

Statement of intent 2015–2019

Ministry of Justice

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Introduction from the Minister of Justice

As the Minister of Justice and Minister for Courts I'm committed to ensuring the sector works in the best interests of all New Zealanders. I want to take this opportunity to reflect on some of the great results we're seeing and to outline our priorities for the justice sector over the next four years.

Crime in New Zealand is at record lows thanks to the Government's focus on crime-prevention, rehabilitation and reducing reoffending.

Our Better Public Service justice sector targets have seen crime reduced to the lowest levels in 30 years. Since June 2011, total crime has reduced by 17%, violent crime by 10%, youth crime by 39%, and re-offending by 8%.

We've made significant and measurable gains in youth justice and while there has been a reduction in violent crime and reoffending, we still need to continue to strive to meet our targets.

We're also refocusing the justice sector to put victims at the heart of decision making. We want victims to get the help they need, offenders to be held to account and to ensure the system is working smarter to stop violence from happening in the first place.

While crime is reducing, our high rate of family violence is unacceptable and too many people continue to be re-victimised. Addressing this is one of my core priorities. Part of this is about reviewing the legal framework, improving services, and changing long-standing behaviours and attitudes.

A Ministerial Group on Family and Sexual Violence, co-chaired by the Ministers of Justice and Social Development, is providing leadership and oversight of the whole-of-government family violence work programme.

Work is underway on the Christchurch Justice and Emergency Services Precinct, which will bring together all justice and emergency services in one purpose-built world class precinct. This is an important project in the redevelopment of Christchurch that will increase collaboration, reduce costs, and improve operational efficiency and services. More than 1000 jobs will be created when the precinct opens in 2017.

Another area we're updating and improving is the law governing trusts for the first time in nearly 60 years – this will improve an important part of the economy with an estimated 300,000 to 500,000 trusts in New Zealand.

We are also continuing to make improvements to privacy law to ensure that New Zealanders can continue to have confidence in the law and know their information is safe, while sensibly ensuring an appropriate balance is struck so that personal information can be used where there is a clear public benefit, within a clearly defined framework.

Finally, an independent review examining the legislation relating to the Government Communications Security Bureau (GCSB) and New Zealand Security Intelligence Service (NZSIS) will look at whether the legislation governing agencies is fit for purpose. The review will report back in February 2016.

As you can see there have been many notable achievements in the justice sector. More, however, remains to be done. The years ahead will see initiatives to reduce crime, address family violence and improve the sector's performance.

I expect the Ministry will ensure it continues to deliver value for taxpayer funding and operates as efficiently and effectively as possible. A range of savings initiatives will be implemented over the next four years to enable resources to be reinvested in the justice sector where it is needed most.

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.



Hon Amy Adams

Minister of Justice and for Courts

October 2015

Introduction from the Chief Executive

Over the last few years, we have seen considerable changes and gains from the way the courts and justice services work. On 1 July 2013, the final stage of Criminal Procedure Act 2011 commenced, introducing the biggest overhaul of the criminal justice system in 50 years. In early 2014, we worked with the judiciary, our justice sector partners, and the legal profession to implement significant change in the family justice system, which were the most significant change since the establishment of the Family Court 33 years ago. By the end of 2014, in working with the judiciary, the average age of criminal cases in the District Court had reduced by 21%, and across our specialist courts, tribunals and authorities there was a collective 30% reduction in the average age of active cases. The future of justice and court services was unveiled with the Christchurch Justice and Emergency Services Precinct design, and work commenced on this project in January 2014. Momentum in the settlement of historic Treaty claims has continued, with 70% of New Zealand's land area now settled.

Across the justice sector, as a result of the changes that the Ministry and our sector partners have made, we have seen decreases in the total crime rate, as well as the violent crime rate, the youth crime rate and the rate of re-offending. The sector is working together more effectively than ever and has demonstrated that by joining up our frontline services we can achieve even better results.

We have made good progress, but we still have a way to go.

The Ministry can do more to tackle the crimes that have not fallen as far or as fast as we would like. For example, improving services for victims of family violence. There is also more we can do to modernise our services and find smarter ways of working, so that people can access these services in more convenient ways. Access to justice must be maintained, and our services must be more responsive, efficient and effective for the people who use them. Working alongside the judiciary, we must also continue our work to keep everyone's time in the court system to a minimum.

The focus will remain on the needs of our customers and this is reflected in the ambitious goals that we have set for ourselves – to reduce crime, victimisation and harm; to modernise courts and tribunals, and get people through the system quicker; to recognise mandates with all groups who are willing and able by 2017; whilst continuing to provide great service to the public every day.

Achieving these goals will require changes to how we manage our business, so that we are a more capable and sustainable organisation. We will continue to develop our people, turn data into insight, build robust and functional ICT, ensure good communications, and make the Ministry a great place to work.

Delivering on this plan will be challenging. There is a considerable amount of work ahead of us, and we will require the support of our people, the judiciary, sector partners, stakeholders and Ministers to succeed. Working together, we can provide a better future and a safer society for all New Zealanders.

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

October 2015

Our story

This document tells the Ministry’s story; why we exist and the difference we want to make for New Zealand, where we’ve come from, and what we hope to achieve over the next four years.

The following diagram provides a snapshot of how our services and business strategy will improve outcomes for New Zealanders. Annex 1 provides more detail on how our appropriations relate to our desired impacts and outcomes.



Our purpose is to support a strong justice system

We ensure that New Zealand has a strong justice system that contributes to **a safe and just society. In a safe and just New Zealand**, fundamental human rights are guaranteed and protected. Laws are upheld, people are able to resolve their grievances, and crime is prevented or responded to when it does occur. Individuals and businesses are able to work and invest with confidence, so that New Zealand's trade and economic competitiveness is maintained.

The Ministry delivers a range of services that contribute to a safe and just New Zealand. We are the lead agency in the justice sector, and we also work closely with the social and Māori affairs sectors. We support the judiciary and administer the court system for both criminal and civil jurisdictions in a manner consistent with the separation between executive and judicial functions. We also administer the legal aid system and the Public Defence Service. We collect and enforce fines and civil debts. We provide policy advice on matters relating to justice and the administration of the law, and we ensure that legislation relating to the courts, wider justice system and constitutional arrangements are fit for purpose. We negotiate Treaty of Waitangi settlements for the Crown, work to safeguard the durability of historical Treaty settlements and we administer the Marine and Coastal Area (Takutai Moana) Act.

We play a vital role not only in ensuring effective support for the courts and administration of the justice system, but also in improving and supporting services provided to New Zealanders as they interact with the education, health, and welfare sectors. We know that a range of social factors can increase the risk for involvement in crime, such as family, education, economics, community and peers, and alcohol and other drugs. There is a clear relationship between positive social and justice sector outcomes, which is why we must continue to work closely with both justice and social sector agencies.

The Ministry has a unique role as an agency working for the executive while, at the same time, working to support the independent judiciary. The maintenance of the separation of powers and the independence of each of the three branches of government is fundamental to New Zealand's constitutional arrangements.

THE JUDICIARY AND CONSTITUTIONAL INDEPENDENCE

A key role for the Ministry is supporting the judiciary and courts. The Ministry provides the administrative services necessary to operate the New Zealand court system and to support judicial decision making. Administrative support includes transcription services; finance, information and communications technology; human resources; and funding and support for the Institute of Judicial Studies, which provides continuing legal education and development.

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.

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

The official conduits for communications between the Ministry and the judiciary are the Judicial Office for Higher Courts and the Courts Consultative Committee. Through these channels the Ministry seeks judicial input into some of its operations, for example, on improvements to court processes and service design.

Annex 2 sets out the business groups that make up the Ministry, and the specific functions of each group.

Our vision is a safe and just New Zealand

We want communities to be safer...

The crime rate is at its lowest level in more than 30 years. However, some types of crime and associated victimisation have not reduced, or not reduced as fast as we would like. To make communities safer, we will continue to work to **reduce crime, victimisation and harm**, and we will target family and sexual violence in particular. Our focus will be on improving services for the people who need them most, and we will work with high risk communities to disrupt offending behaviour and support the most vulnerable.

The Ministry provides many different types of services to the public; we support families through changes in their lives, and we ensure that those who don't follow the law will be **held to account for their offending**.

...with a justice system that people trust...

Trust in the justice system is strengthened by ensuring processes are open, transparent and impartial, and by **providing services that are responsive, accessible, and cost-effective**.

Most importantly we treat people fairly and with respect. People who end up in the system are often at their most vulnerable. We can help them by ensuring that they don't have to spend more time in the system than is absolutely necessary.

...built on foundations that have integrity

Underpinning our justice system are some fundamental principles and values that we hold – like the fact that we have an independent judiciary. We are a nation committed to **protecting the rights of New Zealanders** and **improving Crown-Māori relationships**.

Our justice system also upholds property rights, contracts and civil obligations. This allows **individuals and businesses to transact and invest with confidence**, knowing that the system will ensure their interests are protected. And despite being a small nation, we play an active role in upholding the global rule of law and other international obligations.

Our environment is changing...

Some significant improvements have been made over the last few years, but the environment continues to change, and we need to take stock of how well we are meeting the current and future needs of our customers.

The public's expectations are changing. The growth and pace of new technology developments mean the public expect to complete simple transactions online or over the phone, at a time and place that is convenient for them.

Crime has reduced and with it the volumes in the courts, demand for legal aid, and fines and reparations imposed by the court. The number of people appearing before the courts is at the lowest level for more than 30 years. By contrast, the volume of family and civil matters before the courts has increased and constitutes a larger proportion of activity in the courts. Our service delivery is also affected by population growth, and some areas are predicted to grow faster than others.

New types of crime are also emerging, which we need to understand and formulate effective responses to. For example, technological advances have presented new challenges such as cyber-crime and cyber-bullying.

This evolving environment creates an important opportunity to rebalance and refocus our use of resources, in order to ensure that the right balance of investment is focused in the right areas. We must ensure that our existing services are being delivered efficiently and, where possible, improve these services to deliver better outcomes for New Zealanders.

Whilst we have come a long way...

The 2012 Performance Improvement Framework Review identified the need for change across the Ministry. Since that time the Ministry has reshaped its structures, systems and culture around delivering better services to the public and to the courts; driven by a new strategy that puts the customer at the heart of our business.

Our strategy is producing results. We have seen huge changes and gains in the way the courts and justice services work. The Criminal Procedure Act took effect on 1 July 2013 and enabled Police to file charges electronically, rather than in person at the court counter. The Judicature Modernisation Bill, which aims to modernise all underpinning courts legislation, was progressed. By the end of 2014, in working with the judiciary, the average age of criminal cases in the District Court had reduced by 21%, and across our specialist courts, tribunals and authorities there was a collective 30% reduction in the average age of active cases. Some specific reductions in the average age of active cases include non-inquiry coronial cases (43%) and Māori Land Court succession applications (30%). Overall case numbers on hand have also reduced across a number of areas. In early 2014, we implemented significant change in the family courts to improve efficiency, help people resolve their disputes without going to court and improve family violence treatment programmes. The future of justice and court services was also unveiled with the Christchurch Justice and Emergency Services Precinct design, and work commenced on this project in January 2014.

New Zealand is increasingly safer, with crime at its lowest rate since 1978. Since July 2011, Justice Sector Ministers and senior leaders have focused on targeted, ambitious, high quality projects to collectively reduce crime, victimisation and harm. The recorded crime rate has fallen by 18%, the violent crime rate has fallen by 9%, and the youth crime rate has fallen by 37%. This equates to 64,000 fewer crimes, 2,800 fewer violent crimes, and 2,264 fewer court appearances by 14 to 16 year-olds. This decrease has given us the opportunity think about how we can do things better, to tackle the crimes that have not fallen as far or as fast as we would like. For example, improved services have been introduced for victims of family violence.

The Justice Sector Leadership Board has been established so that justice sector Chief Executives can collectively set priorities and manage resources across the sector. The sector is working together more effectively than ever and has demonstrated that by joining up our frontline services we can achieve even better results. The Youth Crime Action Plan was launched and the Flagship Programme, which finds local solutions to reduce crime and reoffending, was rolled out to the East Coast, Hamilton and Papakura.

Momentum in the settlement of historic Treaty claims has continued, with 70% of New Zealand's land area now settled. All of the South Island Treaty of Waitangi claims have been concluded. A Post Settlement Commitments Unit has been established to safeguard the durability of Treaty settlements and to ensure the gains made through Treaty settlements are maintained and built upon.

...there is more we need to do

Our mission is to **provide modern, accessible, people-centred justice services**. We can provide services differently for people and in ways that work better for them, and we can provide justice services with the support of the judiciary that work faster and are easier to understand.

Our Performance Improvement Framework follow-up review in 2014 acknowledged that we had made some important gains and had improved the quality of our services – but that more needs to be done. Annex 3: Performance Improvement Framework Reviews summarises the findings of our 2012 and 2014 reviews.

We will continue to reduce crime, victimisation and harm. The justice sector is leading the way in delivering Better Public Services and results, and the justice sector is on the way to meet, if not exceed, our Better Public Services total crime target by 2017. However, there is more that we can do, particularly in reducing violent crime and protecting the most vulnerable people in New Zealand. By strengthening the flow of information between the social and justice sectors, and working with families and whānau, we will improve assessment and interventions for vulnerable people and youth.

There is still a significant way to go to modernise the justice system, which is characterised by traditional and paper-based processes. We have to ensure that service standards and access options meet public expectations, as well as expectations of the judiciary. **We want to modernise the courts and tribunals to get people through the justice system quicker.** In 2013, to ensure our focus was on the needs of our customers, we set ourselves a bold organisational goal to halve the time it takes to deliver our services by 2017. We cannot achieve this alone, and will continue to work with the judiciary to improve the services we provide the courts.

We have made significant progress in the past few years in settling historical Treaty claims. This has required the Ministry to maintain a steady pace of negotiations and support the expedient passage of legislation for settlements through Parliament. While we are well over halfway through settling all historical Treaty claims, it is likely that a further 62 settlements will be required. **We want to recognise mandates with all groups who are willing and able by 2017.** In addition, we are planning to complete the inquiry of all historical Treaty claims in the next five years. There are three district inquiries remaining before the Waitangi Tribunal and we are planning to conclude all hearing phases within two to three years and release their final reports within five years.

Our ultimate goal is to continue to **provide great service to the public every day**, whether that is through face-to-face contact at one of the courts, tribunals or authorities that we support, being represented by one of the Public Defenders we employ in New Zealand's largest criminal law practice, or over the phone as one of the 1.25 million calls processed in our centralised call centre every year. People should be able to settle disputes, access legal aid, and pay debts quickly and more easily.

***Our mission is to deliver modern, accessible,
people-centred justice services***

We are focused on increasing value to the public...

The year 2016 will mark the end of our Four-Year Excellence Horizon – by which time the Ministry aims to deliver a stronger, more customer-focused justice system. We want New Zealanders to benefit from modern services that will further improve public safety, reduce harm, and build trust in the justice system.

Over the next four years, we will work towards:

- Crime, victimisation and harm reduced
- Offenders held to account
- New Zealanders can transact with confidence
- More responsive, accessible and cost-effective services
- The rights of New Zealanders are protected
- Improved Crown-Māori relationships.

The performance measures we will use to track our progress against these strategic intentions are set out in Annex 4: Performance measurement.

Crime, victimisation and harm reduced

The crime rate is the lowest it has been since 1978. Since June 2011, recorded crime has dropped 18% and the violent crime rate has fallen 9%. Although the crime rate is falling overall, there are some persistent challenges that the sector needs to address. New Zealand has a challenging record in relation to crimes likely to cause comparatively high harm to the person. In particular, family violence-related offences make up around half of all violent offence charges in the court system, with almost 50% of all homicides in New Zealand being the result of family violence. Many of the victims of family violence offences are repeat victims. In 2014, the United Nations Human Rights Council noted a number of issues for which New Zealand is required to report back on, including the steps being taken to eliminate violence against women and children.

The justice sector, led by the Ministry, will continue to work towards the Government's Better Public Services targets to reduce crime and reoffending, with a particular focus on family violence and sexual violence. The Ministers of Justice and Social Development are co-chairs of the Ministerial Group on Family Violence and Sexual Violence. The group is driving cross-government work on family violence which the Ministry is contributing to.

In 2015/16, the Ministry will continue to implement the Stronger Response to Family Violence programme. This programme involves collaboration between the justice sector and the social sector to provide better support and protection to family violence victims. Justice sector agencies are working on a programme comprised of 11 initiatives, which complements actions being led by the social sector. We will lead the implementation of the following initiatives:

- establishing a Chief Victims Advisor to the Minister of Justice to advise on the needs and views of victims of crime, including victims of family violence
- testing an intensive case management service to provide specialist support for family violence victims at high-risk of serious harm or death
- establishing a nationwide home safety service to help victims who want to leave a violent relationship
- reviewing the Domestic Violence Act 1995 and related legislation to ensure it keeps victims safe and holds offenders to account

The Ministry, along with the New Zealand Police, will lead or co-lead four programmes that are currently being led by the Ministry of Social Development under the Achieving Intergenerational Change work programme. These are:

- developing a standardised risk assessment framework to assist professionals and practitioners to identify risk factors associated with family violence and to respond appropriately
- preparing advice on how to enhance and expand the existing multi-agency system for family violence
- developing information/data management and sharing protocols to support sharing of information and data for case management purposes
- supporting the delivery of the “Loves Me Not” programme in schools which aims to strengthen the support for young people’s healthy relationships through workshops held in schools.

During 2015/16, we will also continue to support the Ministry of Social Development’s Vulnerable Children’s Action Plan. We will introduce a new standard safety check for employees in identified “children’s worker” roles, as well as new child protection policies. We will provide enhanced criminal conviction histories to the Police Vetting Service to support new workforce restriction requirements. New court orders will also be introduced; Subsequent Children Orders, which introduce greater protection for children born to parents where a child has been previously removed, and Special Guardianship Orders, which limit the rights of birth parents if it is in the child’s best interest.

We will support the progress of, or implement, a number of legislative changes over the next year. The Public Safety (Public Protection Orders) Act 2014 proposes new powers for the High Court to detain a high-risk offender in a secure facility under a civil order. This could happen if the offender is very likely to commit another serious sexual or violent offence. The Harmful Digital Communications Bill aims to address the harm associated with cyber-bullying, which can have a damaging effect, particularly on young people. Proposed amendments to the Evidence Act 2006 will change the way child witnesses give evidence in court, which is aimed at minimising trauma. The Parole Amendment Act 2015 aims to reduce unnecessary stress on victims by reducing the number of parole hearings for prisoners who are unlikely to be released.

The Youth Crime Action Plan has been developed collaboratively by the Ministry of Justice, New Zealand Police, the Department of Corrections, the Ministry of Health, the Ministry of Education, Te Puni Kōkiri and the Ministry of Social Development including Child, Youth and Family. As part of the Youth Crime Action Plan, over the next two years, we will improve Youth Court processes and look at introducing youth advocates for non-court-ordered family group conferences. The governance of the youth justice sector will also be improved, and a youth offender dataset will be developed to improve information sharing.

The Ministry will continue to support victims in a number of ways. We will continue to fund support services for victims and provide an 0800 VICTIM phone line. In the courts, our victim advisor service provides advice on victims’ rights, and information about a victim’s case and the court process. We also have specially trained advisors in courts for victims of sexual violence.

*Our goal over the next two years is to **reduce crime, victimisation and harm***



More than one in 10 people felt that they would have more confidence in the justice system if more offenders were brought to justice. Our Public Perceptions of Crime Survey also tells us that the majority (62%) of people believe that offenders often get away without paying court fines. This suggests that there is more that needs to be done to ensure offenders are held to account for their actions.

Ensuring that offenders are held to account for their actions is essential for maintaining the integrity of the justice system. The Organised Crime and Anti-corruption Legislation Bill introduced a suite of measures to make it easier to detect and prosecute crimes such as money laundering, human trafficking and corruption. Other legislative changes, such as those proposed in the Harmful Digital Communications Bill noted above, will also strengthen sanctions and ensure that offenders are held to account.

The public wants to know that sanctions imposed by the courts will be enforced. The Ministry helps this happen by collecting fines and reparations. We will automatically deduct money from people's wages or benefit, and will sometimes allow customers to enter payment arrangements online without needing to refer to the court. By automating these processes, our employees in the courts can focus on customers who need more help to resolve their fines.

In addition, restorative justice services will continue to be available across all District and High Courts in New Zealand. Restorative justice conferences aim to put things right for victims, while ensuring offenders understand the true impact of their criminal activity and take responsibility for it.

New Zealanders can transact with confidence

A 2013 National Integrity System Assessment, by Transparency International, found that while New Zealand's national integrity systems remain fundamentally strong, there are several areas where legislation needs to be reviewed and updated. It also noted the need to ratify the United Nations Convention against Corruption. The United Nations Human Rights Council has noted a number of issues for which New Zealand is required to report back on, including counter-terrorism measures.

An independent judiciary gives people confidence that when they appear before the courts their case will be decided in accordance with the law. The Ministry will continue to support the work of the judiciary so that the rule of law is upheld, judicial control and oversight of the court process is preserved, and the constitutional independence of judicial decision making is maintained.

Over the next year, we will continue to support the Organised Crime and Anti-Corruption Bill. The Bill, if passed, will enable New Zealand to ratify the United Nations Convention against Corruption, and implement the Agreement between the Government of the United States of America and the Government of New Zealand on Enhancing Cooperation in Preventing and Combating Crime. It will bring New Zealand domestic law into conformity with the Organisation for Economic Cooperation and Development Convention on Combating the Bribery of Foreign Public Officials in International Business Transactions. The Bill aims to strengthen New Zealand's ability to combat financial crimes, such as money laundering, and share information with foreign law enforcement bodies. It would also improve compliance with recommendations from the Financial Action Task Force.

Following the Government's response to the Law Commission's recommendations on reform of the Trustee Act 1956, the Ministry will develop a modern Trusts Bill that upholds the trust as a credible and resilient institution and allows individuals and businesses to use and interact with trusts with confidence.

In addition, the Ministry will continue to co-chair the Asia Pacific Group on Money Laundering from 2014 to 2016, and will host its annual meeting in Auckland in July 2015.

*Our ultimate goal over the next two years is to continue to **provide great service to the public every day***

More responsive, accessible and cost-effective services

Our Court User Survey tells us that 80% of people are satisfied with court services and facilities. However, the Kiwis Count Survey shows that only 50% of the public are satisfied with getting information about a case they were involved in, while 63% of the public were satisfied with paying fines or getting information about fines. In addition, our Public Perceptions of Crime Survey told us that only 7% of the public believe that criminal courts deal with cases without unnecessary delay, while 14% believe the criminal court system is technologically up-to-date.

The Ministry is committed to supporting a court system that meets expectations about access to public services: that is, services that are simpler, more convenient and more efficient. Over the next two years, we will continue to move simple services online and investigate other ways to use technology to provide customers with what they need more quickly. We will move common administrative tasks to dedicated processing teams, ensure our services are designed to meet customer expectations, and take a cross-jurisdictional approach to ensure the quality of our services is consistent.

Modernising court services will involve improving our processes relating to online filing, case file accessibility, case progression, and case management. We will continue to expand the use of audio-visual technology to support a wider range of matters being dealt with remotely. Key to these changes will be progressing the Judicature Modernisation Bill, which sets up a legislative framework that enables technology to be used in courts and tribunals. We are planning to introduce a package of legislative amendments that will improve the efficiency and timeliness of Ministry-administered tribunals to provide consistency and reduce the waiting times for customers. We are also amending the Coroners' legislation to improve the quality, consistency and timeliness of coronial investigations.

When people are in court, we need to give them more certainty about when events will happen, and cases need to be resolved more quickly. We don't want children, families, victims and jurors spending more time than necessary in the system. This is why we want to halve the time to deliver services by 2017. We will continue to optimise existing court processes and services. This will include supporting the judiciary to resolve the oldest cases, embedding consistent processes and service levels across the country, centralising processes that do not need to be done in every courthouse, and working with the judiciary to maximise the use of court and judicial resources.

When it is necessary for people to come to a courthouse, we will ensure that our physical facilities are fit for purpose and available when needed. Our focus is on creating modern and effective workplaces, improving space and court utilisation, and reducing reliance on facilities. Investment is concentrated on a limited number of strategic sites, such as completing the build of the Christchurch Justice and Emergency Services Precinct by 2017, and refurbishing the Manukau District Court.

Access to justice is also about ensuring that everyone is able to get the help they need. The Ministry operates the Public Defence Service and administers the legal aid system, which provides legal help for people who cannot afford to pay for legal services. We also help people get advice and information by supporting Community Law Centres.

In 2015/16, we will be making changes to some of our justice services, to improve our cost-effectiveness. For example, we will centralise some back office legal aid functions, and implement changes that will enable automated processing of certain grants and electronic case management. The Investing in Justice work programme will identify further options to improve the efficiency and cost-effectiveness of our services.

*Our goal over the next two years is to **modernise courts and tribunals to get people through quicker***



Reduce the **time to deliver services**

50%

The rights of New Zealanders are protected

The Sustainable Governance Indicators ranked New Zealand as first equal in terms of protecting civil rights, political liberties, and protecting people against discrimination. However, the United Nations Human Rights Council has noted issues regarding the legislation governing the Government Communications Security Bureau, and the protection and interception of information.

The Ministry will support the government response to the United Nations Human Rights Council's review of New Zealand's human rights track record.

We will support the progress of the Human Rights Amendment Bill. The amendments seek to change the role and structure of the Human Rights Commission, so it can respond better to emerging human rights issues. We will also help develop New Zealand's Action Plan on Human Rights, led by the Human Rights Commission.

The Ministry will also assist the Government to meet its international human rights obligations by monitoring and reporting under core international human rights treaties. In particular, the Ministry will report to the United Nations Committee on the Elimination of Racial Discrimination in December 2015 and represent New Zealand during its examination by the United Nations Human Rights Committee in March 2016.

In addition, we advise the Attorney-General on the consistency of legislation with the New Zealand Bill of Rights Act 1990. We assist government departments to ensure human rights are always considered when policy proposals are developed.

Proposed reforms to the Privacy Act 1993 will ensure the Act reflects changing information handling practices enabled by new technology. The Reforms would continue to protect individual rights to privacy, while enabling businesses and government to operate more efficiently.

A review of the intelligence and security agencies (the Government Communications Security Bureau and New Zealand Security Intelligence Service), the legislation governing them and their oversight legislation must commence by 30 June 2015. We will provide the administrative, secretarial, and other support necessary for the appointed reviewers to conduct their review effectively and efficiently.

In 2015/16, we will continue to work with the Cabinet Office and the Ministry of Culture and Heritage on a process to consider changing New Zealand's flag. We are responsible for the referendum legislation, which will go through parliamentary stages in 2015.

Improved Crown-Māori relationships

The Crown and iwi have reached a stage where over half of the anticipated total number of Treaty Deeds of Settlement have been signed, with 83% of iwi having settled or being at various stages of negotiations. Depending on the final configuration of claimant groups for negotiations, it is likely that a further 62 settlements will be required. The United Nations Human Rights Council has requested reporting on the rights of ethnic minorities, including how customary rights are protected under the Marine and Coastal Area (Takutai Moana) Act 2011.

On behalf of the Crown, we will continue to negotiate the settlement of historical Treaty of Waitangi claims with iwi groups. Maintaining the momentum achieved over recent years to achieve deeds of settlement requires continued determination from both iwi and the Crown. It also requires the Office of Treaty Settlements maintain a high degree of agility in its planning to maintain a pipeline of negotiations whilst managing a number of large and complex settlements.

We will continue to provide advice on historical Treaty settlements and post settlement matters. This includes working to ensure commitments by the Crown in settlements are met, and maintaining and strengthening relationships with iwi established through settlements. It also includes supporting the Waitangi Tribunal to contribute to the durable and fair resolution of Treaty claims and to restoring and upholding the Treaty partnership between Māori and the Crown. Tribunal inquiries bring the engagement between the Crown and Māori into an open process in which grievances are presented, evidence is produced and tested, and impartial findings on claims are made. We will ensure that operational support is provided to the Waitangi Tribunal to complete the remaining district inquiries into historical claims, deal efficiently with urgent claims, address thematic (kaupapa) claims of national significance and move towards addressing the backlog of contemporary claims. The Waitangi Tribunal has three more district inquiries (one in report writing and two have hearings underway) to complete the district inquiry programme.

The Ministry administers the Marine and Coastal Area (Takutai Moana) Act 2011. The Act establishes a way to clarify customary use and title rights that may exist in the common marine and coastal area. All applications for customary rights must be received by 3 April 2017. The Ministry will process these directly with applicants or may provide support and evidence to the High Court.

*Our goal is to **recognise mandates with all groups who are willing and able by 2017***

And we are building a more capable and sustainable organisation...

To deliver on our mission of providing modern, accessible, people-centred justice services, we will need to build a more capable and sustainable organisation. This will require targeted investment in our people, processes and technology. We will need strong leadership, management and workforce capability. Business intelligence should be used to inform our decisions and to track whether the changes we are making are having the desired effects. Our systems and technology should be resilient and enable our people to provide great services. Our people, partners and stakeholders should understand what we are trying to achieve and how we are progressing. Good internal communication ensures people feel informed about what the Ministry is trying to achieve and their part in that. The outcome of getting this right is that our people feel that the Ministry is a great place to work.

Over the next two years, we will:

- Develop our people
- Turn data into insight
- Build robust, functional ICT
- Ensure good communications
- Make the Ministry a great place to work.

The performance measures we will use to track our progress against these priorities are set out in Annex 4: Performance measurement.

Develop our people

Leadership development is clearly identified as a key contributor to success. The 2012 Performance Improvement Framework review of the Ministry noted that stronger operational performance and enlisting the required external support would both be impossible without substantially stronger people management, especially in support of frontline managers and employees.

Improving our leadership capability will be critical, not only for ensuring successful delivery of our work programme, but for enabling and encouraging our employees to work together and help each other to succeed. This is why building leadership capability is our key focus in the short-term. Over the next year, we will finalise our leadership development framework and strategy, and review and enhance how we recruit, on-board, develop, train and support our leaders. We will provide opportunities for our leaders to develop essential leadership skills and action plans to improve their effectiveness. We will also target and develop our next generation leaders.

The implementation of an improved Learning Management System will enable us to better track learning history and training needs. A particular area of focus will be increasing our investment in management and leadership training.

Turn data into insight

International research has shown that one in three organisations say they often have to make major decisions with incomplete information or information they do not trust. Our current information management maturity is low. In June 2014, the Ministry's information maturity was assessed, against the Gartner IT score for Business Intelligence, as being at Level 2 - Opportunistic. At this level, different applications proliferate across the organisation, there are multiple, fragmented pools of metadata and information is siloed and not recognised or used as a strategic asset.

Over the next two years, we will improve our data quality, provide easier and quicker access to reliable, comparable and consistent information, and drive value and insight from our data. Our internal reporting to the Strategic Leadership Team continues to be improved. We will also implement our newly developed information management strategy, which will improve data governance and knowledge management.

The Ministry intends to pursue an electronic content management system in the next year and has begun requirements gathering. The Ministry has had a strong historical focus on systems rather than the strategic value of the information itself. This has resulted in a number of aging last-generation systems that hold information that cannot be searched in an integrated way.

The Ministry is leading the Intelligent Justice Sector project, which will provide agencies with a better understanding of the criminal justice pipeline, information about future demand for services, and information to support sector agency operations, policy and strategy decisions. It will include a map of the victim lifecycle and how better to manage services to victims, and a whole-of-sector view of offenders. It will also reduce duplication of data across the sector.

Build robust, functional ICT

The Ministry has recently undertaken a review of its ICT capability maturity using a framework based on the IT Infrastructure Library (ITIL) and Portfolio, Programme and Project Management Maturity Model (P3M3). This has highlighted a number of areas for us to focus on.

To support our vision of modern, accessible, people-centred justice services and the expectation to deliver more online services, an area of focus moving forward is digital delivery. The Ministry has already moved to online application capability for some jurisdictions, such as online applications for the Disputes Tribunal. To enable digital delivery, the Ministry needs to upgrade the effectiveness and capability of its public facing online channels. For example, a roadmap is being prepared to rebuild justice.govt.nz.

In 2015/16, we will commence an ICT remediation programme to upgrade, replace or retire systems that are aged or out of support, starting with those that present the highest risk to our ongoing service delivery. This will not only ensure continued delivery of core services, but will enable the Ministry to provide more modern and accessible services.

The Ministry is actively working with the Government Chief Information Officer on all-of-government services, assurance, architecture, and security. The intention is to adopt more common capabilities in the future, such as desktop as a service, software as a service, enterprise content management as a service, telecommunications as a service, and further use of the common web platform.

Ensure good communications

Improved internal communications has been identified as a key factor in improving engagement. The 2012 Performance Improvement Framework review also identified that our internal communications and stakeholder engagement need improvement. It noted that a significant culture change was needed in the business and this must be supported by an internal and external communications strategy.

To achieve our goals for the next two years, our people must share a common sense of purpose and direction, and understand the role they play in the successful delivery of modern, accessible, people-centred justice services. To do this we must develop an effective network of communication systems linking people with the Ministry's strategy, priorities and activities. We will employ formal and informal mechanisms for sharing news, disseminating information, consultation, debate and feedback so people can make their contribution.

We also need to be more responsive to our peoples' needs for collaborative, two-way communication across a variety of channels including when they are outside the office. Upgrading our intranet is a priority. We are however taking a pragmatic approach and making incremental changes to ensure we tailor our messages and channels to best meet our peoples' needs.

Externally, we need to ensure our key stakeholders and customers understand the Ministry and can engage with us in a variety of ways.

A key initiative in supporting the judiciary and improving services to the courts was the establishment of the Judicial Office for Higher Courts. The Judicial Office provides the official conduit through which judicial views and feedback can be conveyed to the Ministry. In its engagement and consultation with the Ministry, the Judicial Office operates in the middle ground of the constitutional relationship between the judiciary and the executive. The objective is to develop constructive and positive working relationships that will enable improvements in the administration of the courts, a consultative approach to change management within the courts, and a better understanding of judicial values and objectives to ensure that administrative objectives are aligned with constitutional principle.

Our communication strategies will focus on the need to develop our digital communications, allowing people to interact with the Ministry in a modern and accessible way.

Make the Ministry a great place to work

We know that our employee engagement is below where it should be; we have an engagement index of 51.1%, compared to the state sector benchmark of 69.3%. How engaged we are continues to be low and has decreased slightly from the last time we did this survey in 2012.

Improving how our employees feel about their work and their environment will be critical to improving what we deliver. Over the next year, we will continue implementing a number of initiatives that are aimed at making the Ministry a great place to work. This includes our series of regional visits, which provide an opportunity for employees and senior leaders to discuss the Ministry's strategy, its work programme and any issues being faced by our regional offices. We will also look to build on the success of our first Ministry Expo, which was held in Wellington. The expo provided a unique opportunity for our people to learn about what their colleagues do and see how their work contributes to the successful delivery of justice services.

The Ministry values diversity and understands that an inclusive workplace provides an environment that encourages people to reach their potential. Having practices and systems that take account of difference will enable all our people to have access to development opportunities that enable them to perform their best. In 2014/15, a Women's Network was established to promote the interests of women in the Ministry, and help the Ministry get the best value out of current and future employees. We will continue to promote equal employment opportunities and monitor and report on our staffing profile.

Managing our operations

Over the last two years, we have made substantial changes to the Ministry's internal governance and processes around investment, to improve our ability to drive investment from the top down based on coherent strategy, prioritisation and asset management. These changes included:

- implementing new governance structures. Two new committees were created in 2013/14 to support the Strategic Leadership Team in its governance role. The Planning and Resources Committee and the Investment Committee are responsible for the efficient and cost-effective delivery of the Ministry's core services, and programmes and projects
- implementing stronger budget controls and centralising funding for programmes and projects
- developing stronger investment management practices, such as developing our capability around preparation and assessment of business cases
- initiating a Ministry-wide business planning process
- managing Ministry contingencies
- implementing a contracts register to allow a more transparent picture of Ministry contracts and commitments.

The next year will be about embedding and refining these processes, and sequencing our work programme to deliver immediate savings and funding for reinvestment. We continue to challenge ourselves to keep a balanced budget, by prioritising rigorously and working with other sector agencies to jointly address sector pressures. In 2014/15, we undertook a detailed review of the ministry's expenditure. Known as 'Investing in Justice', the review provided an overview of our performance, specifically how we rate in terms of cost and quality in comparison with similar New Zealand agencies, international comparators and good practice.

The review identified further options to improve the efficiency and cost-effectiveness of several areas of the Ministry, including procurement, travel and ICT improvements, and improving our collections function with the expansion of the Home Agents pilot, which involves collections employees working from home and has demonstrated benefits including increased productivity. We will also centralise some back office legal aid functions, and implement changes that will enable automated processing of certain grants and electronic case management.

Through our internal business planning process, we will undertake more detailed planning to phase our work programme across the four-year horizon. The Ministry Business Plan will describe the initiatives we intend to undertake over the next year, including any initiatives that are already underway, and their milestones that will enable our governing committees to monitor progress throughout the year. The Ministry Business Plan will be produced annually and will focus on the next financial year.

In 2015/16, the Ministry will also embed its new Investment Delivery Framework. The framework represents a significant improvement in our project and programme methodology. It is built on PRINCE2 methodology, incorporates Better Business Cases, and is tailored to work with our Ministry. Our methodology has been refreshed and expanded to encompass the true beginning and end of a project, from concept to benefits realisation. The new framework consists of six stages and stage gates, and is able to be tailored to meet the size and complexity of individual projects and programmes. A series of guidelines with tools have been developed to help project managers and teams, and our governing committees apply the framework appropriately.

To ensure we are managing our plan within our budget and resources, and achieving the changes and benefits we are aiming for, we will monitor a range of financial and non-financial performance measures. During 2013/14, we worked to develop a suite of key performance indicators and balanced scorecards to help the Ministry's leadership team track progress against strategic objectives. The performance measures we will use to track our progress against our strategic intentions are set out in Annex 4: Performance measurement.

The Strategic Leadership Team is collectively accountable to the Chief Executive for delivery of both the Statement of Intent and the Ministry Business Plan. The Strategic Leadership Team will be supported in this

task by our governance arrangements, which are responsible for specific aspects of these plans. The role of the Committees is summarised below.

Planning and Resources Committee

The Planning and Resources Committee oversees the delivery of the Ministry's strategic and business planning cycle and the products that flow from these processes, such as the Ministry Business Plan and key external accountability documents like the Statement of Intent and Annual Report.

This Committee also oversees the Ministry's budget process, workforce planning and risk and assurance processes. It oversees maintenance and development of our core capabilities (human resources, ICT and property) to ensure we have appropriate capability and capacity to deliver core business and strategy.

The Planning and Resources Committee will oversee changes to the Ministry Business Plan to ensure it remains relevant over time. Changes may be made throughout the year as the Ministry's work programme evolves. It is intended to update the Ministry Business Plan on a quarterly basis.

Investment Committee

The Investment Committee considers proposals for new projects and programmes, oversees delivery of portfolio of investments, and provides assurance of effective delivery of investments.

The Committee will ensure that the portfolio is aligned to the Ministry's strategy and those interdependencies, risks and issues are identified and managed. It will release funding, as appropriate, at defined stage gates for projects and programmes and oversee the realisation of benefits across the portfolio as a whole. The Investment Committee develops and maintains the Ministry's ten-year capital plan and long-term investment strategy.

The Investment Committee works closely with the Planning and Resource Committee to ensure appropriate capabilities and resources are in place or in development to ensure the portfolio can be effectively delivered.

As the year progresses, delays and changes in existing programmes and projects may result in underspends or initiatives may deliver fiscal benefits resulting in additional funding becoming available for distribution by the Investment Committee. The Investment Committee will consider funding for other initiatives on a quarterly basis as funding becomes available. Decisions of the Investment Committee throughout the year will be reflected in the Ministry Business Plan as appropriate.

Operations Management Committee

The Operations Management Committee is responsible for monitoring the operational performance of the Ministry – that is, the achievement of performance standards and progress against specified performance targets. The Committee will escalate performance issues to the Strategic Leadership Team Board as appropriate.

Audit and Risk Committee

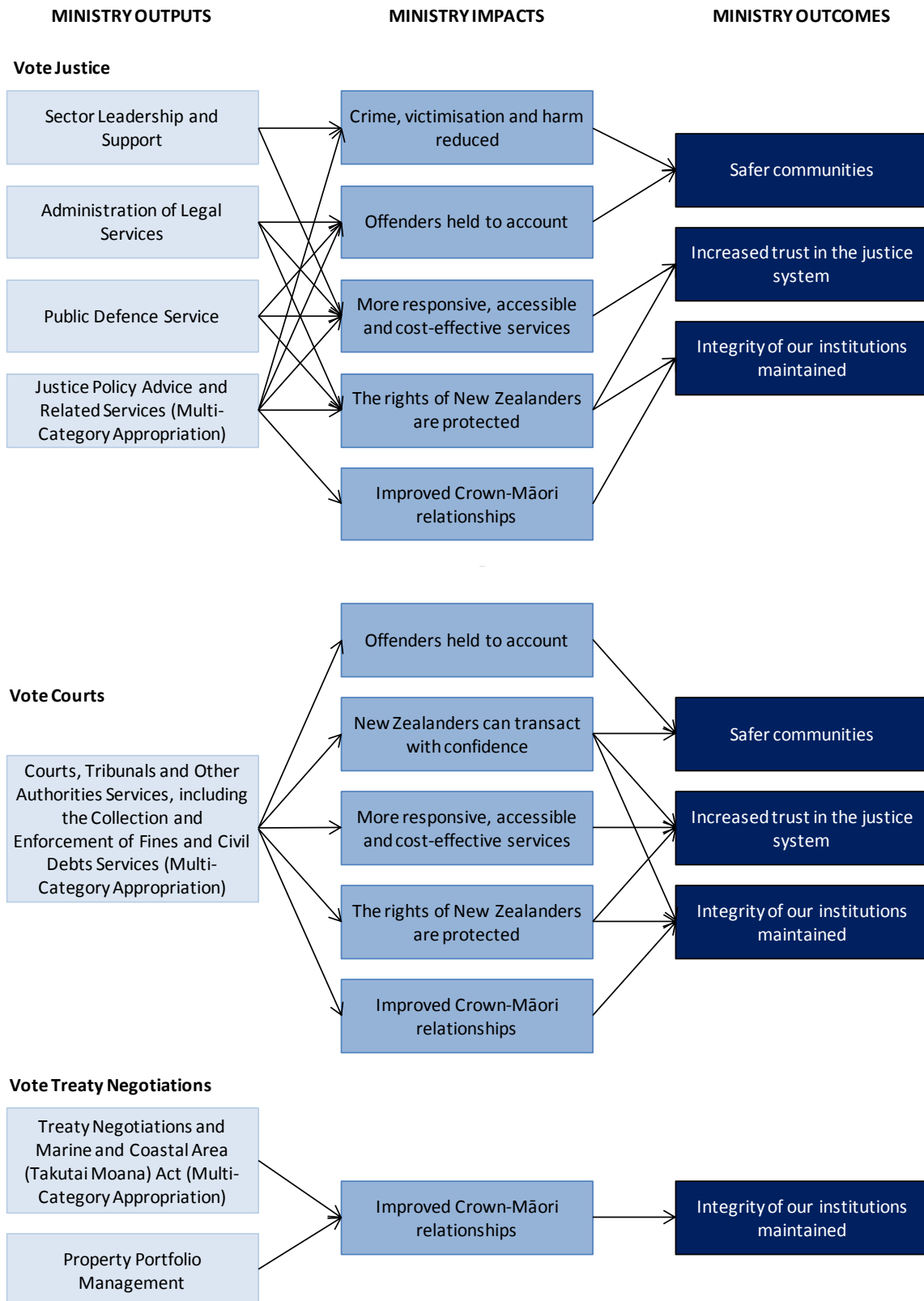
The Audit and Risk Committee was established to assist the Chief Executive and Secretary for Justice to maintain and improve the quality of the corporate governance environment throughout the Ministry, managing risks within the Ministry and enabling the effective and efficient discharge of responsibilities and accountabilities. The primary benefit of the Committee is its independence and objectivity in relation to management. The Committee does not assume any management functions nor is management allowed to exert inappropriate influence over its work.

The Audit and Risk Committee has oversight of the Ministry's management of risk. The main strategic risks that the Ministry has identified for the four-year period relate to our workforce capability and engagement, our stakeholder management, our systems stability, disaster recovery, and our privacy and security. The Ministry operates a Ministry-wide risk management framework, and regularly monitors and reports on its strategic and financial risks. Specific fiscal risks are reported to Treasury on a regular basis.

Annex 1: Intervention logic

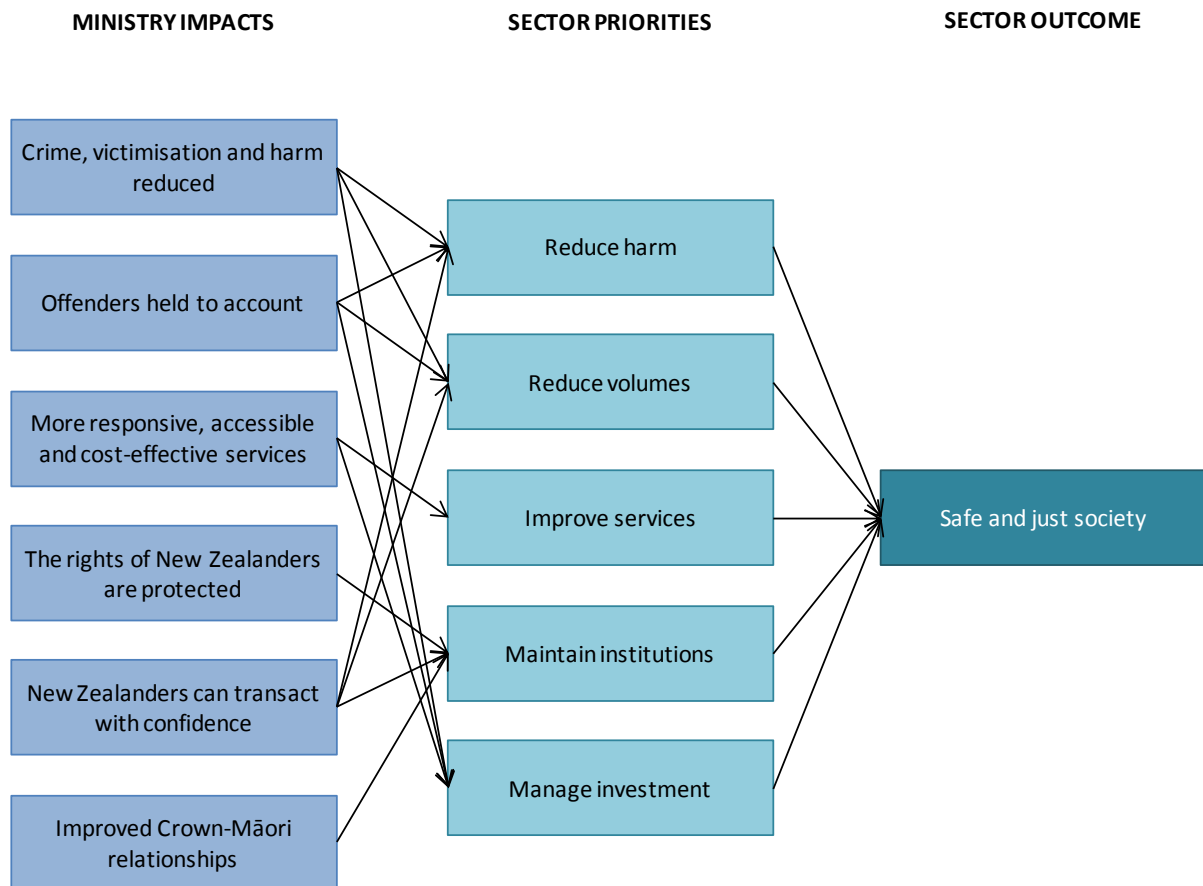
How our outputs will contribute to our desired impacts and outcomes

The following diagram sets out the Ministry’s core services or appropriations and how these will contribute to our desired outcomes and impacts.



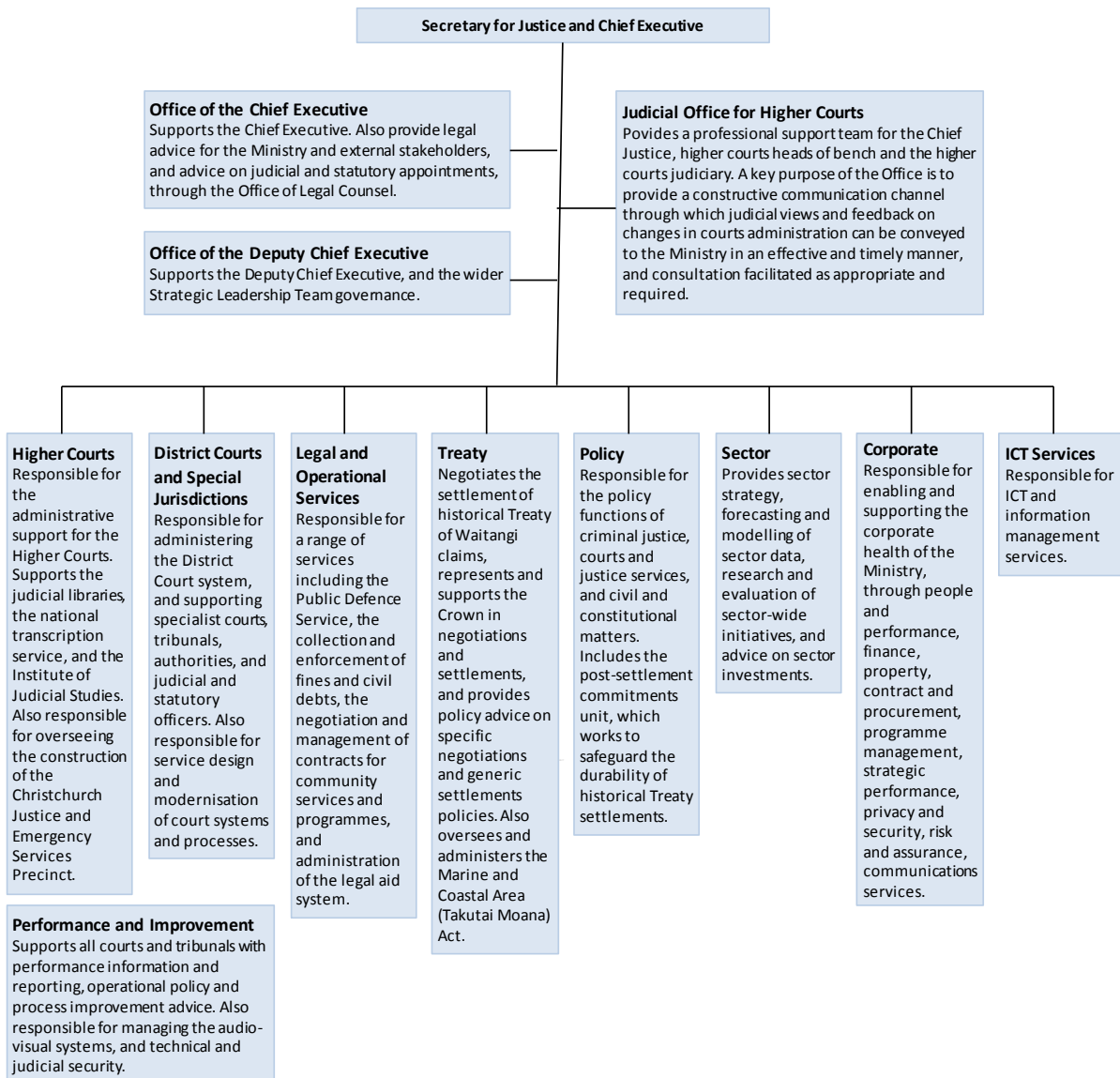
Our contribution to the justice sector priorities

The following diagram sets out the links between the Ministry's desired impacts, and the justice sector shared priorities and outcome.



Annex 2: Organisational structure and functions

The following diagram sets out the structure of the Ministry, and the main functions of each business group.



Annex 3: Performance Improvement Framework reviews

Formal Performance Improvement Framework Review 2012

In 2012, a formal Performance Improvement Framework Review was conducted for the Ministry. This review noted that while progress had been made, the challenge for the Ministry was to reduce costs in line with reducing demand and to free up resources for reinvestment in crime prevention and court modernisation, all within a fixed budget.

The future will require a focus on strong frontline performance in the courts, and leading the criminal justice agencies to control costs and switch focus to prevention and enlisting the active support of the wider sector. The future will also require the Ministry's policy and operational functions to be far more integrated and for those to be more actively engaged with outside actors in delivering the Ministry's objectives. The review also specifically noted that the future courts operating model will need to make much better use of electronic document management and audio visual technology; be less dependent on both paper and place; with less duplication and waste.

The review also set out a four-year excellence horizon for the Ministry. At the end of this four-year period, the Ministry would have successfully led the criminal justice agencies to ensure that crime and the cost of crime were reducing faster than forecast. We will have been able to reduce costs in line with falling volumes and successfully switched emphasis from managing the consequences of crime to addressing its causes. The judiciary and the legal profession would be actively engaged in partnership with the Ministry in improving the accessibility, timeliness and predictability of justice delivered by courts and tribunals, with an even stronger public confidence that cases are consistently determined with respect to the principles of the law.

Follow-up Performance Improvement Framework Review 2014

A follow-up Performance Improvement Framework review of the Ministry was conducted in April 2014. This review indicated it was likely that Better Public Services targets will be met, although it noted that reducing violent crime was proving a challenge. It also acknowledged that the Ministry has set its own target to reduce time to deliver services by half over the five years to 2017 and has made good progress with settlement of historical Treaty claims.

The review noted that "the issue is now less about orientation than it is about execution; especially better operational service design, stronger employees engagement and more productive partnerships." The review indicated that the focus should be on improving public safety by placing more emphasis on reducing the harm that crime causes, rather than simply reducing the incidence of crime. They acknowledged the focus on time to resolve a case, but noted that timeliness needs to be balanced against the elements of quality justice.

The Ministry has developed an action plan to address the issues raised. Key themes are:

- better defining the Ministry purpose and refreshing the strategy
- providing better operational service design
- strengthening employees engagement
- generating more productive partnerships
- preparing for a full Performance Improvement Framework review in 2016
- developing a cross-agency forward lifetime liability model for harm
- improving internal communication.

Annex 4: Performance measurement

The measures we will use to track our progress against our desired outcomes and impacts, as well as our organisational goals, are listed below.

Measure	Current measurement	Target	Current state and trend
Safer communities			
Crime rate decreases	Recorded crime relative to the New Zealand population	Better Public Services target of 20% reduction by 2018	2013/14: 817, down 17.0% 2012/13: 843, down 14.5% 2011/12: 888, down 9.9% Baseline: 2010/11: 980
Crime, victimisation and harm reduced			
Violent crime decreases	Recorded crime relative to the population for specific violent offences, including homicides, attempted murder, manslaughter, acts intended to cause injury (such as serious assaults, kidnapping, abduction, robbery)	Better Public Services target of 20% reduction by 2017	2013/14: 97, down 11.4% 2012/13: 98, down 10.4% 2011/12: 101, down 7.6% Baseline: 2010/11: 108
Youth crime decreases	The level of youth offenders (aged 14–16) appearing in court, relative to the youth population	Better Public Services target of 25% reduction by 2017	2013/14: 220, down 32.6% 2012/13: 239, down 26.7% 2011/12: 277, down 14.8% Baseline: 2010/11: 338
Fewer people are repeat victims	The number of repeat victimisations per 10,000 people	Reduce number	2013/14: 237.0 2012/13: 231.1 2011/12: 249.5
Fewer people experience crime	Reduce the number of people who experience crime, as measured by the New Zealand Crime and Safety Survey	Reduce score	2009: 36% 2006: 39%
	Reduce the percentage of people who are experiencing the large majority of crime, as measured by the New Zealand Crime and Safety Survey	Reduce score	2009: 6% experienced 54% of all crime 2006: 6% experienced 51% of all crime
Perceived level of crime	Reduce the percentage of the public who believe that national crime is increasing, as measured by the Public Perceptions Survey	Reduce score	2014: 61% 2013: 60%
	Reduce the percentage of the public who believe that crime in their neighbourhood is increasing, as measured by the Public Perceptions Survey	Reduce score	2014: 20% 2013: 20%

Measure	Current measurement	Target	Current state and trend
Increased trust in the justice system			
People have confidence in the effectiveness of the justice system	The civil justice system in New Zealand is seen to be accessible, affordable, effective and impartial, as measured by the World Justice Project Rule of Law Index	Maintain or improve score for access to civil justice	2014: Score 0.74 World ranking 9/99 2012: Score 0.76 World ranking 9/97
	The criminal justice system in New Zealand is seen to be effective, impartial and free from improper influence and protects the rights of New Zealanders, as measured by the World Justice Project Rule of Law Index	Maintain or improve score for effective criminal justice	2014: Score 0.72 World ranking 12/99 2012: Score 0.79 World ranking 7/97
	Percentage completely/fairly confident that the criminal justice system as a whole is effective, as measured by the Public Perceptions Survey	Improve score	2014: 31% 2013: 31%
People feel they are treated fairly when they attend court	Increase in the proportion of people who strongly agree or agree that they are treated fairly when they attend court, as measured by the Court User Survey	Improve score	2014: 93% 2012: 91% 2010: 88%
Offenders held to account			
No applications are granted for Stays of Proceedings under the Bill of Rights Act 1990 for undue delay attributable to the Ministry	Number of cases stayed for undue delay in terms of section 25(b) of the New Zealand Bill of Rights Act 1990 for reasons wholly or partly the responsibility of the Ministry	Criminal jury cases: 0	2013/14: 2 2012/13: 2
		Other judge-alone criminal cases: 0	2013/14: 4
		High Court criminal cases: 0	2013/14: 0 2012/13: 0
The percentage of people who do not comply with their monetary sanctions decreases	Percentage of the public who agree that offenders often get away without paying court fines, as measured by the Public Perceptions Survey	Reduce score	2014: 62% 2013: 61%
	Decrease in the proportion of people who have not paid or arranged to pay their fine, infringement or reparation, at 30 June	40%	2013/14: 50.4% 2012/13: 52.6%
New Zealanders can transact with confidence			
Regulatory enforcement, relating to civil and commercial courts	Appropriate regulatory enforcement that includes no improper influence, no unreasonable delay and respect for due process, as measured by the World Justice Rule of Law Index	Maintain or improve score	2014: 0.81 World ranking 5/99 2013: 0.82 World ranking 9/97 2012: 0.82 World ranking 3/66
	Inefficient enforcement mechanisms, as measured by the World Justice Rule of Law Index	Maintain or improve score	2014: 3.3/10
	Inefficient alternative dispute mechanisms to resolve disputes outside the courts, as measured by the World Justice Rule of Law Index	Maintain or improve score	2014: 2.2/10

Measure	Current measurement	Target	Current state and trend
More responsive, accessible and cost-effective services			
Perceptions of the court system	Timely and effective adjudication, as measured by the World Justice Project Rule of Law Index	Maintain or improve score	2014: 0.66 2013: 0.72
	Accessibility and affordability of civil justice, as measured by the World Justice Project Rule of Law	Maintain or improve score	2014: 0.59 2013: 0.74
	Criminal court processes deal with cases without unnecessary delay, as measured by the Public Perceptions Survey	Improve score	2014: 7% 2013: 7%
	Percentage of people who agree that criminal court processes treat victims with respect, as measured by the Public Perceptions Survey	Improve score	2014: 27% 2013: 28%
	Percentage of people who agree that New Zealand's criminal court system is technologically up to date, as measured by the Public Perceptions Survey	Improve score	2014: 13% 2013: 14%
More people are satisfied with the quality of court and fines services	Increase in public satisfaction with paying fines or getting information about fines and/or a court case the respondent was involved in, as measured by the Kiwis Count Survey	65% of people are satisfied with paying fines or getting information about fines 55% of people are satisfied about a case they were involved in	2013: Fines 63% Courts 50% 2012: Fines 63% Courts 50% 2009: Fines 57% Courts 52%
	Increase in the proportion of people who were very or fairly satisfied with court services and facilities, as measured by the Court User Survey	80% of people are very or fairly satisfied	2014: 80% 2012: 80% ⁹ 2010: 77%
Average age of case decreases	The average age of active cases decreases for all District Court criminal cases and for the subset of jury trials	District Court: All criminal: 20% decrease Jury trials: 20% decrease	2013/14: District Court all criminal: 110 days 2013/14: District Court jury trials: 361 days
	The average age of active Family Court applications decreases	Decrease	2013/14: Family Court applications: 246 days
	The average age of active civil cases in District Courts decreases	Decrease	2013/14: District Courts civil cases: 193 days
	The average age of active Disputes Tribunal applications decreases	Decrease	2013/14: Disputes Tribunal applications: 72 days
People find it easier to access court information	Increase in the proportion of people who found it very easy or fairly easy to obtain information about court services and facilities, as measured by the Court User Survey	70% find it very or fairly easy to obtain information	2014: 59% 2012: 64% 2010: 65%
The quality of legal aid services improves	Quality and value audits show that private legal aid providers and Public Defence Service lawyers are providing high-quality and cost-effective services	100% meet expected standards	2013/14: 94%
	Applications for criminal cases are assessed in a timely manner	98% of criminal legal aid applications are assessed within one working day	2013/14: 96.5%

Measure	Current measurement	Target	Current state and trend
Integrity of our constitutional arrangements maintained			
Integrity of our arrangements is maintained	World Justice Project Rule of Law Index overall score is maintained or improved	Maintain or improve score	2014: Score 0.83 World ranking 6/99
Perceived level of corruption remains low	New Zealand's score on the Transparency International Corruptions Perception Index does not decrease	Maintain ranking	2013: 91/100 Global ranking 1/177 2012: 90/100 Global ranking 1/176
The extent to which those who govern in New Zealand are bound by the law	World Justice Project Rule of Law Index shows that the Government and its officials are held accountable under the law. It includes effectiveness of institutional checks on government power by the legislature, the judiciary and independent auditing	Maintain or improve score	2014: Score 0.88 World ranking 4/99 2013: Score 0/87 World ranking 6/97 2012: Score 0.91 World ranking 2/66
The rights of New Zealanders are protected			
People have confidence that their fundamental rights are protected	New Zealand is seen to protect freedoms and is free from discrimination, as measured by the World Justice Project Rule of Law Index	Maintain or improve score for fundamental rights	2014: Score 0.84 World ranking 7/99 2012: Score 0.86 World ranking 5/97
People perceive New Zealand to have an open government	New Zealand is perceived to have an open government, including the right to petition and participate, as measured by the World Justice Project Rule of Law Index	Maintain or improve score for open government	2014: Score 0.83 World ranking 2/99 2012: Score 0.84 World ranking 4/97
Improving Crown–Māori relationships			
Treaty of Waitangi claims are durably settled	Progress is made in introducing all historical Treaty of Waitangi settlement legislation into Parliament	83% of all settlement legislation is introduced by the end of 2018/19	2013/14: 47% 2012/13: 33% 2011/12: 28%

The measures we will use to track our internal capability, as well as our organisational priorities, are listed below.

Measure	Current measurement	Target	Current state and trend
Develop our people			
Our employees have opportunities to develop	Employees agree that the Ministry ensures that they are adequately trained for the work they do	Improve score	2014: 52.0% 2012: 49.6%
	Employees agree that there are learning and development opportunities in the Ministry	Improve score	2014: 45.3% 2012: 45.2%
	Employees agree that the feedback and coaching they receive helps them to improve their performance	Improve score	2014: 54.4% 2012: 52.3%
Turn data into insight			
Business intelligence capability improves	Business intelligence information management (BIIM) maturity rating	Improve rating	2013/14: 2.0 out a 5.0 point rating system
Build robust, functional ICT			
Our five main technology applications are reliable and available during normal business hours	Availability of the five main technology applications (Case Management System, the National Transcription Service, the Judicial Decision Suite, Collect and email systems) during normal business hours	99.5%	2013/14: 99.5% 2012/13: 99.5% 2011/12: 99.5%
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 service delivery to the public	High-priority technology-related 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 a half hours	2013/14: 82% 2012/13: 88% 2011/12: 80%
Ensure good communications			
Our employees feel informed	Employees agree that they feel informed about the Ministry and its activities	Improve score	2014: 45.7 2012: 48.7
Communications capability improves	Communications capability maturity indicator, as measured by Benchmarking Administration and Support Services	To be at or above the peer group median (2013/14: 3.0)	2013/14: 3.1 2012/13: 2.8 2011/12: 1.0

Measure	Current measurement	Target	Current state and trend
Make the Ministry a great place to work			
Employee engagement levels improve	Internal survey shows that we meet or exceed the State Sector Engagement Index benchmark (69.3%)	To meet or exceed the state sector benchmark by 2017 (2014: 19.3% engaged; 60.9% neutral; and 19.8% disengaged. The engagement index is 69.3%).	2014 : 10.2% of employees feel engaged 57.1% feel neutral 32.7% feel disengaged Engagement index: 51.1% 2012: 10.5% of employees feel engaged 59.2% feel neutral 30.3% feel disengaged Engagement index: 52.9%
Workforce turnover	Core unplanned turnover rate	To be at or below the public sector median (2014: 10.7%)	2013/14: 13.6% 2012/13: 12.6%
	Percentage of new employees still in the role after 24 months	Reduce rate	2013/14: 43.0% 2012/13: 45.8%
The Ministry is a committed equal opportunity employer and strives to maintain a diverse workforce	Gender profile of Ministry employees	N/A	2013/14: Female – 66.8%, Male – 33.2% 2012/13: Female – 66.3%, Male – 33.7%
	Gender profile of Ministry senior management	N/A	2013/14: Female – 46.2%, Male – 53.8% 2012/13: Female – 53.3%, Male – 46.7%
	Ethnicity profile of Ministry employees	N/A	2013/14: New Zealand European/Pākehā: 47%, New Zealand Māori: 13.1%, Pacific Island: 6.7%, European: 6.6%, Asian: 6%, Other: 7.3%

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