



STATEMENT OF INTENT

2017 to 2022



MINISTRY OF
JUSTICE
Tāhū o te Ture



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Minister of Justice's foreword

The Government's vision is for a just society, underpinned by a safe and effective justice system. That system needs to protect our private and public rights, uphold the rule of law, promote public safety and be accessible to people regardless of their financial means.

We need to take a long-term view of our justice system as a whole. We need a civil law system that means people and businesses can interact with confidence that disputes will be resolved on a principled basis, and a criminal justice system that punishes, protects and, for as many offenders as possible, makes better people. A system doing its job is one that builds and supports community wellbeing and enhances public safety by preventing crime from occurring. A system that is focused on successful reintegration of people back into their communities, not just on locking them up.

Over time, and over the course of consecutive governments, the approach to crime has been dominated by punishment rather than rehabilitation and prevention. Rapid growth in the prison population is a symptom that something is wrong and the system needs to be addressed.

Making change is going to take time, and as Minister, I have a responsibility to the wider public to do the right thing both now and for the future.

Access to justice for all New Zealanders is fundamental. Whether for the enforcement of private rights or defence against state prosecution, true access can be achieved only when every citizen can meaningfully participate in the legal system. In the short-to-medium term I expect several initiatives to improve New Zealanders' access to justice, including outcomes of the review into the 2014 family justice reforms, increases in funding for Community Law Centres, and a new tribunal to help resolve Christchurch Earthquake insurance claims.

The Government is committed to completing Treaty settlements in a timely manner. We mean to ensure that Treaty settlements enhance the Crown/Māori relationship and provide a strong foundation for Māori in the post-settlement era. We also mean to tackle some of the entrenched inequalities, such as the disproportionate number of Māori in our criminal justice system. Looking to the future, we want to see enhanced opportunities for Māori that empower them to contribute culturally, socially and economically for the benefit of Māori and all New Zealanders.

I am confident that as decisions are taken around the settings and direction for the justice system, as access to justice is increased, and more Treaty Settlements are reached, the Ministry of Justice will have played a leading role in this important work for New Zealand.

I am satisfied that the information on strategic intentions prepared by the Ministry of Justice is consistent with the policies and performance expectations of the Government. Our criminal justice system is only effective if we make our focus reducing offending, reoffending and the number of victims of crime.

A handwritten signature in blue ink that reads "Hon Andrew Little".

Hon Andrew Little
Minister of Justice

Chief Executive's foreword

Our Statement of Intent sets out how the Ministry of Justice will help deliver the Government's priorities for this sector, supported by our purpose of delivering people-centred services to provide access to justice for all.

The Government plans to implement more effective responses to crime, focused on reducing harm and keeping people and communities safe. This will involve improving current justice and social services.

We will be providing policy advice on changes to legislation to strike a better balance between the functions of rehabilitation and punishment.

In the short-term, a summit in the second half of 2018 will inform a longer-term work programme for the criminal justice sector.

Improving access to justice is multi-faceted. It could include funding decisions, eligibility thresholds, scheduling, timeliness and modernising our infrastructure and systems. As well as using data and business intelligence, our decisions will be focused on making things better for the people in the justice system.

The Treaty of Waitangi is part of our core constitutional arrangements as a country, and enhancing the Treaty partnership is a central aspect of the Ministry's work. We aim to complete historical Treaty settlements over the next few years, and to grow our capacity to support Ministerial decisions under the Marine and Coastal Area Act.

Beyond the negotiating table, we will work to ensure the Crown honours its settlement commitments and develops a more active partnership with Māori both in policy and in the design and delivery of services. This includes work in the new Crown/Māori Relations portfolio.

The Ministry's four strategic goals are to:

- Modernise courts and tribunals
- Reduce crime, victimisation and harm
- Deliver improved justice outcomes for Māori
- Provide great service to the public every day.

Our people are a vital part of our ambition to deliver people-centred justice services. As we modernise our services, we're committed to ensuring our people have the right skills to deliver 21st century justice services. We're committed to providing a place where our people feel valued, connected and part of a strong and positive culture.

All of our work is about service, whether it be helping people in the system, supporting the Judiciary or supporting our people to reach their potential. More broadly, as part of the public sector, our work is done in the spirit of service for the people of New Zealand. We believe strongly in the importance of a trusted, professional and transparent public service. We recognise that trust has to be earned, and delivering on our stewardship responsibilities will enhance this.

Statement of responsibility

I acknowledge that I am responsible for the information on strategic intentions for the Ministry of Justice. This information has been prepared in accordance with section 38 and section 40 of the Public Finance Act 1989.



Andrew Bridgman
Secretary for Justice and Chief Executive

Our purpose

Deliver people-centred services to provide access to justice for all

A strong justice system ensures laws are upheld and allows people to live their lives confident that they are safe and their rights will be protected. An effective justice system provides access to justice for all. This is why we put people at the centre of everything we do.

People who use our services have diverse needs, which we work to address. We ensure that we have clear and accessible law so people understand their rights and responsibilities. We are making it easier to access the services that enable people to enforce those rights. We support fair and impartial procedures, which we are making easier to navigate, so that people can spend less time resolving their disputes and move on with their lives.

We want safer communities

To make communities safer, we're working to reduce crime, victimisation and harm, and we're targeting family and sexual violence. We're improving our services for the people who need them most, and increasing our support for the most vulnerable.

We provide many different services to the public, including helping families resolve disputes and ensuring that offenders are held to account.

with increased trust in the justice system

We're strengthening the public's trust in the justice system by ensuring processes are open, transparent and impartial, and providing services that are responsive, accessible, and cost-effective. Most importantly, we treat people fairly and with respect. We know that people who come through the justice system or who use our services are often at their most vulnerable. We aim to help them by making sure they spend as little time in the system as necessary.

and the integrity of our constitutional arrangements maintained

Our justice system is underpinned by some fundamental principles and values. We're a nation with an independent Judiciary and effective public institutions. We have a long history of upholding the rule of law. We're committed to enhanced Crown/Māori relationships grounded in Te Tiriti o Waitangi.

Our justice system upholds the fundamental human rights of everyone in New Zealand so they can live with dignity and transact with confidence, knowing their interests are protected. We actively uphold the global rule of law and our other international obligations.

Our strategy



The image shows the front cover of the 'OUR STRATEGY' document. The title 'OUR STRATEGY' is prominently displayed in large white letters on a green background, with the Māori translation 'Tā mātou rautaki' underneath. Below the title, the section 'OUR PURPOSE' is shown with its Māori equivalent 'Tā mātou kaupapa', followed by the purpose statement: 'Deliver people-centred services to provide access to justice for all' and its Māori version 'Te tuku ratonga ā-tangata kia āhei atu ai te katoa ki te ture'. The document is divided into three main sections: 'GOALS' (red background), 'PRIORITIES' (purple background), and 'HOW' (blue background). Each section contains several bullet points detailing specific actions or principles. At the bottom, the values 'RESPECT', 'INTEGRITY', 'SERVICE', and 'EXCELLENCE' are listed, along with the Māori values 'Ō mātou uara'. A photograph of a Ministry of Justice staff member in uniform is positioned on the right side of the cover.

OUR PURPOSE | *Tā mātou kaupapa*

GOALS
Ngā whāinga

- Modernise courts and tribunals
- Deliver improved justice outcomes for Māori
- Reduce crime, victimisation and harm
- Provide great service to the public every day

PRIORITIES
Ngā kaupapa matua

- Support our people to succeed
- Use data insights to deliver better services
- Build capability to engage and partner with Māori
- Communicate to make meaningful connections
- Make the Ministry a great place to be

HOW
Me pēhea

- Customer
Walking a mile in the shoes of the public
- Continuous improvement
Always strive to provide a better service
- Collaboration
Helping each other to succeed
- Results matter
We are all accountable

OUR VALUES | *RESPECT INTEGRITY SERVICE EXCELLENCE*

Ō mātou uara

MINISTRY OF JUSTICE
Taha e te Taiao

Our strategy sets out the strategic intentions that will enable us to deliver people-centred services to provide access to justice for all.

We've set ambitious **goals** that focus our collective effort on achieving the things that matter to New Zealanders.

We have 5 **priorities** that will help us build a more capable and sustainable organisation, which will ensure we are well placed to achieve our goals.

We also show **how** we will work to achieve our priorities and goals.

Our **values** underpin everything we do – the actions we take, the decisions we make and the relationships we build.

The indicators we use to assess progress towards our strategic intentions are set out in *How we measure our performance*.

What we do



We deliver court and tribunal services. We work with the Judiciary to deliver court services for the Supreme Court, Court of Appeal, High Court, District Court, the Environment Court, Employment Court, Māori Land Court and Waitangi Tribunal. We support other tribunals, authorities and committees (including the Disputes Tribunal, Tenancy Tribunal and Coronial Services) that help New Zealanders resolve disputes, review administrative decisions that affect their rights and entitlements, or license people who work in a regulated occupation.



We negotiate and safeguard durable Treaty of Waitangi settlements – building positive relationships between the Crown and Māori.



We contract with community-based and non-governmental providers for services for people going through the justice system.



Our collections operation is the enforcement arm of the District Court. We collect unpaid infringements, court fines and reparations ensuring monetary penalties are a credible sanction.



We lead the justice sector to collectively reduce total crime and reoffending.



We develop justice policy – advising on legislation and supporting our ministers.



We administer Legal Aid – helping people who can't afford a lawyer to get legal advice and representation.



We provide the Public Defence Service – New Zealand's largest criminal law practice.



We carry out criminal conviction history checks.

We administer over \$1 billion in government expenditure from Vote Justice, Vote Courts and Vote Treaty Negotiations, and more than 200 pieces of legislation including Treaty Settlement legislation.

We're here for all New Zealanders

Everyone has a stake in our justice system and everyone benefits from a system that works effectively.

The ways that people experience the justice system, and their needs, are diverse. Some people contact the system of their own volition and others experience the system involuntarily, because they are a respondent in a matter, are accused of crime or become victims of crime.

Businesses expect an effective justice system to support an environment where they know ‘the rules of the game’, so they can invest and transact with others confident that their contracts and other legal arrangements will be upheld.

All New Zealanders have an interest in the fairness and effectiveness of the justice system. A strong justice system ensures laws are upheld and allows people to go about their lives confident that they are safe and their rights will be protected.

Supporting the independent Judiciary

A key role for the Ministry is supporting the Judiciary and the courts. The Ministry provides registry and administrative services necessary to support judicial administration of the court system and to support judicial decision-making. Administrative support includes transcription services, finance, ICT, human resources and funding for continuing legal education and development for judges.

In delivering services, the Ministry recognises the importance of the constitutional requirements of independence of the judicial function and works with the Judiciary to ensure this is preserved and maintained. The courts must be, and must be seen to be, separate from and independent of the executive – this serves to uphold the rule of law.

Employees, such as court registrars who exercise quasi-judicial functions, do so as officers of the Court. The Ministry does not direct employees when they are exercising these functions.

In addition to our everyday contact with the Judiciary on operational matters, the Judicial Office for Senior Courts is the official conduit for communications. The Ministry seeks judicial input into its operational changes that impact the courts, such as improvements to court processes and service design.

We lead the justice sector

The work of each agency in the criminal justice sector affects the others and so we need to work together to make New Zealand safer and to deliver accessible justice services.

The vision and strategic focus areas for the criminal justice sector are set out in the Criminal Justice Sector Strategic Intent. We contribute to many of the strategic focus areas through our work to achieve the Ministry's strategic goals.

The criminal justice sector is made up of the following agencies:

- Ministry of Justice
- New Zealand Police
- Department of Corrections
- Crown Law Office
- Serious Fraud Office
- Oranga Tamariki, Ministry for Children

The Secretary for Justice chairs the Justice Sector Leadership Board (JSLB), which comprises chief executives of justice sector agencies. They have oversight of justice sector performance and outcomes. The justice sector also works closely with the social, transport, commercial, and security sectors.

The Ministry supports an integrated justice sector through:

- strong sector governance: regular meetings of senior leaders in the justice sector
- shared ambition: monitoring performance against collective priorities
- shared knowledge: turning data into insight to inform better policy and service
- operational effect: identifying solutions to improve criminal justice sector performance.

We work with other sectors and agencies

The government is focused on supporting people to improve their social well-being. This is about understanding the complexity of peoples' lives. Social factors, like whānau/family, community and peers, education, housing, economic-status, mental health and the abuse of alcohol and drugs, can increase the risk of a person becoming caught up in the criminal justice system. There is a clear relationship between positive social and justice sector outcomes, which is why we work closely with social sector agencies. This includes the social, transport, commercial, and security sectors, as well as the legal profession, community-based and non-governmental service providers, and iwi/Māori.

Around 70 government departments, Crown entities and local authorities play a critical role in working with Māori to negotiate, formalise and implement Treaty settlements. We are aiming to complete Treaty settlements with all willing and able groups within the next 3 years.

The focus of the Crown/Māori Relations portfolio is to build strong partnerships with Māori beyond the negotiating table so that we can explore commercial, social and cultural opportunities for the benefit of Aotearoa.

We will work closely with Te Puni Kōkiri and the wider public sector to build and strengthen the Crown/Māori relationship and deliver the priorities of the Crown/Māori Relations portfolio.

Achieving our goals

Our work to deliver people-centred services to provide access to justice for all is focused on our four strategic goals:

- Modernise courts and tribunals
- Reduce crime, victimisation and harm
- Deliver improved justice outcomes for Māori
- Provide great service to the public every day.

This section sets out how we plan to achieve our strategic goals in the next four years.

Modernise courts and tribunals

Modernisation is about the changes we need to make to deliver people-centred services to provide access to justice for all.

People are often engaging with us at important or stressful times in their lives. We need to provide services that are easy to access and navigate, that are simple to understand and do not create unnecessary delay or stress.

Modernisation is a significant opportunity to improve access to justice by making it possible for all participants to engage more readily and in ways that better reflect their needs, and increase the overall confidence in our services.

A significant part of modernisation is to move away from viewing cases as a series of individual steps and to think about them in the context of people's lives. This requires us to reorient our services and processes so that people can easily access convenient and tailored services so they can get on with their lives. We want to:

- make it easier for people to access, engage and resolve matters
- minimise the impact on those most at risk
- reduce unnecessary activity and churn on all participants
- maximise the effective use of all our resources.

Achieving this goal will also contribute to our goal Provide great service to the public every day.

How we will achieve this goal

We have developed a five-year modernisation roadmap that sees us using a mix of approaches. Over the first two years (2017/18 to 2018/19) we are undertaking short to medium-term initiatives that will make a difference to a person's experience. By 2019/20 (year 3 of the roadmap) we expect that there will be opportunities for a more fundamental change towards modernisation, for which we would need new investment.

Modernising will require us to build our capability in 5 areas:

- **Electronic self-service** – make it easier for people to do things for themselves.

We are piloting a secure online filing portal for lawyers and progressively implementing electronic casebooks in the Courts. We are using an iterative and collaborative approach to develop things fast and help us to learn about tomorrow.

- **Case flow management** – make it easier to organise, manage and complete the processes required to administer cases (and other justice services) end to end

We want to improve how we manage cases by making it easier to prioritise and distribute tasks, and track cases. We are looking to reduce the need for rework, duplication of effort and investment in low value tasks.

- **Event management** – improve how we schedule and manage events

We have established a National Scheduling team to efficiently and effectively schedule cases, so that people can have greater certainty an event will go ahead on the day it is scheduled.

- **Remote participation** – make it easier to appear or achieve things remotely

We are looking to extend the use of Audio Visual Services, while upholding the principles of justice and the intent of the Courts (Remote Participation) Act 2010.

- **Business intelligence and performance** – use data to understand how we can improve.

We are putting a business intelligence tool into our people's hands to help them lead their teams, manage their resources, provide better services and improve organisational performance through accessible, timely and reliable data.

Our modernisation will be supported by our investment in enablers that will provide the capability we need to achieve our objectives

- **Te Kete, our enterprise content management system**, will provide an easier way for us to securely save, find and share our information. A small number of groups are already using Te Kete and we will work to roll it out to the entire Ministry in the future.

- We are **creating customer profiles** to help put the customer at the heart of our design process. These profiles enable us to build a shared understanding of our customers and to focus our improvements on the issues that matter to them.
- We are improving our ability to **manage and authenticate the identity of individuals and organisations** in a digital environment.

We will also support the progression and implementation of the **Courts Matters Bill** and **Tribunals Powers and Procedures Legislation Bill**. The bills comprise an integrated package of amendments to improve and modernise the courts and tribunals system. They are the latest in a programme of legislative reform ensuring the legal framework enables courts and tribunals to move with the times.

How we will know we're succeeding

We aim to resolve all serious harm cases within 12 months¹

This long-term aspirational goal is based on the premise that justice delayed is justice denied. It is a goal that our customers, our people, and our sector partners can understand and work towards. Achieving it will take several years and require us to work with the Judiciary and our sector partners.

To ensure other areas perform equally well while we focus on serious harm cases, we will set performance measures for each case type, and interim targets for each year to monitor progress towards our goal. We will include some of these measures in the Estimates of Appropriations each year and we will include the rest in our internal planning and reporting.

Reduce crime, victimisation and harm

We are responding to the Government's priorities to build a more effective and sustainable criminal justice system, reduce over-representation of Māori in the criminal justice system and reduce the prison population. This is an opportunity to improve justice outcomes for all New Zealanders by increasing the criminal justice system's focus on prevention, rehabilitation and reintegration.

Justice and social sector agencies are working together to reduce crime, victimisation and harm. We are leading the justice sector with a focus on reducing crimes that cause the greatest harm, and identifying evidence-based interventions that lower the rate of re-offending. We want New Zealanders to experience less crime and for victims to access services that support them and keep them safe.

Our primary focus for this goal is to reduce the devastating impact that family violence and sexual violence have on people and communities across New Zealand. Our work in this critical area ranges from supporting new policies and legislative reform, to providing targeted programs to support victims of these crimes.

¹ Serious harm cases are category 3 and 4 criminal cases where offenders can get more than 2 years imprisonment.

We support the Judiciary and engage with our justice sector partners and other agencies to integrate services and ensure they are as effective as possible. We work with community providers to deliver programmes to people directly affected by family violence and sexual violence. Our work is focused on striking a balance between two key needs: acting now to develop services that make a difference and taking time to build evidence about what works.

We are investing in evidence-based interventions that prevent crime and reduce harm in New Zealand communities. We generate high-quality analysis and research that is focused on understanding which people and places we can expect to be involved in crime in the future. This will inform justice and social sector decision makers on which approaches would be most effective at preventing crime.

We will continue working with the Chief Victims Advisor to Government to understand the needs of victims and the most effective responses to support and protect them from harm.

We will continue to procure and manage contracts with community-based providers to help people in need. These services include the Whānau Protect National Home Safety Service, domestic violence programmes, restorative justice services, family dispute resolution mediation, parenting through separation programmes, Victim Support and the Victims Information Service.

The Victims Information Service gives people affected by crime, quick and easy access to information about the criminal justice system and support services. It also helps connect victims with the most suitable agency for their needs.

How we will achieve this goal

The initiatives that will help us achieve this goal over the next four years include:

- **Leading the Safe and Effective Criminal Justice System work programme** on behalf of the justice sector, to support the Government's commitment to build a more effective and sustainable criminal justice system, reduce over-representation of Māori in the criminal justice system and reduce the prison population.
- **Cross-government work programme on family violence and sexual violence** – we will contribute to the cross-government work programme related to family violence and sexual violence that aims to ensure victims are safer, improve services, and change long-standing behaviours and attitudes.
- **Family and Whānau Violence Legislation Bill** – we will support the progression and implementation of the Family and Whānau Violence Legislation Bill. The Bill seeks to establish a legislative framework that provides tools to keep victims safe and stop perpetrators using violence.
- **Sexual Violence Court Pilot** – we will continue supporting this judicial initiative that aims to improve the court experience for victims. It reduces delays in sexual violence cases getting to trial and encourages cohesive and consistent application of existing law.

- **Improving the experience of sexual violence victims in the criminal justice system**
- we will provide advice to the Government on options for reducing secondary victimisation experienced by sexual violence victims who participate in the criminal justice system, in response to recommendations made by the Law Commission in 2015.
- **Criminal Proceeds (Recovery) Act** – through this Act, we can ensure seized proceeds are invested in programmes to reduce harm.

How we will know we're succeeding

Our success in reducing crime, victimisation and harm will be assessed through medium to long-term changes in the indicators below. Our success in achieving this goal will also contribute to *Improving justice outcomes for Māori*.

- Recorded victimisations per 10,000 population.

From the New Zealand Crime and Victims Survey:

- Proportion of adults who have experienced one or more victimisation incidents in the past year
- Proportion of adult family violence victims
- Proportion of adults who have experienced multiple victimisations.

Deliver improved justice outcomes for Māori

Our services need to focus on improving justice outcomes for Māori. We want to harness the relationships developed through Treaty settlements work with iwi to partner with Māori so we can develop and deliver justice services that are culturally responsive and more effective.

We are leading the public sector's effort to build and strengthen Crown/Māori relations. The Government is engaging with Māori and the wider public to determine the scope and priorities of the new Crown/Māori Relations portfolio.

The work we already have underway to build relationships with iwi Māori, develop our own capability in te ao Māori, and support agencies will lay the groundwork for our success in achieving our strategic goal and fulfilling our new and expanded responsibilities.

Te Haerenga is our strategy to grow our capability to engage, partner with and deliver improved justice outcomes for Māori.

Implementing Te Haerenga will position us well to lead the new Crown/Māori Relations portfolio, which reaffirms the Government's commitment to working in partnership with Māori on key issues that affect them across the justice, social and wider public sectors.

See Build capability to engage and partner with Māori on page 22.

The Crown/Māori relationship

We will work closely with Te Puni Kōkiri to support the Minister for Crown/Māori Relations. The Minister's vision for the portfolio is to deliver the promise of the Treaty in 2040 – 200 years after the signing of the Treaty.

This work will focus on the opportunities that exist in a post-Treaty settlement environment for Māori, to ensure the Crown understands and meets its Treaty obligations, and to increase engagement between the Crown and iwi on policy issues that are important to Māori.

As lead agency, our focus on improving justice outcomes for Māori presents an opportunity to demonstrate strong and effective partnership, and working towards shared objectives, to other public sector agencies.

Completing Treaty settlements with willing and able groups

We work with claimant groups to resolve their historical grievances by negotiating fair and durable Treaty settlements. These settlements include cultural, financial and commercial redress that provide a basis for strengthening the Crown/Māori relationship into the future.

Since October 2016 we have extended the geographic and population reach of historical Treaty of Waitangi settlements. This gives the best opportunity to complete settlements with all willing and able groups by mid-2020. We will:

- extend the opportunity to settle to the final 6 iwi that are yet to settle
- settle priorities within the 4 negotiation regions.

Our approach acknowledges that the Crown has to allocate its limited resources and that it is reasonable (and Treaty compliant) to prioritise negotiations with groups who are willing and able to settle, particularly in high population areas with socio-economic issues.

Safeguarding the durability of Treaty settlements

Our Post-Settlement Commitments Unit (PSCU) works with the Crown, iwi and local government to safeguard the durability of historical Treaty settlements. The primary aims of the PSCU are to:

- ensure settlement commitments are delivered as intended
- help agencies ensure new policies or initiatives across the Crown do not undermine the integrity of settlements
- ensure relationships built with iwi and hapū through the settlement process are maintained and ideally strengthened over time.

Administering Marine and Coastal Area (Takutai Moana) Act 2011 applications

We administer applications for recognition of customary interests under the Marine and Coastal Area (Takutai Moana) Act 2011 (MACA). Approximately 380 applications were received by the 3 April 2017 deadline.

We work with groups who have applied to engage directly with the Crown, and advise the Minister for Treaty of Waitangi Negotiations on issues related to the assessment of applications under the Act.

We will complete engagement for the groups that were transferred from the Foreshore and Seabed Act 2004 and all groups we are engaged with under the MACA Act. Of the remaining groups, decisions will be made on whether to engage with each of the applications to the Crown. A work programme for each agreed engagement will be finalised and this will inform the likely length of the process.

How we will achieve this goal

The following initiatives are aimed at improving justice outcomes for Māori, or have components that support this goal.

Our work to *Reduce crime, victimisation and harm* will also contribute to improving justice outcomes for Māori.

During 2018, we will **lead a public process to help set the scope and priorities for the Crown/Māori relationship**. The Crown/Māori Relations Minister will hold a series of hui across the country. This will offer an opportunity for all New Zealanders to consider opportunities for the Crown/Māori relationship and to help shape the focus and priorities for the future.

We will maintain our momentum and work towards **completing historical Treaty of Waitangi settlements** with all willing and able groups by 2020.

We will **administer applications for customary rights under the Marine and Coastal Area (Takutai Moana) Act 2011**.

We will **continue funding restorative justice services** throughout the country, which have strong alignment with Māori values and culture and are more responsive to Māori needs. We have 8 contracts with iwi or kaupapa Māori organisations, providing services to 18 of our 58 courts.

We will continue to **support the operation of specialist cultural and therapeutic courts**, which have aspects designed to improve justice outcomes for Māori, including:

- **Rangatahi Courts** – which are held on marae and encourage strong cultural connection by using Māori language, culture, and protocols, involve whānau and communities in the Court’s process, and link to support services, aiming to reduce youth reoffending
- **The Matariki Court** – a specialist court in Kaikohe where the Ministry funds the iwi-provider, Te Mana o Ngāpuhi Kowhaorau, to assess the suitability of the offender for the Matariki process and then work with the offender, victim and whānau to develop a plan to address causes of offending
- **The Alcohol and Other Drug Treatment Court**, where Māori cultural support to the offender and the Court are provided by Te Pou Oranga, and tikanga Māori protocols are a normal and essential part of the Court and its day-to-day operations.

How we will know we’re succeeding

Our success in improving justice outcomes for Māori will be assessed through our performance in *Reducing crime, victimisation and harm* and the indicators below.

- Institutional Trust – trust by Māori in the courts as measured by the New Zealand General Social Survey.

From the New Zealand Crime and Victims Survey:

- Proportion of Māori adults who have experienced one or more victimisation incidents in the past year
- Proportion of Māori adult family violence victims
- Proportion of Māori adults who have experienced multiple victimisations.
- Treaty of Waitangi claims are settled with all groups who are ready – continuing to negotiate and safeguard the durability of Treaty settlements is key to achieving positive outcomes for claimant groups with historical grievances against the Crown.

Provide great service to the public every day

Our customers are at the heart of everything we do. Over two thirds of our people support the Judiciary and provide justice services to New Zealanders every day. That spirit of service is why our people work for the Ministry of Justice.

We want our customers to have the same high quality of service regardless of where they are or how they interact with us.

We are committed to continuously improving the way we deliver services to help customers get through the justice system more easily, while ensuring fairness.

How we will achieve this goal

We are creating a **customer charter** that builds on our RISE values and will be a statement of the level of service customers can expect from us. It reflects our commitment to providing great service to our customers every day.

The initiatives in our **modernisation roadmap** will improve the way we support and deliver services to our customers. In particular, the enabling initiatives will improve our ability to provide great service to the public by:

- developing a user friendly and safe repository for information (Te Kete)
- increasing our customer understanding and applying customer centred design approaches
- improving our ability to manage and authenticate the identity of individuals and organisations in a digital environment.

We will **focus on continuous improvement** in our service delivery methods, including gains in performance, effectiveness, and national consistency in the services we deliver.

Our Operations and Service Delivery group has adopted **a multi-jurisdictional approach**, so that our people can help customers across jurisdictions and services. We deliver services both regionally and nationally.

Our Court Security Officers are the first point of contact for people visiting the Courts and are an integral part of our services we provide to court users. Court users find our Court Security Officers approachable and they feel safe when using the Courts. We will further **invest in our Court security** to continue providing professional, high-quality services that ensure our customers have trust and confidence in their safety when they interact with us.

We are improving the service we provide to individuals and third parties **applying for Criminal Conviction History checks**. We recently introduced faster service and more choice for third parties, including 3 service levels (3, 5 and 10 days) and a streamlined application process. We will develop a full online service that will make it faster and easier to make a request and receive a result.

We are steadily **improving Legal Aid granting** so that it is easier and faster for customers to apply.

How we will know we're succeeding

We will assess our success through the departmental performance measures that are included in the Estimates of Appropriations for Vote Justice, Vote Courts and Vote Treaty Negotiations.

Building a capable organisation

Our strategic priorities set out the focus areas that will ensure we have the people, capability and infrastructure we need to deliver our goals and improved outcomes for New Zealanders.

Support our people to succeed

Our performance as a team determines our ability to deliver on our goals. As we modernise our services, we're ensuring our people have the right skills to deliver 21st-century justice services. We're committed to attracting, developing and retaining exceptional people with a drive for continuous improvement who deliver customer-focused services. It is important that the diversity of our people reflects the communities we serve and that a 'spirit of service' is embodied in what we do.

We are working to ensure our people have the support and skills they need to succeed.

Support from day one

We invest in the development of our people from the day they start working at the Ministry of Justice. Our induction programme ensures that each new starter has a 90-day induction plan and participates in our orientation day. Our orientation days give our new employees an opportunity to find out about other parts of the Ministry, learn how their role fits in, how they can contribute to the achievement of our goals and develop their professional networks. They spend a day together and meet our Strategic Leadership Team, learn about development opportunities, and connect with colleagues from around the country. We are committed to continually improving our induction experience to ensure that we provide our new starters with the best start possible.

Providing our people with the tools they need

We will invest in the tools that our people need to succeed. This includes the enablers in our modernisation roadmap and the new business intelligence (BI) tool that we are deploying across the Ministry to support improved service delivery.

Continue to build leadership capability

We will continue our focus on building leadership capability, developing effective leaders at all levels and in all parts of the Ministry. We will invest in our leadership capability through our ongoing development programmes including coaching, core leadership, talent management, and targeted training.

Strengthen our technical skill-set to support the delivery of our services

At the Ministry of Justice, we never stop learning – whether that's on the job, on-line, with colleagues or in a formal training environment. It's how we adapt to a changing world and rise to the challenges of tomorrow. We will continue to boost our technical skill set through use of a role based skills matrix and increased training to support the delivery of our services.

Sharing knowledge, insight and news

We are redeveloping the Ministry's intranet, including the knowledge bases situated on it, to make it quick and easy for our people to find and share information, insights and news. We want our intranet to be the definitive source of information about working at the Ministry of Justice. Through our investment in digital communication tools we will create a stronger sense of community and connection across the country.

Use data insights to deliver better services

We are making good progress on our journey to become an organisation that turns data into insight, and insight into action. More effective use and integration of our data allows us to improve our services to meet the needs of the public.

We are embedding an approach where data and information is treated by all our people as a strategic asset and is used to inform decisions, design and deliver better services and track organisational and strategic performance.

We are close to achieving a Gartner Information Maturity Level 4 rating, which is the goal we set ourselves in 2014 to be achieved by December 2018. Achieving level 4 indicates that data is well-integrated across the Ministry and is trusted and acted on to drive strategic change, and data governance structures are well-established.

We will strike the right balance between:

- **embedding use of data** – by using our BI (Business Intelligence) tool to track performance, improving our people's data literacy, building a knowledge base, and promoting ethical use of data and information.
- **innovating** – by connecting data sources to generate new insights and by using new technology to support decision making, and better understanding our customers so we can predict issues and build support tools before they are needed.

Build capability to engage and partner with Māori

We have a strategic goal to deliver improved justice outcomes for Māori. This aligns with our role in supporting the Government's commitment to reduce the over-representation of Māori in the criminal justice system.

The Ministry is the lead agency for the newly formed Crown/Māori Relations portfolio, created to build and strengthen the Crown/Māori relationship beyond the negotiations table. Given this responsibility, we will need to be an exemplar in engaging and working in partnership with Māori to ensure our policies, service design and our delivery of those services demonstrate our clear understanding of operating within a Te Ao Māori context and start to make a real difference in the lives of Māori, and New Zealanders more generally. We already have strong expertise in key parts of our organisation but need to ensure that across our Ministry we encourage and strengthen our cultural capability and use our knowledge and experience to lead and support other public sector agencies in their engagement and partnership opportunities with Māori.

Te Haerenga, our Māori strategy, recognises we need to work with Māori in all aspects of our work. It starts with our capability, which will lay the groundwork for delivering improved justice outcomes for Māori and meeting our wider responsibilities to support the Crown/Māori partnership.

Communicate to make meaningful connections

Communication plays a fundamental role in all aspects of our operation. It enables us to share ideas, participate, draw on the expertise of others, listen to and be heard by others and look after our relationships. We are committed to inclusive and purposeful communications that help us make connections internally and with our customers, partners and stakeholders.

We want to have an open conversation with the public about the challenges facing the justice system.

We will ensure our customers have the information they need and can share their views on our services.

We will continue to improve the way we connect with our community and collaborate to deliver improved services.

We will continue to improve the way we connect with other agencies and service providers and collaborate to deliver our shared goals.

We are proactively engaging with our partners and stakeholders to build their support in the delivery of our strategy.

Within the Ministry we'll make sure our stories and values continue to build a sense of common purpose. We will use our new intranet to keep our people feel informed, and provide another avenue for them to express their views, knowing that they're being heard.

By taking a digital first approach, we are using new channels to engage people faster and more effectively, and communicating more effectively and efficiently, and we can better measure how well we're connecting with people.

Make the ministry a great place to be

Our people are a vital part of our ambition to deliver people-centred justice services. The Ministry of Justice is all about people.

We want great people to work for the Ministry of Justice. We want them to feel engaged and inspired to be the best they can be. Together we create a high-performing, thriving organisation, where difference is celebrated and innovation is a big part of who we are.

Our focus is on creating a place where our people can be accepted, can reach their full potential, and more importantly, a place they can be themselves. We want to create an environment where our people can feel open about being themselves at work and feel supported to be the best versions of themselves.

We want the Ministry of Justice to be a place where our people can be:

- **Healthy and safe** – where asking for help isn't a weakness. If you need a hand, you should be able to just ask.
- **Trusted** – where everyone has a right to dignity and respect, whoever they are or wherever they came from.
- **Supported** – where they are encouraged and supported to pursue their ambitions – and recognised and rewarded.
- **Involved** – where everyone's opinion matters. Some of our greatest achievements have come about through collaboration.
- And a place where you can **be yourself** – because we don't hire staff, we hire people.

This is 'our promise' to our people and is something we strive for every day.

We have had a significant increase in employee engagement between 2015 and 2018. Our people feel more informed about the Ministry and its activities, and we are retaining our people for longer.

Our people strategy is focused on building on these successes and achieving the commitments we have made.

- **Continue to place high priority on the health and wellbeing of our people** – we will continue to better understand the needs of our people, equip managers with the ability to address these and make it ok for people to ask for help when they need it.

- **Recruitment** – We are making recruitment easier and improving the overall experience for candidates. We want to attract the right people for the right roles and help to grow our employment brand out in the market. We want to make sure that diversity is encouraged and enabled through the recruitment experience people have with us.
- **Remuneration Framework** - We are continuing to review our remuneration framework to streamline and simplify it, so it is more transparent and easier to understand.
- **Diversity & Inclusion** - We will implement our diversity and inclusion strategy to ensure our people value, reflect and understand the communities we serve. Our initial focus is on supporting the implementation of Te Haerenga and addressing the gender pay gap. Our work will build on efforts taking place across the public service including leveraging the learning from other agencies.
- **Wellbeing** - Our Wellbeing Education Programme will continue to be rolled out, including mental health, family violence, disability, addictions, and suicide prevention modules. We will also review our professional supervision needs and arrangements.

Our success isn't just about what we do; it's how we do things that really make the difference. Everyone in the Ministry has a role to play in bringing these values to life. Our values are the foundation of the actions we take, the decisions we make, and the relationships we build.

We continue to recognise our people through the Chief Executive's Awards and the Service Recognition Programme. We will be making sure that these reflect and acknowledge those who are demonstrating a 'spirit of service' in what they do.

We support our people through employee-led initiatives such as our Women's Network, our Young Professionals Network and Te Pou Here (a Māori cohort which provides a network of support and knowledge for our Māori employees).

Health, Safety & Wellbeing

We want everyone working at the Ministry to return home safely every day. Our efforts in health, safety and wellbeing start at the top, and our SLT maintains close oversight of our health and safety work programme and are each sponsoring a wellbeing focus area.

We are building a strong risk-aware culture where everyone is involved in health, safety and security and clearly understands what is expected of them and how to keep themselves and others safe. We are committed to ensuring that our work places are safe, secure and fit-for-purpose, and that the Ministry has the right processes and systems to operate in an agile environment.

We also recognise that many of our people undertake work in challenging situations, which is why we continue to invest in our wellbeing programme. However, this programme not only provides support for people when they are dealing with issues as part of their work, but also supports them to deal with issues that they may face outside of their day-to-day work. We recognise that our people may experience issues of family violence, addiction,

mental health or injury. We want to support them and help them seek the help they need to face these challenges.

We are committed to providing a place where our people feel valued, connected and part of a strong and positive culture; encouraged to reach their potential; and motivated to play their part in the Ministry's successes.

Our approach and capability

In addition to our strategic priorities, there are other critical components to delivering our strategic objectives in a sustainable and affordable way:

- effective governance
- a fit-for-purpose property portfolio that supports our operating model, and
- managing risks affecting our sustainability and our ability to deliver our strategy.

Governance

The Strategic Leadership Team is collectively responsible for organisational performance. It focuses on our long-term strategic direction, ensuring good foundations and operational performance so that we meet our strategic objectives.

The Planning and Resources Committee oversees the delivery of our strategic and business planning process and key accountability documents. The committee also oversees our budget process, workforce planning, and risk and assurance processes. It oversees our core capabilities (human resources, ICT and property) to ensure we have the resources we need.

The Investment Committee oversees the effective delivery of our strategic investments, allocating and prioritising in line with our investment framework and Long-term Investment Plan.

Property

Our services are provided from a network of courts, tribunal hearing centres, coroners' offices, regional legal aid offices, regional Public Defence Service offices, our centralised service centres and our national office building in Wellington. Our property portfolio is one of the largest in the public sector.

In recent years, we have focused on earthquake-strengthening our buildings, investing to increase capacity in the Manukau District Court, and building the Christchurch Justice and Emergency Services Precinct. Over the coming years, we will need to upgrade and maintain some of our buildings.

As we modernise the delivery of court services we will need to review our future property needs. Factors that we will need to consider include:

- the creation in 2016 of Operations and Service Delivery
- our responsibilities for the health and safety of our people, the Judiciary, our customers and others who use our premises
- our plans to extend the use of AV links between courts and prisons beyond remand hearings, and between police stations and courts for first appearances and bail decisions – as we conduct more events by AV links, the requirements and design of our properties may also change.

A key challenge is how to keep the portfolio in step with change while remaining flexible to adapt to further changes.

The Ministry is committed to an investment strategy that seeks to address stewardship of its portfolio as well as being modern, balanced and that capably provides for its people and operations.

Managing risk

We use an enterprise-wide risk management framework, based on international standards, which ensures that risk management is an integral part of managing our organisation.

The Strategic Leadership Team regularly reviews strategic risk and makes decisions to support mitigation activity. Further oversight is provided by the Planning and Resources Committee, Health, Safety and Security Committee, Investment Committee and their supporting sub-portfolio committees, which receive monthly information on significant organisational, operational and project risks respectively. Relevant business group plans indicate how they contribute to mitigation of strategic risks and how they manage risks they face from an operational or project perspective.

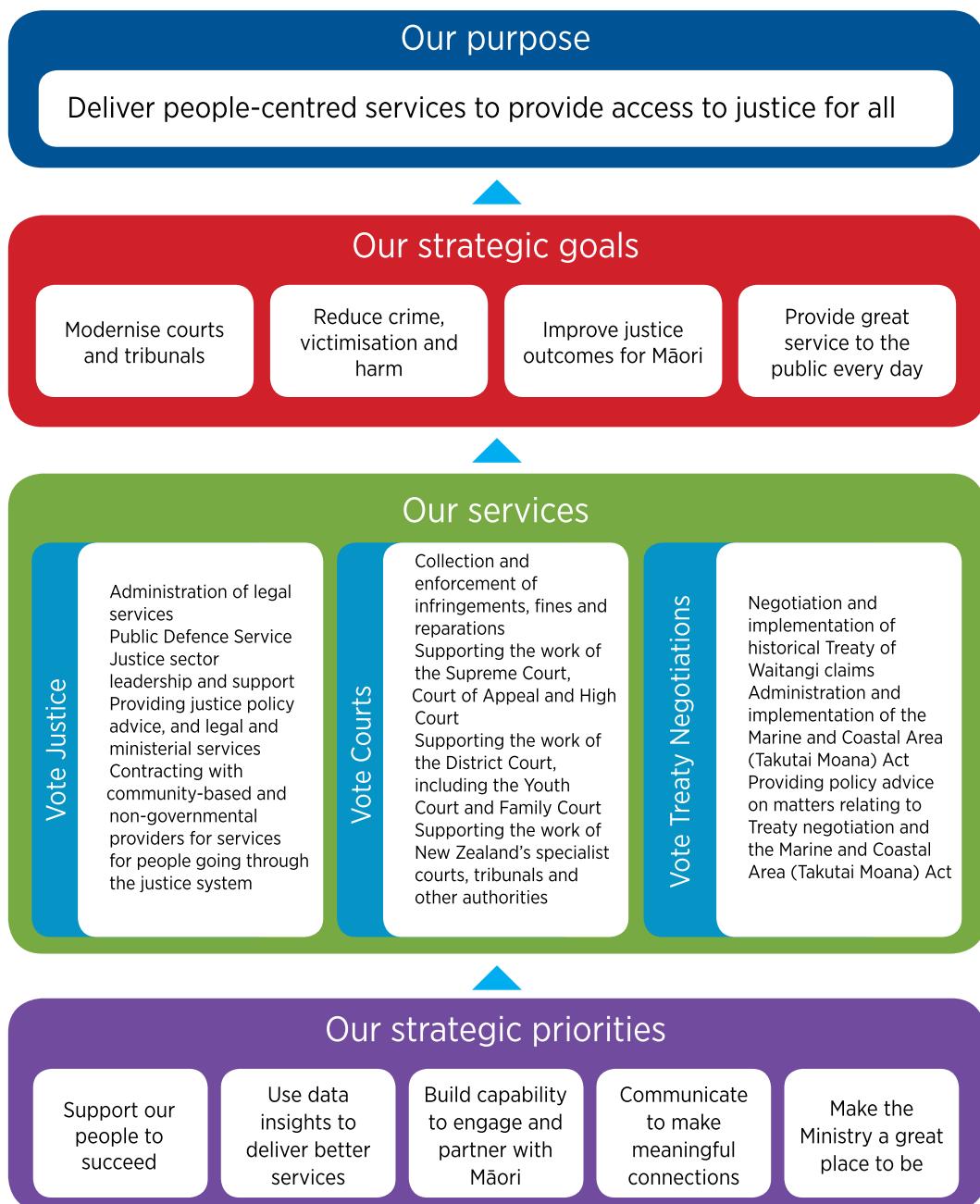
We regularly monitor and report on our strategic and financial risks, and specific fiscal risks are reported to Treasury on a regular basis.

The Audit and Risk Committee provides independent advice on the Ministry's management of risk. The committee assists the Chief Executive to improve the quality of the Ministry's governance, manage risks within the Ministry and enable the effective and efficient discharge of responsibilities and accountabilities. The committee is independent and objective in relation to management.

Our internal audit programme provides independent assurance to the Chief Executive and senior managers that the Ministry's key processes and systems are operating effectively. In addition, collaboration with our justice sector partners plays an important part in understanding and managing sector-wide risks.

How we measure our performance

The following diagram shows the relationship between our purpose, strategic goals, our services and our strategic priorities.



We use indicators to assess the effect of our activities over the medium-term towards achieving our purpose and strategic goals. While we can influence some of the factors that contribute to achieving our purpose and goals we do not control all of them.

Monitoring our progress is important because it enables us to focus our activities on the areas that will make the most difference to New Zealanders.

Achieving our purpose

Our justice system is trusted, has a high level of integrity and helps to provide safe communities.

The indicators we use and the desired trend are set out below. Progress towards achieving our purpose is reported in the Ministry's annual report.

Deliver people-centred services to provide access to justice for all		
Key indicators	Desired trend	Current status
• Institutional Trust – trust in the courts as measured by the New Zealand General Social Survey	Increase over time	• NZ GSS 2016: 63.4% of New Zealanders have a high level of trust in the Courts.
• New Zealand's ranking in the World Justice Project Rule of Law Index	Maintain or improve	• 2017/18: Global ranking 7/113 (score: 0.83) 2016: Global ranking 8/113 (score: 0.83) 2015: Global ranking 6/102 (score: 0.83)
• New Zealand's ranking in the Transparency International Corruption Perceptions Index	Maintain	• 2017: Global ranking 1/180 (score: 89/100) 2016: Global ranking 1=/176 (score: 90/100) 2015: Global ranking 4/168 (score: 88/100)
• Percentage of people who feel very safe or safe walking alone in their neighbourhood after dark as measured by the New Zealand General Social Survey	Increase over time	• NZ GSS 2014: 60.9% NZ GSS 2016: 60.6%

Achieving our strategic goals

The indicators we use and the desired trend are set out below. We regularly report our performance to the Ministry's Strategic Leadership Team. A summary is included in the Ministry's annual report.

Key indicators	Desired trend	Current status
Modernise courts and tribunals		
We aim to resolve all serious harm cases within 12 months. Serious harm cases are category 3 and 4 criminal cases where offenders can get more than 2 years imprisonment.	Increase over time to 100%	2016/17: 90% 2015/16: 92%
Reduce crime, victimisation and harm		
Recorded victimisations per 10,000 population	Decrease over time	<ul style="list-style-type: none"> • NZ GSS 2016: 63.4% of New Zealanders have a high level of trust in the Courts.
From the New Zealand Crime and Victims Survey: <ul style="list-style-type: none"> • Proportion of adults who have experienced one or more victimisation incidents in the past year (victimisation prevalence) • Proportion of adult family violence victims • Proportion of adults who have experienced multiple victimisations 	Decrease over time	Initial results from the NZCSV will be published in December 2018 and reported in the Ministry of Justice Annual Report 2018/19.
Improve justice outcomes for Māori		
• Institutional Trust – trust by Māori in the courts as measured by the New Zealand General Social Survey.	Increase over time	<ul style="list-style-type: none"> • NZ GSS 2016: 48.6% of Māori have a high level of trust in the Courts.
From the New Zealand Crime and Victims Survey: <ul style="list-style-type: none"> • Proportion of Māori adults who have experienced one or more victimisation incidents in the past year (victimisation prevalence) • Proportion of Māori adult family violence victims • Proportion of Māori adults who have experienced multiple victimisations 	Decrease over time	Initial results from the NZCSV will be published in December 2018 and reported in the Ministry of Justice Annual Report 2018/19.

Key indicators	Desired trend	Current status
Treaty of Waitangi claims are settled with groups who are ready.	Increase over time	<ul style="list-style-type: none"> At 30 June 2017 91% of iwi groups had a recognised mandate and deeds of settlement had been signed with 61% of all groups. At 30 June 2016 87% of iwi groups had a recognised mandate and deeds of settlement had been signed with 59% of all groups.
Provide great service to the public every day		
<i>Measured through the performance measures in the Estimates of Appropriations for Votes Justice, Courts and Treaty Negotiations.</i>	Achieve or exceed the target for each measure	Results of the Estimates performance measures are reported quarterly to the Ministry's Strategic Leadership Team and annually in the Ministry of Justice annual report.

Measuring our service performance

We seek to provide the highest quality service to our customers. We monitor our operational and service performance to ensure we are delivering the services we committed to.

We use our performance measures to understand how we deliver great service to the public every day.

Our performance measures are set out in the Estimates of Appropriations for Votes Justice, Courts and Treaty Negotiations. They are supported with internal performance measures that we use to provide detailed assessment of our operational performance.

Progress against our performance measures is reported regularly to the Ministry's Strategic Leadership Team and in the Ministry of Justice annual report.

Achieving our strategic priorities

Our strategic priorities set out the focus areas that will ensure we have the people, capability and infrastructure we need to deliver our goals and improved outcomes for New Zealanders.

We monitor our organisational capability by measuring achievement of our strategic priorities. Our capability measures are set out in the Ministry Business Plan.

We regularly report on these measures to the Ministry's Strategic Leadership Team and a performance summary is included in the Ministry's annual report.

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