court system works – the Alcohol Reform Bill and the Criminal Procedure (Reform and Modernisation) Bill – are currently before Parliament. In the year ahead, the Ministry will be supporting the constitutional review and taking on administration of legal aid.

This *Statement of Intent* describes how the Ministry will support the Government's justice sector reforms. It also sets out how it will continue to support the constitutionally independent role of the judiciary and the court system and through this, the rule of law. The Ministry will also support the Government to reach its aspirational goal of completing just and durable historical Treaty of Waitangi settlements by 2014.

The Government's goals for the sector are ambitious because we want people to be safer and a justice system that is accessible, fair and efficient. The Ministry has a leadership role in coordinating sector reform, as well as delivering a considerable work programme. I look forward to seeing the results of the Ministry's efforts to create a stronger justice system.

### Minister's Statement of Responsibility

As the Minister responsible for the Ministry of Justice, I am satisfied that the information on future operating intentions provided by the Ministry of Justice in this *Statement of Intent* and the *Information Supporting the Estimates*, is in accordance with sections 38, 40 and 41 of the Public Finance Act 1989 and is consistent with the policies and performance expectations of the Government.



**Hon Simon Power**  
Responsible Minister for the Ministry of Justice

May 2011

## Introduction from the Chief Executive

**T**he Ministry of Justice works to keep New Zealand safe and just and to ensure people have access to justice.

The Ministry has a unique role in supporting an independent and efficient court system, which is central to our constitutional arrangements. As the lead justice sector agency, our work spans criminal and civil justice and the Ministry provides significant advice and support to the Government. We also play a key role in negotiating Treaty of Waitangi settlements on behalf of the Crown.

Over the last two years our role has meant supporting and implementing an extensive programme of legislative and system change to deliver on Government objectives – improving public safety and providing better support for victims of crime and improving the efficiency of the courts and justice system.

We have refreshed our strategic direction to better deliver our core functions and the extensive work programme ahead of the Ministry and the sector. The strategy has three main components: ensuring there is less need for justice services, doing our work and delivering results more quickly and creating and operating a modern, effective justice system.

The justice system is built on enduring principles but both the Government and public expect us to be innovative in our thinking and in how we deliver services.

This document sets out the Ministry's work programme for the year: our key areas of focus, what we will deliver and how we will adapt to implement our work programme.

I am confident we have the people, capability and drive to achieve our goals.

### Chief Executive's Statement of Responsibility

In signing this statement, I acknowledge that I am responsible for the information contained in this *Statement of Intent* for the Ministry of Justice. This information has been prepared in accordance with the Public Finance Act 1989. It is also consistent with the proposed appropriations set out in the Appropriations (2011/12 Estimates) Bill, as presented to the House of Representatives in accordance with section 13 of the Public Finance Act 1989, and with existing appropriations and financial authorities.



**Belinda Clark**  
Secretary for Justice and  
Chief Executive

May 2011



**Lara Ariell**  
Chief Financial Officer  
*Countersigned*

## Who we are

**N**ew Zealand's justice and legal systems protect individual rights and freedoms, set out what is unacceptable in our society and the penalties for breaking the law, and enforce the rules around how our country is governed.

The Ministry of Justice works with sector partners to support and strengthen our justice system so that crime is reduced, disputes can be resolved, and freedoms are preserved. We work to keep New Zealand safe and just.

We lead justice sector agencies in setting the overall direction of the sector.

A key role for the Ministry is supporting the work of the independent judiciary and, through this, the rule of law.

Our work spans criminal and civil justice. We provide advice on the law, the constitution, democratic and human rights and negotiate Treaty of Waitangi settlements for the Crown.

### The judiciary and constitutional independence

A key role for the Ministry is supporting the judiciary and courts. The Ministry ensures that the judiciary is provided with adequate levels of administrative, technological and human resources support, and funding for continuing legal education.

In delivering services, the Ministry recognises the importance of the constitutional requirement of independence in judicial function and works with the judiciary to ensure this independence is preserved and maintained. This reflects the need for judicial independence – the courts must be, and must be seen to be, separate from, and independent of, the executive.

Staff who exercise judicial functions do so under the supervision of judges and with the guidance provided in handbooks and other training material approved by the judges. The Ministry has no ability to direct or control staff in their judicial functions.

The Ministry seeks judicial input into some of its operations through joint Ministry-judicial committees and councils on, for example, improvements to court processes and service design.

## Our responsibilities

Most of our frontline service delivery involves operating the New Zealand court system. We create a court environment where disputes and offences can be resolved, while maintaining the court system's integrity and the judiciary's independence. We administer and support the progression of cases in the Supreme Court, Court of Appeal, High Court, District Courts, specialist courts and a range of tribunals and authorities. We ensure that courts are safe, and implement policy and legislative changes in the court system.

We maintain the credibility of monetary penalties by enforcing and collecting court-imposed fines, infringements and reparations.

We provide advice on the country's constitutional arrangements and ensure they reflect the views of New Zealanders.

We contribute to the safety of New Zealand communities by looking at ways to reduce crime and victimisation.

We provide advice on developing and reforming legislation to ensure laws and sanctions deter potential offenders and hold offenders to account.

We support the Crown and iwi in settling historical Treaty of Waitangi claims. We provide claims management, research, report writing and inquiry support to the Waitangi Tribunal. We oversee implementation of settlements and preserve the value of properties in the Crown 'landbank', until they are required in a settlement.

We work with Crown entities that help maintain people's rights, such as the Human Rights Commission, and that provide checks and balances on the exercising of public power, such as the Independent Police Conduct Authority. We monitor and report to Ministers on the performance of these Crown entities.

We will become responsible for administering legal aid in 2011/12.

## Our sector outcomes

The ultimate outcome for the justice sector is a safe and just society, where the rights, interests and obligations of individuals and communities are protected so they can contribute, engage, and prosper.

The justice agencies – the Ministry of Justice, New Zealand Police, Department of Corrections, Ministry of Social Development (for youth justice matters), the Crown Law Office and Serious Fraud Office – have developed shared outcomes that guide their work. The eight justice sector outcomes are:

- crime is reduced
- the impact of crime is reduced
- offenders are held to account
- the justice system is trusted
- justice services are accessible
- the justice system is internationally connected
- durable settlement of Treaty of Waitangi claims
- constitutional arrangements are effective.

This recognises that, particularly in the criminal justice sector, there is a 'pipeline' – a strong relationship between policing activities, the court process and prison and rehabilitation services.

Our objectives and way of working also reflects the connection between many justice and social issues – to achieve our sector outcomes we need connected, coordinated responses.

## What we will do

**O**ur work programme is designed to achieve justice sector and Ministry outcomes. It is also driven by Government objectives and shaped by the environment in which we operate.

The Government's focus for the criminal justice system is to improve public safety and reduce offending and victimisation. The Government has also placed emphasis on the rights of victims and on improving the experiences of children who come into contact with the justice system.

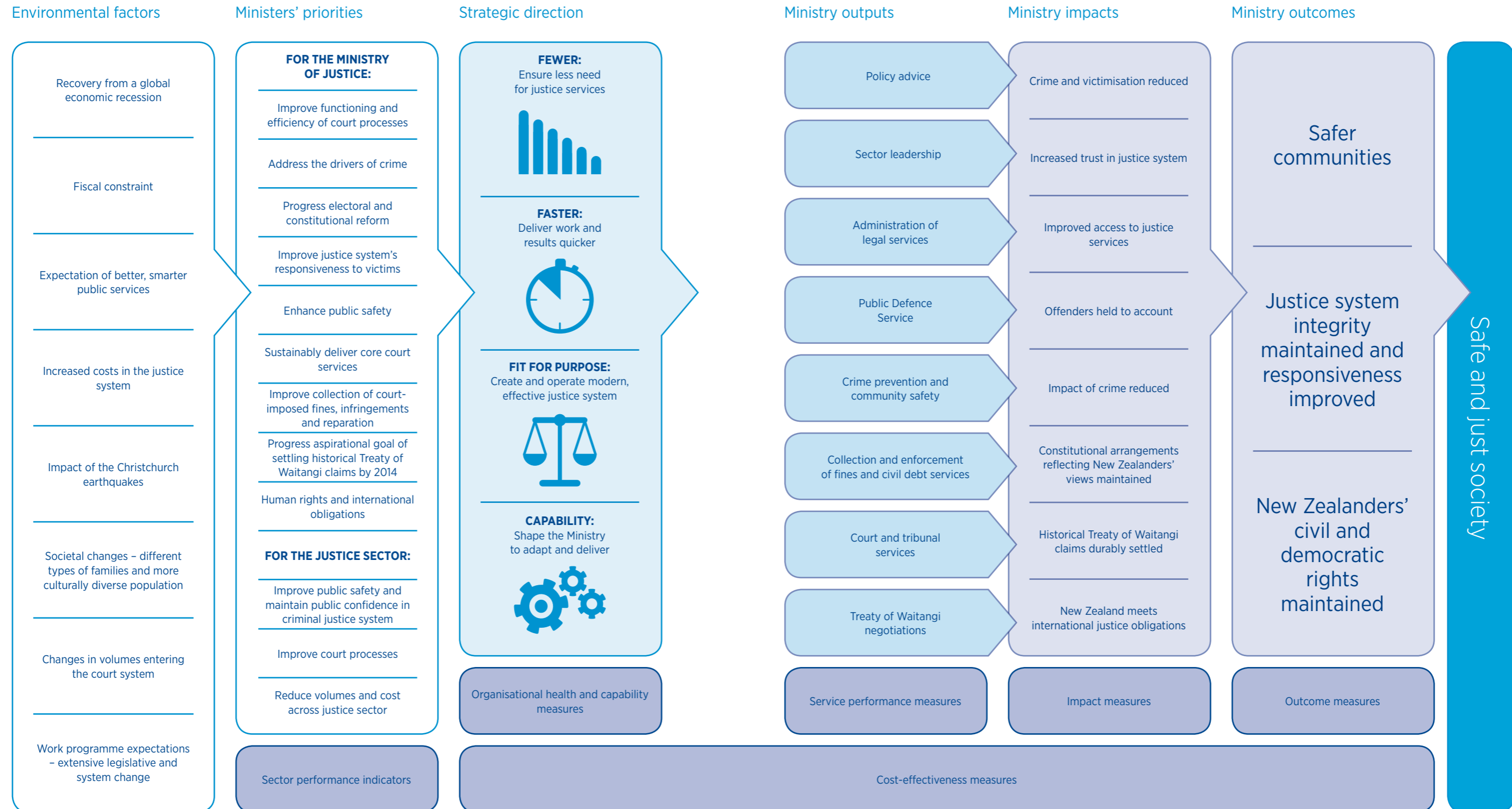
We are supporting the following priorities agreed by the Ministers of Justice, Courts, Treaty of Waitangi Negotiations and the Attorney General:

- improving the functioning and efficiency of court processes, including the legal aid system
- addressing the drivers of crime
- progressing electoral and constitutional reform
- improving responsiveness of the justice system to victims
- enhancing public safety
- sustainably delivering core court services
- improving the collection of court-imposed fines, infringements and reparation
- progressing the aspirational goal of settling historical Treaty of Waitangi claims by 2014
- other priorities relating to human rights and international obligations.

The diagram on the following page shows what we are trying to achieve and how our work contributes to our outcomes. It shows that our objectives are to:

- make communities safer
- maintain the integrity and improve the responsiveness of the justice system
- maintain the civil and democratic rights of New Zealanders.

# Our performance framework



## Making communities safer

To make communities safer, we will continue work to reduce the extent and seriousness of crime and deter potential offenders.

We will know communities are safer if:

- recorded crime, violent crime and youth crime decrease
- the number of alcohol-related offences reduces
- fewer people worry about being a victim
- fewer people think there is a crime problem.

Appendix 1 discusses these measures in more detail.

### What we will do to reduce the extent and seriousness of crime

We will work with other justice sector agencies and with the health, education, economic, social and community development sectors to reduce crime.

*Addressing the Drivers of Crime* is a whole-of-government priority, with an emphasis on reducing Māori offending and victimisation. It focuses on four areas shown to reduce crime:

- improving maternity and early parenting support
- addressing conduct and behaviour problems in children and young people
- reducing the harm caused by alcohol
- identifying alternative approaches to manage repeat low-level offenders.

*Addressing the Drivers of Crime* will reduce the number of people entering the criminal justice system. It is an important element of the Government's strategy for managing cost pressures and improving value for money in the justice sector.

Our focus is to reduce the harm caused by alcohol. We are providing policy and legislative advice on the Alcohol Reform Bill. This Bill aims to reduce the availability of alcohol and make it harder for youth to access alcohol, help communities have a say in licensing decisions, and promote responsible sale and consumption of alcohol.

### What we will do to deter potential offenders

We will provide policy and legislative advice to make sure the consequences for breaking the law effectively deter offending and re-offending.

We play an important role in making sure fines and reparation are a credible sanction and deterrent. Over the next three years, we will implement the Courts and Criminal Matters Bill, once it passes into law. This Bill will give courts stronger enforcement measures if people do not voluntarily pay their fines and reparation. It will also make debt enforcement cheaper and more effective.

## Maintaining the integrity and improving the responsiveness of the justice system

To maintain the integrity and improve the responsiveness of the justice system, we will continue work to ensure:

- there is an effective court environment so that people can resolve disputes and offences
- people can receive quality assistance with legal matters
- misconduct or breaches of professional standards can be addressed
- people are able to participate in the justice system
- there are effective laws and sanctions so offenders can be held to account
- the justice system is responsive to the victims of crime.

We will know the justice system has integrity and is more responsive if:

- more people are satisfied with the quality of courts and collection services
- the percentage of people who do not comply with monetary sanctions decreases
- the average time from filing to disposal of a case decreases
- the quality of legal aid services improves
- people find it easier to access court information
- people feel safer at court.

Appendix 1 discusses these measures in more detail.

### What we will do to ensure there is an effective court environment for people to resolve disputes and offences

Over the next three years, we will continue our Future Court Services programme to improve the way the courts system operates. This programme includes the following projects:

The *Criminal Procedure (Simplification) Project* will reform, streamline and simplify the criminal court process and associated legislation. It will allow better use of technology and ensure that criminal procedures can adapt to future developments in technology, criminal law and practice.

The *Auckland Service Delivery Programme* will ensure sustainable court services throughout the greater Auckland region. The programme will improve how we use current resources to minimise investment in new facilities.

The *electronic operating model* will replace paper court records and case files with electronic court records and case management for smarter, faster, more integrated service delivery.

The *audio-visual links project* will install audio-visual conferencing technology so people can participate remotely in court proceedings – appear before the court, give evidence, provide interpretation services or observe court proceedings. This will save time and money for many court participants, including lawyers, expert witnesses and interpreters, while also ensuring their safety.

The *segmentation and workflow management project* aims to improve the collection of fines and reparation by allowing the Ministry to focus enforcement actions on those who are not willing or likely to pay their fines.



### **What we will do to ensure people can receive quality assistance with legal matters**

Over the next three years, we will continue to improve the administration and quality of legal aid services and ensure that the system remains financially sustainable.

We will implement a new quality assurance framework for accrediting and monitoring legal aid providers. We will also streamline processes for assessing legal aid eligibility.

### **What we will do to ensure misconduct or breaches of professional standards can be addressed**

We will provide funding for commissioners and tribunals – such as the Independent Police Conduct Authority, the Lawyers and Conveyancers Disciplinary Tribunal, and the Legal Aid Tribunal – that deal with concerns about the conduct or work of justice sector individuals or agencies.

### **What we will do to ensure people are able to participate in the justice system**

We will ensure the accessibility of the courts, tribunals and authorities across the country.

We will provide interpreters, transcribers, security officers and victims' advisors to assist with equitable access to justice.

We will provide legal aid to those who need it so they are able to participate in the justice system.

Over the next three years, we will expand the Public Defence Service, which plays a vital role in providing high quality, professionally independent and cost-effective criminal defence services.

We will deliver funding for community legal services to help people resolve issues, where possible, without escalation to the courts.

### **What we will do to ensure there are effective laws and sanctions so offenders can be held to account**

We will provide policy and legislative advice on whether there are appropriate investigation and sentencing options available. Over the next three years, we will provide advice on the Criminal Investigations (Bodily Samples) Amendment Act 2009 and its operation to date. We will also review the operation of home detention and the bail system.

We will continue to operate enforcement actions for people who do not pay their fines, infringements, or reparation, or make a payment arrangement, by the due date.

### **What we will do to ensure the justice system is responsive to victims of crime**

We will provide services to assist victims in a timely and credible way, to reduce the financial and emotional effects of crime on victims.

We will implement findings from the review of victims' rights, including legislative and operational changes.

We will continue to provide court services to support victims, such as specially trained advisors for victims of sexual violence and restorative justice conferences, which aim to repair the harm caused to victims and communities.

To minimise the trauma for child victims and child witnesses who have contact with a court, we will explore changes to limit exposure to the courts and improve the quality of evidence given by those children.

## Maintaining the civil and democratic rights of New Zealanders

To maintain the civil and democratic rights of New Zealanders, we will continue work to:

- ensure there is a credible legal basis for New Zealand's civil and democratic systems
- support the Government's aspirational goal to complete all historical Treaty of Waitangi settlements by 2014
- ensure New Zealand responds appropriately to international laws and conventions.

We will know civil and democratic rights are maintained if:

- New Zealand continues to have a low level of perceived corruption
- international confidence in our legal and justice systems increases.

Appendix 1 discusses these measures in more detail.

### **What we will do to ensure there is a credible legal basis for New Zealand's civil and democratic systems**

We will continue to provide services to support the work of the judiciary so that the rule of law can be upheld and the constitutional independence of judicial decision-making is preserved and maintained.

We will support the *Consideration of Constitutional Issues* led jointly by the Deputy Prime Minister and the Minister of Māori Affairs.

We will support the Electoral Commission by providing policy and legislative advice and operational support.

### **What we will do to support the Government's aspirational goal to complete all historical Treaty of Waitangi settlements by 2014**

We will negotiate settlement of historical Treaty of Waitangi claims directly with iwi claimant groups on behalf of the Crown, based on negotiation and policy approaches that support increased momentum for both parties.

Over the next three years, we will complete Deeds of Settlement and Agreements in Principle with groups currently in intensive negotiations with the Crown. At the same time, we will work with remaining groups to prepare them for entering intensive negotiations. During 2011/12, we expect 12 Deeds of Settlement<sup>1</sup> to be initialled.

Policy advice will be provided to the Government on generic Treaty-related issues, as well as individual settlements.

We will continue to manage properties that are held in the Crown 'landbank', until they are required in a settlement.

Through the provision of claims management, research, report writing and inquiry support, we will support the Waitangi Tribunal to inquire into claims under the Treaty of Waitangi Act 1975.

<sup>1</sup> During the settlement process, negotiating groups may combine or divide. The signing of Deeds of Settlement requires agreement from both parties and the negotiation process can result in changes to original timeframes. The forecast completion of Deeds of Settlement is based on the current configuration of negotiating groups and is subject to change.

### What we will do to ensure New Zealand responds appropriately to international laws and conventions

We will ensure that, where appropriate, the New Zealand justice system aligns with international standards, treaties, and conventions. We provide advice on obligations under various international conventions and the appropriate domestic response to developments in public and private international law.

Over the next three years, we will provide policy and legislative advice on regulations for the Trans-Tasman Proceedings Act 2010. This Act reduces barriers to cross-border enforcement of civil penalties and criminal fines and helps to resolve Australasian legal disputes more efficiently and effectively.

We will progress ratification of the United Nations Convention Against Corruption, which will demonstrate New Zealand's support for international anti-corruption efforts and having a fair international trading system.

We will continue to support the extradition of people to and from New Zealand.

## How we work

**W**hile crime rates in New Zealand have been stable for several years, costs across the justice sector have been rising substantially. The Ministry and justice sector have been implementing changes to improve outcomes and reduce costs but we are at the limit of what changes to the current system can achieve. We need to look at new ways of working and delivering services.

The Ministry has developed a five-year strategic direction to challenge ourselves to think and work in new ways to meet the Government's and the public's expectations for delivering better, smarter public services. It has three key areas of focus:

- **fewer:** ensuring there is less need for justice services
- **faster:** doing our work and delivering results more quickly
- **fit for purpose:** creating and operating a modern, effective justice system.

To support our strategic direction, we need to align our internal systems and culture to meet the challenges of the current and future environment.





## Fewer, faster, fit for purpose



### 1. Fewer

#### Ensuring there is less need for justice services

Having fewer cases going through the justice system, while maintaining access to justice, helps deliver better social outcomes and lowers cost. Although criminal justice is not the Ministry's sole focus, a key priority is leading other agencies to address the factors that drive crime.

We intend to:

- reduce crime rates by supporting the *Addressing the Drivers of Crime* programme and ensuring there are strong disincentives to commit crime
- reduce demand and improve the justice system (criminal, civil, family and specialist jurisdictions) by having the right incentives in place so that issues go to the most appropriate resolution channel within the court system
- encourage differences to be resolved outside of the court system, where appropriate.



### 2. Faster

#### Delivering our work and results more quickly

Moving cases through the court system faster reduces the impact on all participants. It also reduces cost, which is critical to a sustainable justice system.

We intend to:

- simplify and streamline court processes
- encourage those in dispute to work to achieve a fair and effective outcome as quickly as possible, while maintaining the integrity of the court system
- settle more historical Treaty of Waitangi claims concurrently across the country to increase momentum, while maintaining the durability of settlements.



### 3. Fit for Purpose

#### Creating and operating a modern, effective justice system

We are at the limit financially and operationally of what the current justice system can provide and we must find new ways of delivering public services.

We intend to:

- work with our sector partners and take opportunities to rethink our service delivery models
- continually seek new, more sustainable operating models.

We will continue to support the constitutionally independent role of the judiciary and the court system and, through this, the rule of law.

## Shaping the Ministry to adapt and deliver

We will shape the Ministry to adapt and deliver by:

- improving our cost-effectiveness
- strengthening our financial management
- improving the performance of our assets
- ensuring technology is used effectively
- leading and engaging our people
- managing risk
- recovering from the Canterbury earthquakes.

We will know we are able to deliver our work programme effectively if:

- our five main technology applications are available and reliable during normal business hours
- we resolve high priority technology incidents within an average of two and a half hours, to minimise the impact on public service delivery
- employee engagement levels improve.

Appendix 1 discusses these measures in more detail.

#### Improving our cost-effectiveness

We will improve our efficiency and effectiveness to deliver better value for money, particularly in delivering court and legal aid services, while maintaining the integrity of the court system. We will progress fundamental change in the criminal courts, through simplifying criminal procedure, introducing an electronic operating model in courts and introducing audio-visual links across court and prison facilities.

We will review areas of the justice system to ensure they are fit for purpose for New Zealand in the 21st century. We will implement changes as a result of the legal aid review. We will also review prosecution services.

#### Strengthening our financial management

We will strengthen our budgeting and planning processes to better prioritise resources to where they can be most effective. To provide a medium-term sustainable budget and address cost pressures, we have planned a wide-ranging policy and operational change programme. This programme is built on realising the benefits of policy and legislative changes made over the last two years. It involves smarter ways of working through increased use of technology, realigning capacity to match demand in back-office and policy functions and implementing a range of asset management and procurement process improvements that will maximise value for money and generate savings.

Appendix 2 details our future capital intentions.

#### Improving the performance of our assets

We will develop and implement a Ministry-wide asset management plan, covering information and communications technology, business systems, and property assets. Our capital plan will be increasingly weighted to investment in technology. This builds on previous investment, particularly in transcription technology.

#### Ensuring technology is used effectively

Many of our business transformation initiatives are heavily reliant upon technology investments. Our technology must not only enable a transformation of court services and the replacement of long established paper-based processes but also offer a secure and reliable foundation that can support existing services.

As such, our technology strategy will focus on ensuring a sustainable, fit for purpose technology infrastructure, and improving capability and technology to support business transformation.

### Leading and engaging our people

We will refresh our strategy for managing our people, with a focus on employee engagement and organisational performance.

The Ministry is implementing a wide-ranging policy and operational change programme, which will require new ways of working and organising our workforce.

We will continue to foster and encourage a diverse workplace and inclusive culture by maintaining organisational strategies to achieve the objectives of the equal employment opportunities policy.

### Managing risk

We recognise that successful management of Ministry and sector risk is a critical success factor for delivering our outputs and achieving our outcomes.

We will continue to operate a Ministry-wide risk management framework, aligned to the ISO 31000 Risk Management Standard. Our risk and assurance team will continue to provide regular advice to senior management on the Ministry's strategic risks and mitigation strategies, and deliver the internal audit programme agreed with our Chief Executive and Audit and Risk Committee. We will also collaborate with justice sector risk and assurance functions to maintain a sector view of risk management.

Our Audit and Risk Committee will continue to meet quarterly and provide independent advice to assist the Chief Executive to discharge her responsibilities and maintain systems of internal control.

### Recovering from the Canterbury earthquakes

Canterbury has suffered economically and socially from the earthquakes of 2010 and 2011. The extraordinary circumstances in Christchurch have forced us to look for solutions in new and unique ways and have reinforced the need for the sector to work collaboratively. Flexibility and innovation will be key to post-earthquake recovery.

# Appendix 1:

## Our performance measurement framework

**W**e understand the importance of balancing the quantity and quality of what we deliver with its cost. As such, we use a number of measures to help us assess and report on our performance, including quantity, timeliness, quality, and stakeholder satisfaction. We monitor our effectiveness in achieving our outcomes, contributing to the justice sector priorities, delivering our outputs and managing our inputs.

## Outcome measures

The tables below detail the performance measures we will monitor so that we know if we are achieving our outcomes.

### Making communities safer

Measure	Current measurement	Current state and trend
<i>Main measure</i>		
<b>Recorded crime decreases</b>	New Zealand Police annual crime statistics show a decrease in total recorded offences, per 10,000 of the population	2007/08: 1,004 2008/09: 1,032 2009/10: 1,018
<i>Supporting measures</i>		
<b>Violent crime decreases</b>	New Zealand Police annual crime statistics show a decrease in recorded offences for homicide and related offences, acts intended to cause injury, and sexual assault and related offences, per 10,000 of the population	2007/08: 103 2008/09: 109 2009/10: 112
<b>Youth crime decreases</b>	Statistics New Zealand national annual recorded offences show a decrease in the number of youth apprehensions, per 1,000 of the youth population (people aged 16 years or younger)	2008/09: 0.03 2009/10: 0.02
<b>Alcohol-related offending decreases</b>	Alcohol-related motor vehicle crash rates for young people (aged 15-24) decrease	To be developed
	Percentage of people arrested who had drunk alcohol prior to allegedly committing a crime decreases	To be developed
	Percentage of deaths from motor vehicle crashes where the driver at fault in a crash was over the legal alcohol limit decreases	To be developed

Measure	Current measurement	Current state and trend
<b>Fewer people worry about being a victim</b>	The three-yearly New Zealand Crime and Safety Survey <sup>2</sup> of the public shows a decrease in the proportion of people who feel very or fairly worried about victimisation	2009: Proportion of people worried about: <ul style="list-style-type: none"> <li>- traffic accident caused by a drunk driver: 58% (2006: 63%)</li> <li>- house burglary: 58% (2006: 59%)</li> <li>- car being damaged or broken into: 53% (2006: 57%)</li> <li>- credit card misuse: 55% (2006: 53%)</li> <li>- having car stolen: 48% (2006: 52%)</li> <li>- being attacked and robbed: 39% (2006: 41%)</li> <li>- being assaulted by strangers: 37% (2006: 38%)</li> <li>- being sexually assaulted or raped: 27% (2006: 30%)</li> <li>- being assaulted by someone you know: 14% (2006: 17%)</li> </ul>
<b>Fewer people think there is a crime problem</b>	The three-yearly New Zealand Crime and Safety Survey <sup>2</sup> of the public shows a decrease in the percentage of people who perceive there to be a crime problem in their neighbourhood	2006: 36% 2009: 34%

The Ministry contributes to this outcome through the delivery of activities funded by: *Policy advice; Crime prevention and community safety; Sector leadership and support* (Vote Justice); and *Collection and enforcement of fines and civil debt services* (Vote Courts). More detail about these appropriations, including performance measures, can be found in the *Information Supporting the Estimates of Appropriations*.

<sup>2</sup> We are currently assessing the most cost-effective methods to measure the perceptions of victims and the public.

## Maintaining the integrity and improving the responsiveness of the justice system

Measure	Current measurement	Current state and trend
<i>Main measures</i>		
<b>More people are satisfied with the quality of courts and fines services</b>	The two-yearly Kiwis Count Survey of the public shows an increase in points for satisfaction with paying fines or getting information about fines; and for a court, about a case the respondent was involved in  The Court User Survey shows an increase in the number of people who were very or fairly satisfied with court services and facilities	2007: Fines: 54 2009: Fines: 57 Courts (First year included): 52  2010 (First year of survey): 77%
<i>Supporting measures</i>		
<b>The percentage of people who do not comply with their monetary sanctions decreases</b>	Ministry of Justice administrative data from the Collections system shows a decrease in the proportion of people who have not paid or made an arrangement to pay their fine, infringement or reparation, at 30 June	2007/08: 57% 2008/09: 52% 2009/10: 47%
<b>The average time from filing to disposal of a case decreases</b>	To be developed, based on Ministry of Justice administrative data reported by court managers	
<b>The quality of legal aid services improves</b>	To be developed, based on the new legal aid quality framework	
<b>People find it easier to access court information</b>	The Court User Survey shows an increase in the number of people who found it very or fairly easy to obtain information about court services and facilities	2010 (First year of survey): 65%
<b>People feel safer at court</b>	The Court User Survey shows an increase in the number of people who feel very or fairly safe at court	2010 (First year of survey): 86%

The Ministry contributes to this outcome through the delivery of activities funded by: *Policy advice; Sector leadership and support; Administration of Legal Services; Public Defence Service* (Vote Justice); *Higher court services; District Court services; Specialist courts, tribunals and other authorities' services; Collection and enforcement of fines and civil debt services; and Waitangi Tribunal services* (Vote Courts). More detail about these appropriations, including performance measures, can be found in the *Information Supporting the Estimates of Appropriations*.

## Maintaining the civil and democratic rights of New Zealanders

Measure	Current measurement	Current state and trend
<i>Main measure</i>		
<b>Perceived level of corruption remains low</b>	New Zealand's score on the Transparency International Corruptions Perception Index does not decrease	2006: 9.6 / 10 (Global rank: 1)
		2007: 9.4 / 10 (Global rank: 1)
		2008: 9.3 / 10 (Global rank: 1)
		2009: 9.4 / 10 (Global rank: 1)
		2010: 9.3 / 10 (Global rank: 1)
<i>Supporting measure</i>		
<b>International confidence in our legal and justice systems increases</b>	To be developed	

The Ministry contributes to this outcome through the delivery of activities funded by: *Policy advice; Sector leadership and support (Vote Justice); Policy advice – Treaty negotiations; Representation – Waitangi Tribunal; and Property Portfolio Management (Vote Treaty Negotiations)*. More detail about these appropriations, including performance measures, can be found in the *Information Supporting the Estimates of Appropriations*.

## Justice sector key performance indicators

Justice sector Ministers, including the Ministers of Justice, Courts, Police, Corrections and the Attorney-General, have agreed priorities for the sector, which are focused on the criminal justice system. These are:

- improving public safety and maintaining public confidence in the criminal justice system
- implementing initiatives that will reduce crime, volumes and cost across the sector
- improving the performance of sector agencies.

Ministers have also agreed three new performance indicators to help measure the efficiency and effectiveness of the criminal justice pipeline:

- the entry of people into the criminal justice system, which will show the prevalence of crime and whether social and justice sector interventions are effective
- the time it takes for cases to proceed through the court system, which will indicate where there are opportunities to improve functioning and efficiency
- the rate of recidivism, which will show the effectiveness of rehabilitation and reintegration services and existing sanctions.

Better information about the relationship and impact of policies and activities across the sector, and evidence about what works and what does not, will allow us to make the decisions required to ensure the system is as effective and affordable as possible.

The table below details the sector performance measures that we will develop for reporting in our next *Annual Report*.

Type of measure	Measure
<b>Inflow of first-time offenders into the criminal justice system</b>	
<i>Measures being developed for the next Information Supporting the Estimates</i>	
<b>Contextual measure to illustrate change, which is not the direct responsibility of the Ministry</b>	Number of Police apprehensions resolved by non-prosecutorial outcomes, such as alternative resolution
	Percentage of Police apprehensions resolved by non-prosecutorial outcomes, such as alternative resolution
<b>Average time it takes for a case to proceed through the court system</b>	
<i>Measures being developed for the next Information Supporting the Estimates</i>	
<b>Monitoring measure, where a performance standard is not appropriate</b>	Average time to complete the court process, from charges being laid to case disposal, for summary cases
	Average time to complete the court process, from charges being laid to case disposal, for indictable cases
	Total volume of prosecutions withdrawals
<b>Contextual measure to illustrate change, which is not the direct responsibility of the Ministry</b>	Percentage of pre-sentence reports provided to agreed standards
	Number of pre-sentence reports provided to agreed standards
	Percentage of pre-sentence reports completed on time
	Length of time on custodial remand, for people awaiting substantive hearing
	Length of time on custodial remand, for people awaiting sentencing hearing
	Total number of court events per case
<b>Rate of recidivism</b>	
<i>Measures being developed for the next Statement of Intent</i>	
<b>Contextual measure to illustrate change, which is not the direct responsibility of the Ministry</b>	Number of non-custodial sentences imposed
	Number of custodial sentences imposed
	Percentage of non-custodial versus custodial sentences imposed
	Overall reconviction rate for prisoners released and new offenders who receive community sentences
	Overall re-imprisonment rate for prisoners released and new offenders who receive community sentences
	Number of offenders who comply with orders, including non-compliance enforcement actions
<i>Measures being developed for the next Information Supporting the Estimates</i>	
<b>Monitoring measure, where a performance standard is not appropriate</b>	Number of court-imposed fines resolved

## Capability measures

Measure	Current measurement	Current state and trend
<i>Main measures</i>		
<b>Our five main technology applications are available and reliable during normal business hours</b>	Internal administrative data shows an improvement in the availability of the five main technology applications, during normal business hours	Target of 99.5% availability to be met by the end of 2010/11
<b>Employee engagement levels improve</b>	Internal survey shows an improvement in levels of employee engagement	Baseline figure to be reported in 2011
<i>Supporting measure</i>		
<b>We resolve high priority incidents in technology systems within an average of two and a half hours, to minimise the impact on public service delivery</b>	Internal administrative data shows that high priority technology incidents are resolved within an average of two and a half hours	The average resolution time over the past two years has been two hours and forty-seven minutes. The majority of incidents were resolved in less than one and a half hours, with very few incidents outside of the target

## Appendix 2:

### Our capital intentions

	2010/11 \$000	2011/12 \$000	2012/13 \$000	2013/14 \$000	2014/15 \$000
<b>Computer hardware</b>	9,595	6,200	10,500	15,480	13,700
<b>Computer software</b>	18,121	27,328	23,770	18,927	18,100
<b>Non-residential building</b>	28,175	17,125	22,700	43,300	31,100
<b>Land</b>	3,325	0	0	0	0
<b>Furniture and fittings</b>	1,700	1,700	1,700	1,700	1,700
<b>Motor vehicles</b>	1,600	1,500	1,500	1,870	1,500
<b>Plant and equipment</b>	800	900	900	700	700
<b>Total</b>	<b>63,316</b>	<b>54,753</b>	<b>61,070</b>	<b>81,977</b>	<b>66,800</b>

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MINISTRY OF  
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