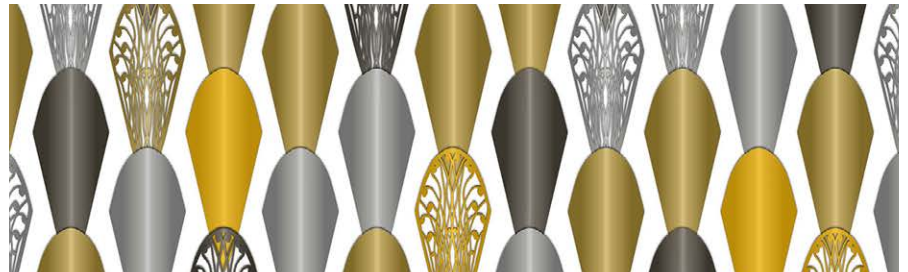
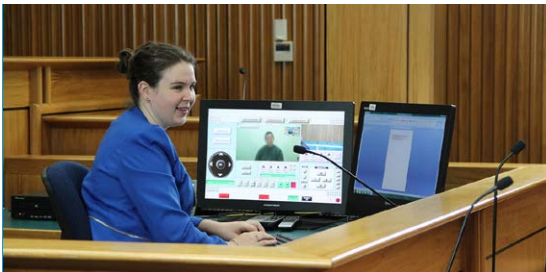


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DELIVERING QUALITY SERVICES

Welcome to the latest issue of *Justice Matters*. Chief Executive Andrew Bridgman talks about delivering on customer expectations, we profile the new operations leadership team, Justice Minister Amy Adams discusses a fresher approach to family violence laws, and we highlight a range of initiatives that put our customers at the forefront of the justice system.



Improving our performance

ANDREW BRIDGMAN • SECRETARY FOR JUSTICE AND CHIEF EXECUTIVE



A big part of the Ministry's modernisation work has focused on how to deliver our services faster – in particular, how to reduce the time it takes to dispose of court cases. Fast and efficient processes are an important element of a fair and accessible justice system.

A handwritten signature in blue ink that reads "Andrew Bridgman".

At the same time as we're focusing on delivering our services faster, we're also making sure we're working towards improving the quality of our services. We're cutting out inefficiency and waste, not cutting corners.

In 2013, we set ourselves an ambitious 5-year goal – to halve the time it takes to deliver our services. We set this aggressive target because we want to galvanise our people behind a collective goal and to significantly improve our performance in an area that makes a tangible difference to New Zealanders' lives.

Since 2013 there has been an overall reduction of 30% achieved in areas where the majority of New Zealanders interact with

the court system, that is District Court category 1 criminal cases, High Court civil appeals, and the specialist courts and tribunals.

We've improved our timeliness by focusing on clearing old cases first and improving the speed and quality of court administrative processes.

It's now time to take a new, modified approach. This is about giving people certainty and predictability about how long their case will take to be resolved. The primary goal will be, by 2023, all serious harm cases will be resolved within 12 months.

It's a goal our customers, our people, and our sector partners can understand and work towards.

Achieving it will take several years and require us to work together with our sector partners. We'll provide more information about this in the coming months.

On the subject of working together, as we head towards Christmas, I want to acknowledge our close relationship with the judiciary, and our support and active work with the legal profession, New Zealand Police, Department of Corrections and other stakeholders. And not forgetting all our people in the Ministry.

I want to thank you all for helping us deliver justice services for New Zealanders during the year.

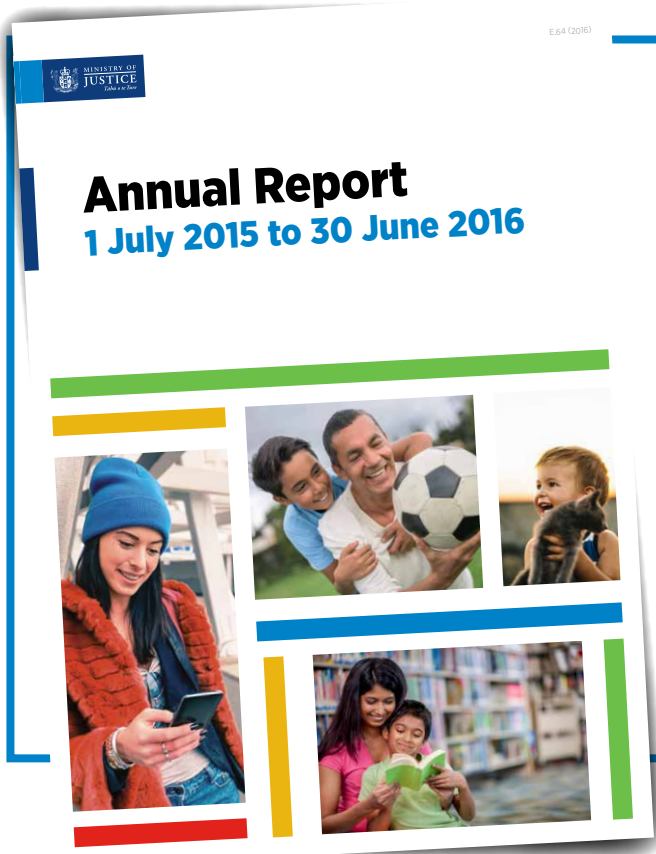
DEPUTY CHIEF EXECUTIVE SECONDED FROM POLICE

In October we welcomed Andy Coster on a 2-year secondment as our new Deputy Chief Executive.

Andy has held a number of senior roles at New Zealand Police, most recently Assistant Commissioner, Strategy and Transformation. He previously served as District Commander Southern and Area Commander, Auckland City.

Andy's ability to work across a range of disciplines will be very useful for the Ministry and will further enhance our collaboration with the New Zealand Police and the wider justice sector.

He replaces Audrey Sonerson who has joined Police as their Deputy Commissioner (Resource Management). ■



Improving the court experience, making it faster, simpler and more standardised, are all goals we've made good progress on during the last financial year.

Our 2016 Annual Report published in October highlights these and other successes achieved in 2015/16.

A lot is being done to ensure that people who come into contact with the justice system are dealt with in a modern, accessible, people-centred way.

To view the report, go to [About the Ministry > About us > Corporate publications](#) at JUSTICE.GOVT.NZ

Message from our minister

AMY ADAMS • MINISTER OF JUSTICE AND COURTS



We know that family violence has a devastating impact on individuals and communities. The Government is committed to redesigning the way our system prevents and responds to family violence. We understand the size and magnitude of the problem and its intergenerational nature.

But family violence is not a problem that government can solve alone — it requires all New Zealanders to think differently.

We need to act sooner to keep victims safer. We need to act earlier to change perpetrator behaviour. This means we need a new approach to better identify risk and recognise the patterns of family violence.

The first step is making system-wide changes. Across 16 different portfolios, Ministers and departments are working together to understand how the Government delivers family violence services, and assess the effectiveness of our response.

Through the Ministerial Work Programme on Family and Sexual Violence, we know that we must address and change the behaviour of perpetrators to make real change sooner. We can't wait until sentencing and court-mandated programmes to ensure that help is available.

The overhaul of our family violence laws is a critical, foundational step so that a new approach can be built

The overhaul of our family violence laws is a critical, foundational step so that a new approach can be built. We're introducing new family violence offences and acting to better track dangerous behaviour.

We're making sweeping changes across the system to better support victims and keep them safe. This includes making it easier to get a protection order, maximising the opportunities of Police safety orders, and making property orders more effective in keeping victims in their homes. It includes new offences to prosecute violence, a focus on getting in early, and connecting perpetrators with the help they need to stop the abuse.

The law is only one of the elements in how we can tackle the challenge ahead of us. It sets up the system, holds perpetrators to account, and puts a stake in the ground. But laws by themselves don't get results. We all need to do better if we are going to combat family violence. ■

New design features for precinct

CHRISTCHURCH JUSTICE AND EMERGENCY SERVICES PRECINCT

With the Christchurch Justice and Emergency Services Precinct construction well underway, the public can now see the installation of 2 major design features on its exterior.

The 2 designs are the work of contemporary multimedia artist Lonnie Hutchinson (Ngāi Tahu, Ngāti Hāmoa). The first, and most prominent, is an 8-metre-high, 36-metre-long aluminum kākahu (traditional feather cloak), that will wrap around the first floor of the car park. The second design is a huia feather feature that will be applied to the glazing of 5 two-storey window bays along the Durham Street façade of the Justice Building.

Development of the precinct's integrated design features has been a collaborative effort stemming back to 2013, when the Ministry of Justice approached Ngāi Tūāhuriri, through the Matapopore Trust, to request advice on incorporating their values into the precinct.

Matapopore General Manager Debbie Tikao says the level of consultation and input at this scale from mana whenua is a first for New Zealand.

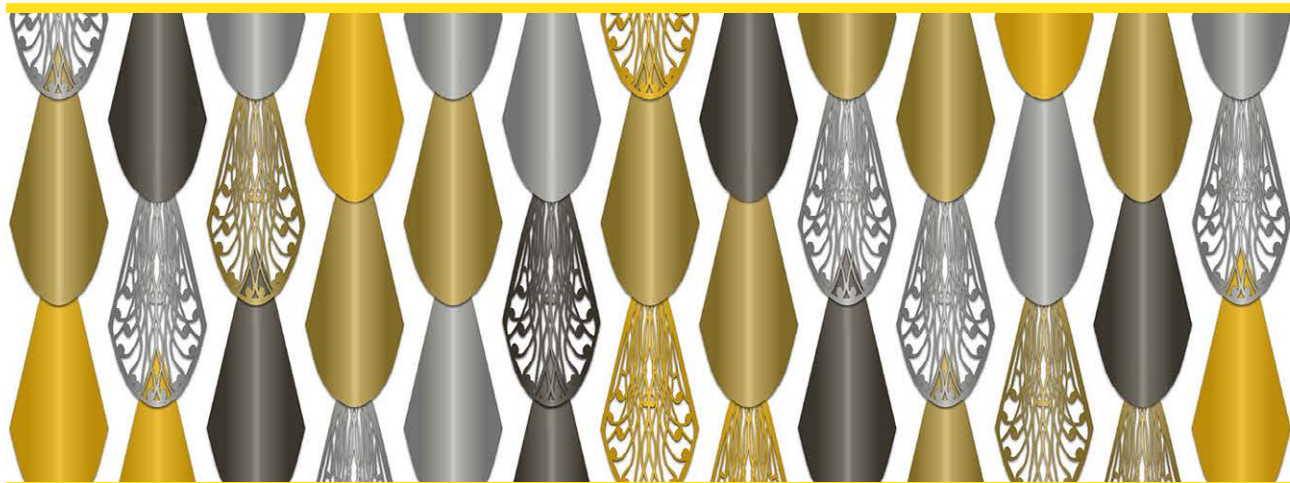
'Ngāi Tūāhuriri is breaking new ground for indigenous cultures to influence the design of a city and to ensure traditional values are woven into the urban environment,' says Debbie.

Precinct Project Director Neville Harris says working with Ngāi Tūāhuriri has been a rewarding experience which has contributed to making the precinct design unique.

'The designs will add a distinctive element to the precinct, and connect the precinct with Ngāi Tūāhuriri's vision for the restoration of cultural values and narratives in the rebuilt city,' says Neville. 'Because the designs are integrated into the building materials, they'll remain as long as the building does.'

Work on the installations began in mid-November. ■

For more information about the precinct, go to [About the ministry](#) > [About us](#) > [Our strategy](#) at JUSTICE.GOV.TZ



New operations leadership team in place

The Operations and Service Delivery Group is designed to ensure the Ministry works together more efficiently to develop and deliver customer-focused services.

Carl Crafar, who joined the Ministry in August as Chief Operating Officer, says he's delighted with the calibre of the appointments to the new senior roles.

'The appointees will help the Ministry develop better oversight and accountability for how service is delivered to our customers across New Zealand,' says Carl. 'They are internal appointments and, between them, they have a wealth of knowledge and experience across the Ministry.'

The team took up their new positions in late September.

Jacquelyn Shannon is Group Manager, Courts and Tribunals, Regional Service Delivery. Supported by 4 regional managers, Jacquelyn will drive consistent operations and service delivery across the courts and tribunals.

Director Higher Courts Tania Ott will lead the registry operations of the Court of Appeal and High Court.

This includes delivering high quality registry services to support the Higher Courts Judiciary, court users and other stakeholders.

Sarah Turner is Group Manager, Commissioning and Service Improvement. She'll lead ongoing improvements in service delivery methods to drive, develop and monitor nationally consistent operating standards and practices. Sarah will also ensure the customer experience underpins all service improvements, and will be responsible for commissioning the Ministry's centralised 'social services' such as victim support and restorative justice.

National Service Delivery Group Manager Bryre Patchell is responsible for leading centralised customer-facing services. These include Collections and Contact Centres, centralised processing such as Legal Aid and the Central Processing Unit and nationally run support services like Judicial Libraries and National Transcription Services. ■



Jacquelyn Shannon, Carl Crafar, Sarah Turner, Tania Ott, Bryre Patchell

ABOUT CARL CRAFAR

Before joining the Ministry, Carl Crafar was Deputy Chief Executive, Social Housing at the Ministry of Social Development where he lead social housing operations across regional services, contact centres and centralised processing units.

He's also had a long involvement in the social sector, having been Director, Social Sector Trials, at MSD since 2011.

Carl began his career on MSD's frontline and was later Regional Commissioner for Social Development in the Bay of Plenty from 1999 to 2007. Prior to his Social Housing role, he was also Associate Deputy Chief Executive, leading MSD's national operations team of around 6000 people. ■

Work begins on Dunedin's historic courthouse



Work has begun on restoring Dunedin's historic Stuart Street courthouse following the announcement of South Island company Amalgamated Builders as the main contractor.

'The decision to restore the courthouse is a big project for the Ministry and acknowledges its historic importance to Dunedin and its legal fraternity,' says Commercial and Property General Manager Fraser Gibbs.

The project will strengthen the building to 60-70 per cent of the New Building Standard. The project is being supported with up to \$20 million through Budget 2016.

'The project puts in place new technology and audio-visual capabilities, and enhances security and CCTV coverage. It means the people of Dunedin will have modern, customer friendly court services moving forward,' says Fraser.

The restoration is expected to be finished in December 2017. The building was closed in 2011, when a seismic report found it to be earthquake prone and below acceptable seismic standards. ■



WEB FORM MAKES APPLICATIONS EASIER

A new online form designed to make it easier for iwi, hapū and whānau to apply for recognition of customary interests under the Marine and Coastal Area (Takutai Moana) Act is now available on the Ministry of Justice website.

Marine and Coastal Area Manager Rhonda Taylor says the online form is easy to use.

‘We’ve included a Google Maps drawing tool so people can outline their application area as well as describing it,’ says Rhonda. ‘Then the form can be submitted simply by the click of a button.’

‘The paper form will still be available to download for those who prefer to use a hard copy.’

The deadline for applications is 3 April 2017. ■

For more information go to JUSTICE.GOV.TZ/MACA or phone **0800 TO MACA (0800 86 6222)**



HISTORIC COURTS LEGISLATION PASSES

New legislation is paving the way for people to use courts in 21st-century ways and access government services online.

The Judicature Modernisation legislation passed its third reading on 12 October and introduced more streamlined court legislation to enable courts to function better. It includes 5 new Acts and 18 amendment Acts.

Key features include:

- modern language and an accessible structure that’s easier to read and search online
- enabling courts and tribunals to use digital documents and electronic case files
- enabling District Courts to hear disputes with a value of up to \$350,000 (previously \$200,000)
- combining our 58 district courts into one District Court of New Zealand. This will be Australasia’s largest court; it will hear more than 200,000 matters every year
- an online calculator to work out interest on money claims. It’ll be on our website from 1 January 2018.

The amendments are in response to the Law Commission’s review of the 108-year-old legislation that it should be ‘principled, modern and clear, and easily accessible to all New Zealanders’. ■

For more information go to [Justice sector and policy > Key initiatives > Modernising courts](#) at JUSTICE.GOV.TZ



RECOGNITION FOR WORK WITH SPECIAL COURT

Public Defence Service Duty Lawyer Supervisor Leah Davison has received a Minister's Award for her work on the Special Circumstances Court in Wellington.

The award was presented by Justice Minister Amy Adams in October as part of the Ministry of Justice's annual Chief Executive Awards.

Ms Adams says the Special Circumstances Court helps homeless people in Wellington who commit an offence by addressing the underlying causes of their offending.

'Leah was integral to the establishment of the court 4 years ago and has continued to play a key role assisting clients with advice and support while also undertaking her duty lawyer services in the Wellington and Hutt Valley courts,' Minister Adams says.

'It is her holistic approach and passion for making a difference to the lives of her clients that makes Leah a very deserving recipient of the award.' ■



VICTIMS THE FOCUS OF NEW EVIDENCE LEGISLATION

New laws to better protect vulnerable witnesses during court proceedings will come into force early next year.

The Evidence Amendment Act 2016, which received Royal Assent in September, aims to improve the experiences of child witnesses and victims of sexual violence in court. These changes are part of the Government's commitment to a more victim-centred justice system.

The Act presumes that children will give evidence through the video of their police interview, via CCTV or from behind a screen, rather than in open court from the witness box. All child witnesses will also be automatically entitled to have a support person with them when giving evidence.

Other changes will reduce the risk of retraumatisation for victims of sexual violence by requiring the defence to get permission from the judge prior to the trial if they want to question the complainant about their sexual history with anyone other than the defendant.

And new restrictions on video recorded evidence will help to ensure that videos do not fall into the wrong hands, and that witnesses have confidence their sensitive evidence is kept safe. These protections are bolstered by new offences and penalties of up to 6 months in prison for improperly dealing with video evidence.

The Act will also make other, more technical, changes recommended by the Law Commission in its 2013 review of the Evidence Act. ■



TENANCY TRIBUNAL PROCESS STREAMLINED

Tenancy Tribunal customers will now get their mediated agreements more quickly thanks to increased collaboration between the Ministry of Justice and Ministry of Business, Innovation, and Employment.

Recent changes – including the use of a shared case management system by the 2 agencies – mean the agreements, called mediated orders, will be processed more efficiently.

Service Development General Manager Sheridan Smith says mediated orders no longer have to be printed, signed and sealed at District Courts before being returned to MBIE for posting.

‘We can simply send them directly to customers as a legally binding document via post or email,’ says Sheridan.

‘With District Courts currently processing around 10,000 mediated orders annually, this will lead to a significant savings in administrative time and effort for the Ministry.’ ■



SEXUAL VIOLENCE COURT PILOT

A judicially-led initiative aimed at speeding up sexual violence cases will be trialled in Auckland and Whangarei.

Northern Regional Manager Garry Trigg says the 2 courts will pilot a new approach to managing scheduling and pre-trial processes for serious sexual violence cases.

‘The initiative will involve the courts dealing with sexual violence cases at a regular time and place, instead of within the daily mix of other types of cases,’ Garry says. ‘It also aims to enhance pre-trial case management and judicial education about best practice.’

Chief District Court Judge Jan-Marie Doogue says District Court judges have been listening closely to concerns about the court process for people involved in sexual violence cases.

‘Timeliness is clearly an issue,’ she says. ‘Research tells us that lengthy proceedings may delay recovery when people have to keep fresh in their minds over a long period past distressing experiences. The pilot will test steps to improve that.’

The pilot will cover serious (category 3) sexual violence cases to be heard by a jury with the first cases potentially reaching trial by mid-2017. Judges involved will receive additional education.

The Government’s Justice Sector Fund, which supports the Government’s priorities of reducing crime and reoffending, provided \$130,000 over 2 years to support the implementation and evaluation of the pilot. ■

PHOTO Chief District Court Judge Jan-Marie Doogue



VICTIM SUPPORT CELEBRATES 30 YEARS

Victim Support celebrated 30 years of helping victims in New Zealand communities at a function hosted by Justice Minister Amy Adams in October.

Victim Support provide a free 24-hour, 7-day support service for people affected by crime and trauma. The organisation has around 600 volunteers and around 120 paid staff in 62 communities.

Minister Adams said Victim Support has made a huge contribution to victims by providing practical and emotional support since the first Victim Support Group was established in Gisborne in 1986.

In the 12 months to June 2016, they supported almost 32,000 victims and accompanied more than 900 of them to court.

As part of our goal to reduce victimisation and harm, the Ministry funds Victim Support by more than \$6.6 million a year to run the Victims Information phone line, to deliver specialised homicide support services and to help with their operational costs.

The Victims Information line was transferred to Victim Support in October 2015 when it was extended to a 24/7 service. It has received almost 29,000 calls since then. ■

PHOTO Justice Minister Amy Adams, Chief Victims Advisor to Government Dr Kim McGregor and Victim Support CEO Kevin Tso.



INITIATIVE SUPPORTS MOST VULNERABLE WITNESSES

Judges and Ministry staff in Whangarei have created a child friendly space for children giving evidence in the Whangarei Court house.

Northland Service Delivery Manager Carla Campbell says local experts were consulted on how to create a relaxing environment and a room previously used as a jury room was transformed with bright colours, artwork, and comfortable furniture.

‘The changes are not just about the physical environment, it is the entire service that we provide to vulnerable witnesses,’ says Carla.

‘We have worked hard to make the court experience a less stressful one for child witnesses, and ensure that families feel safe to leave their children there while they give evidence.’

The room is used 2 to 3 times a week by vulnerable witnesses of differing ages. In most cases and depending on the child’s wishes, the Judges and counsel visit the room to meet them before their appearance via CCTV. ■



60-year-old trust law to be revamped

HAVE YOUR SAY - SUBMISSIONS CLOSE 21 DECEMBER

The Ministry is seeking feedback on a draft Trusts Bill, as part of the government's work to update the general law governing trusts.

It's estimated there are between 300,000 and 500,000 trusts in New Zealand. Ordinary New Zealanders use them to manage their finances, and they form part of the economic backbone of the commercial and social sectors.

The draft Bill will update the Trustee Act 1956, marking the first significant change in 60 years.

Proposed improvements include:

- making it easier for people to understand how to appropriately use trusts to manage their affairs
- clear mandatory and default trustee duties so people know what their obligations are if they're involved in managing a trust
- requirements for trustees to manage and provide information to beneficiaries
- flexible trustee powers and updated rules
- clear rules for when people make changes to a trust or wind them up
- more options for removing and appointing trustees without having to go to court while also preserving people's ability to ask the courts to intervene to resolve disputes.

General Manager Civil and Constitutional, Chris Hubscher, says the consultation is seeking feedback on specific questions.

'We're mainly interested in whether the wording and structure of the draft Bill is sufficiently clear or how it could be made clearer, and whether anything may create unintended consequences,' says Chris.

'The intention is that the Bill will not require existing trust deeds to be changed, because the Bill largely restates the existing law. Therefore, we are interested in feedback on how the new law will work for existing trusts.' ■

THE DEADLINE FOR SUBMISSIONS IS 5PM, WEDNESDAY, 21 DECEMBER 2016.

For more information, see [Justice sector and policy >](#)
Have your say at [JUSTICE.GOV.TZ](https://www.justice.govt.nz)
