



# Statement of Intent

2012–2015

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# Introduction from the Minister of Justice

## **This Government wants a safer New Zealand, and a modern, accessible justice system.**

In the last three years a great deal of progress has been made in the justice sector. Recorded crime is falling, fewer people are entering the justice system, and we are now forecasting the first sustained decrease in the prison population in more than 80 years.

These are significant achievements. Legislative, policy and operational changes across government have been directed at addressing the causes of crime, reducing reoffending, improving services for victims of crime, and improving public safety.

Over the next three years the Government expects further progress. We are looking for further reductions in the overall recorded crime rate, in rates of violent and youth crime, and in reoffending rates, and we are asking justice sector agencies to have a clear focus on achieving these results.

Legislative changes will strengthen sentencing, parole and bail laws. Services will be improved for victims of crime, and greater use will be made of restorative justice. There will be higher penalties for breaching protection orders, and smarter ways of dealing with low-level offenders and child and youth offenders. Alcohol reform will address one of the key drivers of crime.

New Zealanders also want the justice system to be accessible. They want it to be results-driven, and to deliver better services while ensuring money is well spent.

This means the justice system has to modernise. It has to become more efficient and more clearly focused on the needs of people who use it.

Court processes should be timely. They should make sense to the people involved. They should use modern technology to improve access. Further simplification of criminal court procedures in 2013 will help to deliver these goals, as will changes to the courts operating model.

The justice system should deliver justice, but it should not support people to unnecessarily escalate or prolong their personal disputes. Changes to the Family Court, civil court fees and legal aid will encourage people to resolve more minor disagreements between themselves, not only because that is a better use of public resources but also because it often leads to better and more durable outcomes for those involved.

This Government also wants a justice system that honours its commitments and continues to be held in high international regard. We expect increased momentum on Treaty of Waitangi negotiations, so that just and durable settlements are achieved.

New Zealanders expect high quality public services at reasonable cost. The legislative changes to be implemented in the justice sector, the policy and operational changes the Ministry is responsible for delivering, and the Ministry's leadership role in the sector – including courts, Police and Corrections – will help to deliver this.

I look forward to seeing the results of this work: a safer New Zealand, with less demand on the justice system; and accessible, better, and more modern services for those who do need them.

## **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 Judith Collins**

Responsible Minister for the Ministry of Justice

May 2012

# Introduction from the Chief Executive

**Over the next four years the Ministry of Justice has two key tasks: to reshape itself as a modern organisation built around delivering better results and services to the public; and to lead the justice sector to do the same.**

It is critical that we are focused on what's important – a justice system that really delivers value to New Zealand, and organised in the best way to do this.

The fundamental principles and objectives of justice don't change: maintaining the rule of law, keeping the public safe, and providing the framework that allows people to get on with their lives – with a particular additional focus for the Ministry being the negotiation of Treaty settlements for the Crown.

However, the way in which we do this can (and should) change, especially if it means providing results for people and services that are faster and better. Maintaining the enduring principles of justice doesn't mean that the way we're organised – the technology, processes and systems we use – and how we work have to be old-fashioned and costly.

At a sector level, the focus for chief executives is working collaboratively, through a leadership board. This is to ensure that the sector results are achieved, especially around reducing crime and reoffending, and that resources are focused on front-line services and where they will best make a difference.

This is also our challenge at the agency level. If we want to continue to have success in key areas then they have to receive the right attention and resources. That means ensuring money is not locked up in unnecessary processes or in lower value areas.

The reality is that if a justice system was built using today's technology and systems, utilising what is now known about what works and what doesn't, and reflecting where and how New Zealanders live and what they need, it would not look like it does now. What we have to do is shift, as much as is practical and possible, from where we are to that more modern state.

This, of course, means change and some very positive factors mean that now is the right time for that change.

There is a substantially different and more positive outlook across the justice sector and its portfolios than in previous years. Decreasing recorded crime and numbers of cases in the court system provides the opportunity to work differently – dealing with declining rather than increasing volumes is a very significant shift. Technology also provides the opportunity to transform both operations and services and to do things faster and cheaper. Across the sector and within the Ministry there are hugely dedicated people who are committed to justice, and who know who their customers are and how they can best help. They want and deserve a system that supports them to do this.

Change, no matter its objectives and benefits, will present challenges. We need to be clear about what we are trying to achieve, why we are changing and to take people with us.

Practically, we want:

- the public to get information and services when and how they want them – and in ways that mean they don't always need to go to courts
- faster court processes and more certainty for people about when events will happen
- better systems for our partners the judiciary, and for Police and Corrections, lawyers and others we work with to make their lives easier and reduce time and costs
- easier ways for our staff to do their jobs
- resources focused on results – our services and goals – such as crime prevention, rehabilitation and better support for the victims of crime.

We will need to simplify, modernise, integrate and improve our internal processes to get better results and service delivery. We will need to engage more actively and effectively with the judiciary we support, our sector partners, the legal profession and other groups who make the justice system work, and the public.

Overall, the next few years hold huge opportunity: to build a justice system that further reduces crime and its cost, and – by maintaining public understanding and trust, and supporting the country’s business and civil relationships, economy and Treaty settlement process – adds value to New Zealand.

### **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 (2012/13 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.



**Andrew Bridgman**

Secretary for Justice and Chief Executive



**Thor Gudjonsson**

Acting Chief Financial Officer

Countersigned

May 2012

# 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.

## Our responsibilities

The Ministry of Justice is the lead agency in the justice sector. Our work includes administering the court system, providing policy advice on the law, and negotiating Treaty of Waitangi settlements for the Crown. We employ over 3,400 full-time equivalent staff, most of whom work in operational areas from more than 100 locations across New Zealand.

The Ministry is unique in New Zealand in that we are the only agency working across all three arms of government – as well as working for the legislature and executive, we provide support for the independent judiciary. A key element of this relationship is the constitutional requirement of independence in judicial decision-making – the courts must be, and must be seen to be, independent of the executive. We work with the judiciary to preserve this independence.

The Ministry of Justice administers three Votes – Justice, Courts and Treaty Negotiations, and will provide a total of \$571.648 million departmental and \$547.818 million non-departmental outputs across the three in the 2012/13 financial year. Our primary responsibilities follow.

### Vote Justice

- Develop ways to reduce crime and victimisation.
- Provide advice on developing and reforming legislation to ensure laws and sanctions deter potential offenders, minimise reoffending and hold offenders to account.
- Provide leadership across the justice sector to ensure agencies work together as seamlessly as possible.
- Work with Crown entities that help maintain people's rights, such as the Human Rights Commission, and that provide checks and balances on the exercise of public power, such as the Independent Police Conduct Authority. We monitor and report to Ministers on the performance of these Crown entities.
- Administering the Public Defence Service, which employs salaried criminal lawyers to provide independent representation to eligible people accused of crime.

- Provide advice on modern, flexible and credible constitutional arrangements that reflect New Zealand values and support legitimate government, such as a modern, user-focused and efficient electoral system.
- Target the regulatory and institutional arrangements that make up our civil justice system in order to keep up with the demands of a changing society and retain simple, clear and fair rules for civil transactions.
- Improve the financial sustainability and efficiency of publicly funded legal services so they remain available for those who need them most.
- Promote human rights (consistent with domestic and international obligations) in a way that is balanced against the Government's other interests.

### Vote Courts

- Provide the administrative services necessary to operate the New Zealand court system and to support judicial decision-making.
- Administer and support the progression of cases in the Supreme Court, Court of Appeal, High Court, District Courts, specialist courts and a large range of tribunals and authorities.
- Enforce and collect court-imposed fines and reparations.

### Vote Treaty Negotiations

- 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.
- Administer the Marine and Coastal Area (Takutai Moana) Act 2011. We provide advice on the implementation of the Act, engage with groups under the Act for recognition agreements, and instruct the Crown Law Office to represent the Crown in applications to the High Court under the Act for recognition orders.

# Sector leadership

The Ministry is mandated to lead the justice sector, which comprises the Department of Corrections, New Zealand Police, the Crown Law Office, the Serious Fraud Office, the Ministry of Social Development (for youth justice) and a number of Crown entities and agencies. For some time agencies have been working together, recognising there is a pipeline across the criminal justice sector (which accounts for about 80% of justice sector spending) from crime prevention, investigation of crime to arrest and prosecutions, through to courts, sentencing, and sentence management and rehabilitation. Policies and approaches in one part of the system can have significant effects on others.

Coordination across the sector is required to ensure that resources are used as effectively as possible and that future policy, investments and changes to service delivery have the greatest impact.

A Sector Leadership Board comprising the chief executives of Police, Justice and Corrections has been established, supported by a new Interagency Sector Strategy Group, led by a Deputy Chief Executive, within the Ministry of Justice. The Board, with the Secretary for Justice as its chair, is responsible for driving performance across the justice system, coordinating the major change programmes under way and collectively planning to modernise the sector, reduce costs, improve services and further enhance public safety.

The Ministry of Justice also has a formal role in leading the engagement of central and local government agencies in settling historical Treaty of Waitangi claims. The Ministry involves agencies directly in negotiations as part of its role as lead negotiator or represents their interests on behalf of the Crown. It also shares its long term planning of negotiations with central government agencies and provides regular updates on progress in settlements to these and other organisations with interests in the settlement process.

FIGURE 1 THE CRIMINAL JUSTICE PIPELINE



# What we want to achieve

**F**undamental objectives are at the heart of the Ministry's work: enhancing public safety, reducing crime and the impact and cost of crime; maintaining the integrity and principles of the justice system and supporting the court system and independent judiciary; and enhancing access to justice.

## Sector-wide goals

As the lead agency, the Ministry is responsible for coordinating the delivery of the Better Public Services results to reduce crime (rates of total, violent and youth crime and rate of reoffending), as well as wider Government goals of modern and accessible justice services.

The key goal for the justice sector is to reduce flow into the criminal justice pipeline – prevent crime, reduce its impacts on people, and enhance public safety. Recent success (the number of people entering the system is showing a sustained decline for the first time in 20 years) provides additional opportunities: to further reduce crime by increasing focus on prevention; modernise processes; and provide better, more accessible services.

Sector-wide key performance indicators have been established to measure performance.

- **Entry of people into the criminal justice system** to show the prevalence of crime and whether social and justice sector interventions are effective.
- **Time it takes for cases to proceed through the court system** to show where opportunities exist to improve the functioning and efficiency of the court system.
- **Rate of recidivism** to show the effectiveness of existing sanctions and of rehabilitation and reintegration services.

These put the sector in a good position to achieve the Better Public Services results, which are due to be formalised in June 2012.

Appendix 2 discusses these measures in more detail.

### The justice sector

In 2004, justice sector Ministers agreed to a framework of shared sector outcomes. The primary justice sector outcome is a safe and just society, which will be achieved through the pursuit of safer communities and ensuring that civil and democratic rights and obligations are enjoyed. These are supported by eight shared outcomes for the justice sector to work towards, which are inter-related and cannot be achieved by one agency alone:

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

The Justice Sector Leadership Board is responsible for driving performance across the justice sector pipeline and ensuring collective collaboration to deliver shared outcomes. The Board also works proactively with other agencies.

Key challenges across the justice system are protecting the principles and values that underpin our society, making sure the way the system works is modern, effective and meets the expectations of contemporary New Zealand, and doing this in a sustainable way. This requires supporting the core justice principles while taking a fresh look at practices that have developed over time.

Justice sector agencies want to improve access to justice and trust in the system, by making the system simpler, more transparent and easier to understand for people who are not legally trained. New technology provides the opportunity to design a justice system that better meets modern needs and the expectations of service people now have.

In advancing these goals the sector will focus on the following initiatives:

- the Accessible Justice work programme
- the Better Public Services Results Action Plan
- the sector four-year budget plan and sector-wide resource prioritisation
- opportunities for sharing back-office services and building elements of a common workforce strategy
- integrating the delivery of complementary services across the criminal justice pipeline
- building the operation and strategic focus of the Leadership Board.

### **The Treaty sector**

The Ministry of Justice is one of a wide range of agencies involved intensively in the Treaty settlement process. These include Te Puni Kōkiri, the Treasury, the Department of Conservation, Land Information New Zealand, the Ministry for the Environment, the Department of Internal Affairs, the Ministry for Primary Industries, the Crown Law Office and the Parliamentary Counsel Office. There is a wider cluster of agencies that administer property that is included in settlements and another cluster of territorial local authorities, Crown entities and non-government organisations that have interests in the settlement process and with whom the Ministry regularly works with.

# The Ministry's strategy

The Ministry's strategic objective is to deliver 21st Century, people-centred justice services. Decreasing recorded crime and volumes in the court system provide us with the opportunity to focus on how we deliver justice, to modernise and improve our operating model, and to build a more customer-focused and lower cost justice system. We will be developing a new business strategy that involves the following themes:

## 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.

## 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.

## 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.

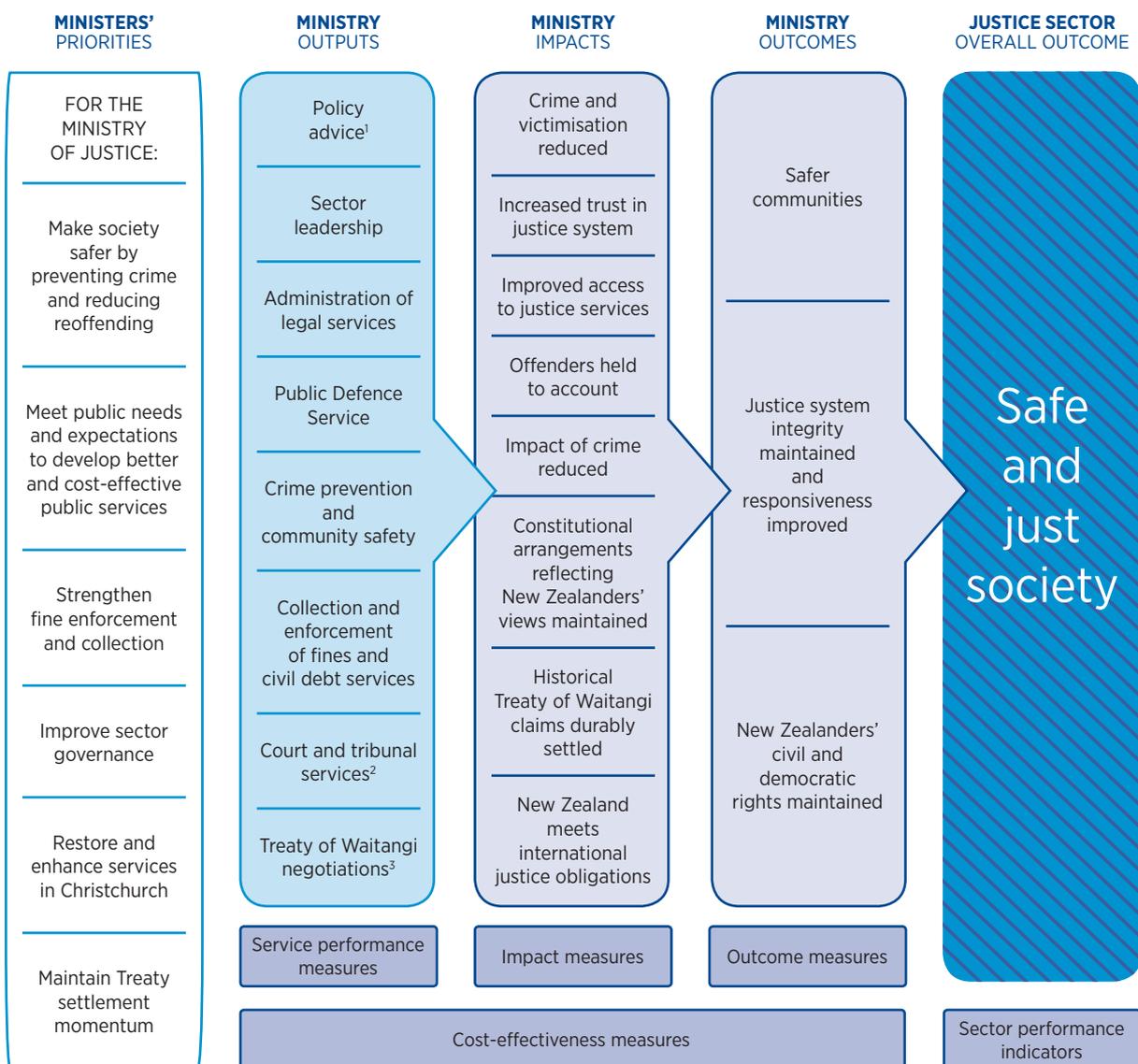
Our aim is to build on recent changes and gains and ensure that the way the justice system works is modern and effective. High fixed costs mean changes to our operating model are also required to capture the financial benefits of lower volumes. In many instances, we will be making significant changes to how we work. The key shifts are to:

- reduce cost and duplication by prioritising and managing work at a regional and national rather than local level
- move from manual, paper-based processes to streamlined, automated processes
- deliver services via multiple smart channels rather than being dependent on specific geographic locations – this also means providing opportunity for people to 'self-serve' where they need information or guidance rather than using court processes
- increase the flexibility of our systems and structures and better use the scale of our operations
- use clear and simple language and processes wherever possible.

# Our performance framework

The Ministry and the justice sector are supporting the following priorities agreed by the Minister of Justice, Minister for Courts, Minister for Treaty of Waitangi Negotiations and the Attorney-General.

The diagram below shows what we are seeking to achieve and how our work contributes to our outcomes. This performance framework is a way of looking at what we do, how and why we do it, and judging whether we do it well. The framework shows what we are trying to achieve and how our work contributes to Ministry and justice sector outcomes.



<sup>1</sup> Comprised of Justice Policy Advice and Legal and Ministerial Services.

<sup>2</sup> Comprised of District Court Services, Higher Court Services, and Specialist Courts, Tribunals and Other Authorities Services.

<sup>3</sup> Comprised of Treaty Negotiations and Marine Coastal Area (Takutai Moana) Act, Representation - Waitangi Tribunal and Courts, Treaty Negotiations and Marine Coastal Area (Takutai Moana), and Property Portfolio Management.

# What we will do

**The Ministry's work programme is designed around three outcomes: making communities safer, maintaining the integrity and improving the responsiveness of the justice system, and maintaining the civil and democratic rights of New Zealanders.**

Our recent history is of supporting significant legislative reform designed to achieve these through addressing crime, improving justice sector outcomes for victims, modernising and speeding processes, and improving the affordability of parts of the system to ensure it is sustainable into the future.

Much of the Ministry's future work is about implementing the reforms required by this legislation. While a lot of legislation has been passed, we need to make operational changes to improve the way the system works for New Zealanders. This change will take a number of years and will require sustained efforts.

## Making communities safer

To make communities safer, we will continue work to reduce the extent and seriousness of crime and to prevent crime. Recorded crime is falling, fewer people are entering the justice system and prison numbers are dropping. The forecasts are positive, and we want to make sure this success continues. We want less crime and fewer people being hurt by crime.

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 focus on victims' access to justice, by providing victims with support and information across the criminal justice system, which will encourage them to report crime and access relevant services, and contribute to reducing repeat victimisation.

We will deepen our understanding of the progression from the youth to the adult justice systems by improving information-sharing across sector agencies and our analysis of youth-adult transitions. Better information and analysis will enable us to better target those young offenders at greatest risk of continuing into the adult justice system.

We will work with other justice sector agencies to reduce crime.

*Addressing the Drivers of Crime* brings together justice and social sector agencies to reduce crime and victimisation through work in four priority areas:

- improving maternity and early parenting support services
- addressing conduct and behaviour problems in childhood
- reducing the harm from alcohol
- identifying alternative approaches to managing low-level offenders, with a priority of reducing Māori offending and victimisation.

The programme will be refreshed this year to focus more strongly on improving outcomes for Māori and youth, through targeted and tailored frontline services working more effectively with at risk communities.

We will work 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.

Together with the Ministry of Health, we will enable better access to interventions for alcohol and other drugs (AOD) for hazardous drinkers, young people, drink drivers and other offenders, including piloting an Alcohol and Other Drugs Court in the Auckland region. The Ministry will also work with the Alcohol Advisory Council, Accident Compensation Corporation, New Zealand Police, the Department of Corrections, the Ministry of Transport and Te Puni Kōkiri in this area.

We will work with other agencies on the Taskforce for Action on Violence within Families to strengthen the Government's response to family violence.

We will monitor and evaluate the Domestic Violence (Enhancing Safety) legislation.

As part of the Family Court Review, the Ministry will consider whether mandatory stopping violence programmes are the most effective mechanism for preventing family violence.

We will consider how programme flexibility could be enhanced to be more responsive to, and appropriate for, the circumstances of perpetrators and their families.

We will provide policy and legislative advice on Public Protection Orders. These Orders will protect the community from a very small number of high-risk offenders who are clinically assessed as being at imminent risk of serious sexual or violent reoffending. The new Orders are expected to apply to between five and 12 offenders over a 10-year period. The majority of these people are expected to be child-sex offenders.

### **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 reoffending.

The Criminal Investigations (Bodily Samples) Amendment Act 2009 gave Police new powers to take and use DNA evidence. We will review whether further changes to the Criminal Investigations (Bodily Samples) Act 1995 are required.

The new anti-money laundering and countering financing of terrorism framework will take effect in June 2013 based on the Ministry's work in 2011/12 to finalise the regulations from the Anti-Money Laundering and Countering Financing of Terrorism Act 2009.

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

To maintain the integrity and improve the responsiveness of the justice system, the Ministry continues to ensure there are safe and effective court environments that can be accessed using high quality services. The Ministry will review and reprioritise resources and services to focus on priority areas.

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

- New Zealanders have confidence in the justice system
- the median time from filing to disposal of a case decreases
- 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 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 support the judiciary**

An independent judiciary gives people the confidence that when they appear before the courts, their cases will be decided in accordance with the law and without any influence from the executive, Parliament or anyone else.

We will continue to ensure that the judiciary is provided with adequate levels of administrative, technological and human resources support, and funding for judicial training and development.

## 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 to build on our Future Court Services programme by transforming the way the courts and tribunals system operates. In the short term this will ease pressure on budgets and contribute to the justice sector target of a decrease in time to disposal of criminal court cases. In the longer term this will transform the way court and tribunal services are delivered across all jurisdictions to be truly modern, accessible and sustainable. We expect to provide more online services, improve rostering and scheduling, introduce workflow systems, and electronic ways of working.

The following projects have already been agreed:

**The Criminal Procedure Act Implementation** reforms, streamlines and simplifies the criminal court process and associated legislation. Implementation of the reforms is leading to more efficient, clearer and faster processes. Changes will enable greater use of modern technologies, ensuring that criminal procedures can cope with technology developments and changes in criminal law and practice. There will be less stress and inconvenience for all parties in criminal cases, especially victims, complainants and witnesses.

**The Auckland Service Delivery Programme** is ensuring the delivery of sustainable court services throughout the greater Auckland region. The programme is in the final stage of implementation and 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 in District Courts. Phase 1 of the project, electronic filing of Police charges and recording judicial decisions, is currently being prepared, with implementation expected in the first courthouses in mid 2013.

We will review how our courts work to ensure they meet the needs of the people who use our services. The Family Court Review will focus on delivering a service that is sustainable, efficient, cost-effective, and responsive to the children and vulnerable people who need to use its services. The aim of the review is to ensure that the processes of the Family Court are straightforward, and its decisions are fair, timely, durable, and support the self-resolution of disputes, where appropriate.

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

In working towards a sustainable justice system, we will continue to improve the administration and quality of legal aid services and ensure that the system is financially sustainable.

The Ministry has provided policy advice to support the Government in making decisions to manage legal aid cost pressures by adjusting the eligibility criteria for legal aid, implementing fixed fees and improving the level of repayments received from legal aid clients.

We will have implemented a quality assurance framework for approving and monitoring legal aid providers.

We will review the settings for approval to ensure senior lawyers are encouraged to provide legal aid services.

The Ministry will continue to support the Legal Aid Tribunal and the Review Authority. The Tribunal reviews decisions made by the Legal Services Commissioner on legal aid. The Review Authority reviews decisions about the approval of legal aid providers.

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

We will provide funding for agencies, commissioners and tribunals – such as the Independent Police Conduct Authority, the Judicial Conduct Commissioner, and the Lawyers and Conveyancers Disciplinary 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 quality courts, tribunals, and authorities. An accessible justice system requires quality services provided within a sustainable baseline. We will look at the way people engage in our services and design processes and systems that enable people to conduct their business without having to attend court.

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.

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

The Public Defence Service plays a vital role in providing high quality, professionally independent and cost-effective criminal defence services. We will expand the Public Defence Service to take 50% of criminal legal aid cases in the courts where the service operates.

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

We will strengthen the bail system to increase the use of reverse burden of proof for defendants charged with serious offences, provide stricter bail laws for young offenders, and improve the integrity of the bail system. The proposed Bail Amendment Bill is expected to be introduced in 2012.

We will provide policy and legislative advice on increasing penalties for child pornography to deter this offending.

Over the next two years we will continue to expand restorative justice services to deliver the best possible outcomes for the victim, offender and community.

We will provide policy and legislative advice on whether there are appropriate options available for the investigation of crimes. Over the next three years we will provide advice

on the Criminal Investigations (Bodily Samples) Amendment Act 2009 and its operation to date. A review of the Criminal Investigations (Bodily Samples) Act 1995 will identify amendments to improve its operational efficiency and analyse what results have been achieved from the wider power to collect DNA samples.

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 legislation. The legislation gives courts stronger enforcement measures if people do not voluntarily pay their fines and reparation. It will also make debt enforcement cheaper and more effective. Segmentation and Workflow Management changes enable more targeted and effective enforcement action for those who do not pay their fines.

## **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. The core changes proposed in the Victims of Crime Reform Bill will enhance the rights and services of victims of crime and improve the responsiveness of the justice system to the needs of victims.

The Bill also requires that we develop a Victims Code in consultation with government agencies, non-government organisations and other appropriate persons. The Code will improve the responsiveness and accountability of agencies to victims by outlining victims' rights and services, the duties of agencies and requirements for complaints processes. To provide oversight of the development of the Code and victims' rights and services, a Victims Centre has been established.

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 these children. We will provide policy and legislative advice on the amendment of the Evidence Act 2006. The proposed reforms are designed to reduce the impact of time delays; improve the questioning of child witnesses; and make other enhancements relating to child witnesses and their evidence.

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.

The Ministry also developed the Sentencing (Aggravating Factors) Bill to ensure that an attack on a police or prison officer is considered an aggravating factor at sentencing.

## 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, and that New Zealand responds appropriately to international laws and conventions. We will also support the Government's aspirational goal to complete all historical Treaty of Waitangi settlements by 2014.

We will know civil and democratic rights are maintained if:

- New Zealand continues to have a low level of perceived corruption
- historical Treaty of Waitangi claims are durably settled
- 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

New Zealand's civil justice system provides a stable framework within which people can undertake business and maintain relationships, both domestically and internationally.

We will continue to provide services to support the work of the judiciary so that the rule of law is 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. We will also support the review of the mixed-member proportional (MMP) voting system following the referendum in 2011.

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

We will negotiate settlements 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 2012/13, we expect 11 Deeds of Settlement<sup>4</sup> to be initialled.

Policy advice will be provided to the Government on generic Treaty-related issues, as well as on individual settlements. We will continue to work towards speeding up the process for settlement Bills using new and existing mechanisms, including cognate bills (that combine parliamentary debates

<sup>4</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 configurations of negotiating groups and is subject to change.

for a number of stand-alone bills), bypassing the committee of the whole stage, and inter-related omnibus bills.

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.

### **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.

We will provide policy and legislative advice on regulations for the Trans-Tasman Proceedings Act 2010. This Act helps to resolve trans-Tasman legal disputes more efficiently and effectively and reduces the barrier to cross-border enforcement of civil penalties and regulatory criminal fines.

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 take the necessary steps to address gaps identified by the OECD in the Convention on Combating Bribery of Foreign Public Officials in International Business Transactions.

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

### **What we will do to support the Government's response to the Law Commission's privacy review**

We will support the Government in its two-stage response to the Law Commission's privacy review.

Over the next six months we will support the Government as it progresses the Privacy (Information Sharing) Bill through Parliament.

We will provide policy and legislative advice on the repeal and re-enactment of the Privacy Act 1993. The new Act will be modern and flexible enough to respond to the varied needs of individuals and businesses, and to be an enabler for the public sector to deliver better public services.

# How we work

**To deliver a 21st century, people-centred system, we need to ensure our organisation demonstrates effective leadership, innovation, and a continued focus on those who use our services.**

**The Ministry's operating environment is a key factor in shaping our work in delivering better public services. A key environmental trend – decreasing recorded crime and volumes in the court system – is what gives us the headroom to focus more on crime prevention, to modernise and improve our operating model, and to build a more customer-focused and lower cost justice system.**

## Our changing environment

Like the wider public sector, the Ministry is operating within an environment of sustained fiscal constraint, alongside an expectation of better, smarter public services. Changes in the law, technology, and society (different types of families and a more culturally diverse population) have led to increasing complexity and costs in some parts of the justice system.

However, there is now a substantially different and more positive outlook across the justice sector than in recent years. Significant features follow.

- Downward trends in key areas, particularly in the criminal jurisdiction – the fall in recorded crime, combined with greater Police use of diversion for low-level offending has led to fewer people coming before the courts.
- An increasing focus on improving the experience of people who are caught up in the justice system through no fault of their own, such as victims and witnesses (particularly children).
- Increasing collaboration, planning and formal relationships between justice agencies. The Ministry of Justice, the Ministry of Social Development (for youth justice), the Police, the Department of Corrections, the Serious Fraud Office and the Crown Law Office are working as a combined sector.
- Substantial change is underway across the sector and Ministry. Significant legislative change has been put in place but major programmes need to be completed to implement reform. The Criminal Procedure Act 2011, for example, is the biggest change to court processes in 50 years.

The Ministry's business strategy and work programme (as outlined in the previous sections) has been developed to respond to, and take advantage of, these environmental features.

The Ministry keeps abreast of environmental changes in a range of ways, both formal and informal. Examples include engagement with Ministers, sector agencies and wider government, interaction with stakeholder groups (such as the judiciary, iwi, and legal professionals), and research, including statistical and media analysis. The Ministry conducts a range of surveys of both the public and specific stakeholder groups (such as the Court User Survey).

The Ministry is also responsible for developing the annual Justice Sector Forecast (and quarterly updates), a detailed analysis of trends and volumes in the justice system used to predict future workload in various parts of the sector.

## Shaping the Ministry to adapt and deliver

The Ministry of Justice is tasked with developing and delivering an effective justice system that is accessible and cost-effective for New Zealanders. To achieve this, the Ministry is focused on improving the way it works, its capability and its systems and technology.

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 incidents in technology applications 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.

## Leading and engaging our people

The Ministry is implementing a wide-ranging policy and operational change programme that requires new ways of working and organising our workforce. Our Workforce Strategy will ensure successful delivery of our work programme and support our strategic direction. The Strategy is focused on organisational performance and, in particular, people – focused service delivery and design, exceptional leadership, and change management excellence.

The Ministry undertook its first employee engagement survey in June 2011. The results of this survey have enabled the Ministry to focus and measure its efforts to create a better working environment and improve employee engagement, which has a significant impact on organisational performance. We will conduct future employee engagement surveys to assess improvements in this area. Staff turnover was 15% (as at June 2011), compared with 11.5% in June 2010. Under the action planning that supports employee engagement, the Ministry is focusing on improving its working environment. This will help improve staff engagement and reduce turnover, as well as ensure our people perform at high levels.

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.

## Innovating to deliver

Our ability to innovate is key to the Ministry delivering an accessible, modern, effective, and sustainable justice service. We will put innovation at the heart of our organisation and service delivery. We will further develop the Ministry's culture to enable staff to drive improvements throughout the organisation.

## Improving our cost-effectiveness

### COURT SERVICES

One of the key performance indicators agreed for the justice sector is measuring the time it takes for cases to proceed through the justice system to conviction or other outcome. Courts are a central part of this justice sector-wide measure.

At a Ministry level, this indicator will be a measure for monitoring the efficiency of the support the Ministry provides to the High Court and the District Courts. The Ministry is also developing specific measures around the cost-effectiveness of its support for the courts, including the efficiency of resource utilisation, focusing first on the District Courts.

Maintaining and enhancing access to justice is important to the Ministry. New technology and service delivery channels provide an opportunity to ensure this, while also improving efficiency and cost-effectiveness.

### COLLECTION AND ENFORCEMENT OF FINES AND REPARATION

The effective collection of fines and reparation enhances the credibility of these sanctions. The management of unpaid fines and reparation is the responsibility of the collections unit. While the unit's major role is the collection and enforcement of fines and reparation, it also serves court documents and enforces civil judgements and orders on behalf of judgement creditors, where payment has been ordered by the court.

Over the last ten years the cost-effectiveness of collections services has improved. In 2010/11, it cost the Ministry 26 cents for each dollar collected. With the introduction of a national service delivery model, together with new enforcement powers following the Courts and Criminal Matters legislation, these costs are expected to reduce further in the coming year.

### POLICY ADVICE

Following the Review of Expenditure on Policy Advice (also known as the Scott Review), the Treasury is developing a standard approach to funding and reporting on policy advice functions. This work includes developing activity and cost-effectiveness measures for policy advice and related outputs. Definitions for policy advice appropriations have been standardised for Budget 2012 and performance measures are being standardised for Budget 2013. The Ministry will assess its data and measures for the cost-effectiveness of policy advice after these changes have been implemented.

### **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.

As part of these improvements to strengthen our financial management, the Ministry developed a new procurement strategy to build on all-of-government procurement successes and standardise Ministry procurement processes. Working closely with its sector partners, the Ministry will implement this strategy, which includes building a formal network with procurement capability across the Ministry.

Further information on the Ministry's performance, including output expenses and the quality, timeliness and quantity of services, can be found in the *Information Supporting the Estimates*.

### **Improving the performance of our assets**

We will review our portfolios of existing assets and planned investments to identify and prioritise opportunities for better value for money solutions across the business. We will revise and rearrange asset holdings (in terms of what assets we hold and where we hold them) to meet the needs of our customers and future operating requirements. We will review our investment in technology assets to ensure they meet business needs and provide value for money. Our asset management plan will reflect the outcomes of these reviews across our asset holdings and investing portfolios.

Appendix 3 outlines our capital intentions.

### **Leveraging technology for business innovation**

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

This strategy and the way we manage technology services align with the Directions and Priorities for Government Information and Communications (ICT), adopted in 2010 to:

- harness ICT as a critical lever for business innovation; and
- provide an effective way of ensuring that government can continue to afford to deliver quality services, maintain standards and meet the changing expectations of the New Zealand public regarding how publicly funded services should be provided.

We are in the process of implementing a new service delivery model for technology that will include options to reduce asset ownership and risk, collaborate with justice sector partners to gain better services and efficiencies and take advantage of cross-government service offerings.

We will develop a strategy to consolidate our applications portfolio, which will help simplify and modernise the Ministry's technology base to better meet future service requirements.

### **Recovering from the Canterbury earthquakes**

The challenging circumstances in Canterbury have enabled us to look for solutions in new and innovative ways and have reinforced the need for the sector to work collaboratively.

We will look to enhance services and make the most efficient use of the facilities available to us. We want to continue to innovate. Initiatives, such as centralised calling and better scheduling to maximise the use of facilities, have proven successful in restoring and maintaining services. Our future efforts will continue to focus on community-centric services, operational resilience and a safe environment for our staff and people using our services.

The Ministry will also lead the development of a sector-wide approach to service delivery in the longer term. We will work closely with our colleagues in Police and Corrections to ensure the justice sector supports Christchurch recovery in the years ahead.

## **Addressing seismic risk**

The Ministry is focused on ensuring its buildings meet required seismic safety requirements. Where buildings require remedial work, the Ministry will consider all options to ensure that works meet the required standards. Where services are disrupted we will work with our partners, staff and the people who use our services to ensure that services can continue to be accessed.

## **Managing risk**

Innovation and change requires managers and staff to successfully manage risks to achieve the Ministry's outcomes and vision.

In line with the changes to the Ministry, we have developed a new Risk and Assurance Strategy. The Strategy includes a number of key initiatives that will help facilitate the better use of risk information to enable strategic planning and decision-making. The Strategy will also enable the further development of our Fraud Prevention and Management Framework and ensure that internal audit activities are appropriately focused.

We will revise our Risk Management Framework to help drive a risk intelligent culture. This Framework will continue to be aligned to the recognised international Risk Management Standard ISO 31000:2009 and international best practice.

The Risk and Assurance team will continue to provide regular advice to Senior Management on risks, risk management principles and mitigation strategies. Our Internal Audit plans are designed to focus on high-risk/high-value areas of the Ministry to provide independent assurance that strategic and operational risks are being efficiently, effectively and economically managed and mitigated. We will collaborate with our justice sector partners to gain a sector-wide view of risk management.

The Ministry's Audit and Risk Committee will provide the Chief Executive with independent advice on risk management and the Ministry's internal control systems.

## APPENDIX 1

# Our performance measurement framework

We 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.

### Ministry performance measures

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

#### MAKING COMMUNITIES SAFER

Targets for these measures will be set following further Government announcements.

Measure	Current measurement	Current state and trend
<i>Outcome or main measures</i>		
<b>Recorded crime decreases</b>	Recorded crime relative to the New Zealand population <sup>5</sup>	2007/08: 258.4
		2008/09: 267.0
		2009/10: 248.1
		2010/11: 238.1
<i>Impact or supporting measures</i>		
<b>Violent crime decreases</b>	Recorded crime relative to the population, for specific violent offences, including: homicides, attempted murder, manslaughter, acts intended to cause injury – ie serious assaults, kidnapping and abduction, robbery and other related offences <sup>6,7</sup>	2007/08: 26.0
		2008/09: 27.5
		2009/10: 26.3
		2010/11: 25.6
<b>Youth crime decreases</b>	The level of youth offenders (aged 14-16) appearing in court, relative to the youth population <sup>8</sup>	2007/08: 414
		2008/09: 384
		2009/10: 369
		2010/11: 339
<b>Alcohol-related offending decreases</b>	Alcohol-related motor vehicle crash rates for young people (aged 15-24) decrease	Measure in development
	Percentage of people arrested who had drunk alcohol prior to allegedly committing a crime decreases	Measure in development
	Percentage of deaths from motor vehicle crashes where the driver at fault in a crash was over the legal alcohol limit decreases	Measure in development

<sup>5</sup> Note that population base rate is per 10,000 of the NZ population, unless otherwise noted (ie youth population).

<sup>6</sup> Note that population base rate is per 10,000 of the NZ population, unless otherwise noted (ie youth population).

<sup>7</sup> The definition excludes less serious offences, such as harassment (largely acts of intimidation) and blackmail and extortion (ie fraud). Sexual violence offences are also excluded and will be reported separately.

<sup>8</sup> Note that population base rate is per 10,000 of the NZ population, unless otherwise noted (ie youth population).

Measure	Current measurement	Current state and trend
<b>Fewer people worry about being a victim</b>	A periodic survey <sup>9</sup> of the public shows a decrease in the proportion of people who feel very or fairly worried about victimisation	<p>2009</p> <hr/> <p>Worried about traffic accident caused by a drunk driver: 58% (2006: 63%)</p> <p>Worried about house burglary: 58% (2006: 59%)</p> <p>Worried about car being damaged or broken into: 53% (2006: 57%)</p> <p>Worried about credit card misuse: 55% (2006: 53%)</p> <p>Worried about having car stolen: 48% (2006: 52%)</p> <p>Worried about being attacked and robbed: 39% (2006: 41%)</p> <p>Worried about being assaulted by strangers: 37% (2006: 38%)</p> <p>Worried about being sexually assaulted or raped: 27% (2006: 30%)</p> <p>Worried about being assaulted by someone you know: 14% (2006: 17%)</p>
<b>Fewer people think there is a crime problem</b>	A periodic survey <sup>9</sup> of the public shows a decrease in the percentage of people who perceive there to be a crime problem in their neighbourhood	<p>2006: 36%</p> <hr/> <p>2009: 34%</p>

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 output performance measures, can be found in the *Information Supporting the Estimates of Appropriations*. Targets for these measures will be set following further Government and Ministry announcements.

<sup>9</sup> We are currently assessing the most 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	Target	Current state and trend
<i>Outcome or main measures</i>			
<b>New Zealanders have confidence in the effectiveness of the justice system</b>	World Justice Project Rule of Law Index shows that civil justice in New Zealand is perceived to be free from corruption and improper influence by the Government	Maintain or improve score for access to civil justice	2011 (first year New Zealand was included) Score: 0.78 World ranking: 4/66
	World Justice Project Rule of Law Index shows that the criminal justice system in New Zealand is perceived to be impartial and free from corruption	Maintain or improve score for effectiveness of criminal justice	2011 (first year New Zealand was included) Score: 0.84 World ranking: 3/66
<b>More people are satisfied with the quality of courts and fines services</b>	The 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	59% of people are satisfied	2007: Fines: 54 2009: Fines: 57 Courts (first year included): 52
	The Court User Survey shows an increase in the number of people who were very or fairly satisfied with court services and facilities	80% of people are very or fairly satisfied	2010 (first year of survey): 77%
<i>Impact or 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	46%	2007/08: 57% 2008/09: 52% 2009/10: 47% 2010/11: 48%
<b>The median age from filing to disposal of a case decreases</b>	Ministry of Justice administrative data shows a decrease in the time taken from filing to disposal in High Court and District Court criminal jury trials by 2015	15% decrease	Measure in development for reporting in 2012/13
<b>The quality of legal aid services improves</b>	Ministry of Justice Quality and Value audits show that private legal aid providers and Public Defence Service lawyers are providing high quality cost-effective services	100% meet expected standards	Measure in development for reporting in 2012/13
	Ministry of Justice administrative data from the Legal Aid Management system shows that applications for criminal cases are assessed in a timely manner	93% of criminal legal aid applications are assessed within 1 working day	Measure in development for reporting in 2012/13
<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	70% find it very or fairly easy to obtain information	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	90% feel very safe 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 output 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	Target	Current state and trend
<i>Outcome or main measures</i>			
<b>Perceived level of corruption remains low</b>	New Zealand's score on the Transparency International Corruptions Perception Index does not decrease	Maintain global rank	2006: 9.6/10 (Global rank: 1) 2007: 9.4/10 (Global rank: 1) 2009: 9.4/10 (Global rank: 1) 2010: 9.3/10 (Global rank: 1) 2011: 9.5/10 (Global rank: 1)
<b>Treaty of Waitangi claims are durably settled</b>	Progress is made in enacting all historical Treaty of Waitangi Settlement legislation	30% of all settlement legislation is enacted by end of 2012/13	2011: 19% of settlements enacted
<i>Impact or supporting measures</i>			
<b>New Zealanders have confidence that their human rights are protected</b>	World Justice Project Rule of Law Index shows that New Zealand is perceived to protect freedoms and is free from discrimination	Maintain or improve score for fundamental rights	2011 (first year New Zealand was included) Score: 0.86 World ranking: 4/66

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 output performance measures, can be found in the *Information Supporting the Estimates of Appropriations*.

## Ministry capability measures

Measure	Current measurement	Target	Current state and trend
<i>Main measures</i>			
<b>Our five main technology applications are reliable and available during normal business hours<sup>11</sup></b>	Internal administrative data shows an improvement in the availability of the five main technology applications, during normal business hours	99.5%	Target of 99.5% availability to be met by the end of 2011/12
<b>Employee engagement levels improve</b>	Internal survey shows that we meet or exceed the State Services Commission (SSC) benchmark norm for employee engagement	To meet or exceed the SSC benchmark norm	2011 (First year of survey): 11% of staff feel engaged 29% of staff feel disengaged 60% feel neutral
<i>Supporting measures</i>			
<b>We resolve high priority incidents in our five main technology applications 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 in the top five applications are resolved within an average of two and a half hours (including evenings and weekends outside of normal business hours)	80% of our high priority incidents are resolved within two and half hours	The majority of high priority incidents across the top five applications were resolved in less than two and a half hours in 2010/11

<sup>11</sup> Our five main technology applications are Case Management System, National Transcription Service, Judicial Decision Suite, Collect, and Groupwise.

## APPENDIX 2

# 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 are being developed.

Targets for these measures will be set following further Government announcements.

Type of measure	Measure	Current state or trend/progress in developing measure
<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	Measure in development
	Percentage of Police apprehensions resolved by non-prosecutorial outcomes, such as alternative resolution	Measure in development
<b>Monitoring measure, where a performance standard is not appropriate</b>	Median time to complete the court process, from charges being laid to case disposal, for summary cases	Measure in development
	Median time to complete the court process, from charges being laid to case disposal, for indictable cases	Measure in development
	Total volume of prosecution withdrawals	Measure in development
<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	Measure in development
	Number of pre-sentence reports provided to agreed standards	Measure in development
	Percentage of pre-sentence reports completed on time	Measure in development
	Length of time on custodial remand, for people awaiting substantive hearing	Measure in development
	Length of time on custodial remand, for people awaiting sentencing hearing	Measure in development
<b>Contextual measure to illustrate change, which is not the direct responsibility of the Ministry</b>	Average number of court events per case	Measure in development
	Number of non-custodial sentences imposed	Measure in development
	Number of custodial sentences imposed	Measure in development
	Percentage of non-custodial versus custodial sentences imposed	Measure in development
	Overall reconviction rate for prisoners released and new offenders who receive community sentences	Measure in development
	Overall reimprisonment rate for prisoners released and new offenders who receive community sentences	Measure in development
	Number of offenders who comply with orders, including non-compliance enforcement actions	Measure in development
Percentage of offenders who comply with orders, including non-compliance enforcement actions	Measure in development	
<b>Monitoring measure, where a performance standard is not appropriate</b>	Number of court-imposed fines resolved	Measure in development

## APPENDIX 3

# Our capital intentions

The Ministry's capital intentions have been developed with the aim of:

- delivering justice services more efficiently and effectively, taking into account society's changing expectations over time and the need to deliver best value for money for taxpayers
- meeting forecast patterns of demand for justice services across New Zealand. The future pattern for criminal summary cases is for rising demand across the Auckland region and falling demand elsewhere across New Zealand
- ensuring our justice system is resilient in the event of a natural disaster. Our capital intentions include disaster prevention and recovery investments, comprising developing information communications technology systems' resilience, the outcomes of a series of assessments of buildings' earthquake resilience and disaster recovery investments in Christchurch
- resourcing our staff and judiciary with adequate places to work and providing adequate equipment.

	2012/13 \$000	2013/14 \$000	2014/15 \$000	2015/16 \$000
Computer hardware	16.3	14.6	15.4	18.1
Computer software	18.0	16.2	11.1	10.6
Furniture and fittings	5.5	5.5	4.3	2.7
Land	0.0	0.0	0.0	0.0
Motor vehicles	1.6	1.9	1.5	1.5
Non-residential buildings	28.5	53.6	33.0	10.5
<b>Total</b>	<b>69.9</b>	<b>91.8</b>	<b>65.3</b>	<b>43.4</b>

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