



STATEMENT OF INTENT

2018 to 2023



MINISTRY OF
JUSTICE
Tāhū o te Ture

ISSN 1175-8414 (PRINT) | ISSN 1178-6914 (ONLINE)

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Presented to the House of Representatives in accordance with section 39 of the Public Finance Act 1989

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Minister of Justice's statement

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.

A handwritten signature in blue ink that reads "Andrew Little". The signature is written in a cursive, flowing style.

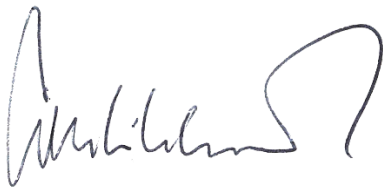
Hon Andrew Little
Minister of Justice

Secretary for Justice's statement

The establishment of the Office for Crown Māori Relations – Te Arawhiti as a Departmental Agency hosted by the Ministry of Justice on 1 January 2019 is a significant change in the nature and scope of the Ministry's functions. Accordingly, we have provided this update to the Ministry's strategic intentions, as required under section 38(4)(c) of the Public Finance Act 1989.

The updated strategic intentions of the Ministry of Justice, which are set out in this Statement of Intent, have not changed materially, except for the changes that have been made to reflect the establishment of the Office for Crown Māori Relations – Te Arawhiti.

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 Kibblewhite

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

OUR STRATEGY
Tā mātou rautaki

OUR PURPOSE
Tā mātou kaupapa | Deliver people-centred services to provide access to justice for all
Te tuku ratonga ā-tangata kia āhei atu ai te katoa ki te ture

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
Tūāwhiri ki te Ture

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 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 lead the public sector's efforts to build and strengthen Māori Crown relations and provide advice to Ministers on the health of the Māori Crown relationship.
- We negotiate and safeguard durable Treaty of Waitangi settlements, and administer the Marine and Coastal Area (Takutai Moana) Act 2011 – building positive relationships between Māori and the Crown.

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.

A memorandum of understanding titled *Principles observed by the Judiciary and Ministry of Justice in the Administration of the Courts* guides the relationship between the Ministry, the judiciary and the courts. The document sets out the separate and joint roles of the Ministry and judiciary, judicial responsibilities, Ministry responsibility for court support, and shared responsibilities.

We lead the justice sector

The work of each agency in the criminal justice sector affects the others and 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 wellbeing. 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.

We will support the Joint Venture on family and sexual violence to provide cross-agency leadership and commitment necessary to deliver meaningful change to responses to family and sexual violence.

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

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 continue to strengthen 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.

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.

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

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.

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 informs 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 Hāpaitia te Oranga Tangata: Safe and Effective Justice** – on behalf of the justice sector, we support the Government’s commitment to build a more effective and sustainable criminal justice system, address the disproportionate representation of Māori in the criminal justice system and reduce the prison population.
- **The joint venture on family violence and sexual violence** – we will support the joint venture to stop the intergenerational spread of violence and harm, improve our response to Māori experiencing violence, and transform how government operates.
- **Family violence law implementation** – we will support the implementation of the Family Violence Act and Family Violence Amendments Act. The Act established a legislative framework that provides tools to keep victims safe and stop perpetrators using violence.

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.

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

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.

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 are adopting **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 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.

Deliver improved justice outcomes for Māori

Our services need to focus on improving justice outcomes for Māori. We want to ensure we're delivering justice services that are culturally responsive and more effective.

Our work to *Reduce crime, victimisation and harm* will also contribute to improving justice outcomes for Māori. Through the Hāpaitia te Oranga Tangata: Safe and Effective Justice work programme, we'll support the Government's commitment to better meet the needs of Māori, who are disproportionately represented in the criminal justice system, with a greater focus on prevention and rehabilitation.

We'll continue to work alongside the new departmental agency, The Office for Māori Crown Relations – Te Arawhiti, to harness the relationships we've developed so that we can deliver effective services and build partnerships along the way.

How we will achieve this goal

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 connections 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.

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.

The Māori Crown relationship

The Office for Māori Crown Relations – Te Arawhiti is a departmental agency hosted by the Ministry of Justice. It was officially launched on 17 December 2018 and became operational on 1 January 2019. Te Arawhiti brings together four units: Te Kāhui Whakatau (Treaty Settlements), Te Kāhui Takutai Moana (Marine and Coastal Area), Te Kāhui Whakamana (Settlement Commitments) and Te Kāhui Hīkina (Māori Crown Relations).

Across Te Arawhiti we are dedicated to fostering strong, ongoing and effective relationships with Māori. We are particularly focused on:

- make the Crown a better Treaty partner, so that it is able to engage effectively with Māori on a range of issues
- fostering a Crown which strives to build true and practical partnerships with Māori which will bring benefits to all New Zealanders
- provide support and guidance for relationships between Māori and the Crown which are not focused on grievance, but which through effective partnership realise the true promise of Te Tiriti o Waitangi.

Completing Treaty settlements with willing and able groups

Te Arawhiti will continue to work with iwi groups to resolve their historical grievances by negotiating fair and durable Treaty of Waitangi settlements. These settlements include historical, cultural, financial and commercial redress that provide a basis for strengthening the Māori Crown relationship into the future.

The objective is to complete Treaty settlements with willing and able groups as quickly and as fairly as possible. This means:

- by 2020 all groups yet to enter into direct negotiations with the Crown will have had the opportunity to do so
- completing the remaining Treaty settlements.

As more Treaty settlements are completed, there is the opportunity to build on the Māori Crown relationship and develop true and practical partnerships that exists beyond the negotiating table.

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

Te Arawhiti administers applications for recognition of customary interests under the Marine and Coastal Area (Takutai Moana) Act 2011 (the Act). 385 applications were received by the 3 April 2017 deadline.

Te Arawhiti works with iwi, hapū and whānau groups who have applied to engage directly with the Crown, provides policy advice to the responsible Minister for the Act and advises that Minister on issues related to the assessment of applications under the Act.

Te Arawhiti 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 Act. Of the remaining groups, the responsible Minister will decide whether to engage with each of the applicants. A strategy and work programme for progressing applications will be finalised which will inform the sequencing and timing of engagements.

Safeguarding the durability of Treaty settlements

Te Arawhiti works with the Crown, iwi and local government to safeguard the durability of historical Treaty settlements. The aim is to:

- ensure the Crown meets its settlement commitments
- 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.

Support the Crown to work responsively and responsibly with Māori

Te Arawhiti will support the Crown to work responsively and responsibly with Māori by:

- lifting public sector capability to ensure that policies, programmes and services which affect Māori are well informed and deliver better solutions
- developing better engagement tools, guidance and processes to work with Māori
- developing new partnership principles that ensure opportunities are taken to work with Māori in ways which deliver better results
- providing strategic leadership and policy advice to agencies on contemporary Treaty issues
- brokering solutions to challenging relationship issues with Māori
- coordinating significant Māori Crown events on behalf of the Crown

- providing strategic advice to the Minister for Māori Crown Relations: Te Arawhiti on the risks and opportunities in the Māori Crown relationship.

How we will assist the Ministry of Justice to deliver improved justice outcomes for Māori

Te Arawhiti will contribute to the Ministry of Justice goal to “Improve justice outcomes for Māori” by:

- maintaining our momentum and work towards **completing historical Treaty of Waitangi settlements** with all willing and able groups as quickly and as fairly as possible
- launching a Settlement Portal – Te Haeata, an online tool aimed to help agencies view and manage their settlement commitments
- continuing to administer applications for customary rights under the **Marine and Coastal Area (Takutai Moana) Act 2011**
- providing a public sector capability competency framework and training programme as well as engagement and partnership guidance.

How we will know we’re succeeding

For Te Arawhiti, it is key that Treaty of Waitangi claims are settled with all groups who are willing and able and we continue to negotiate and safeguard the durability of Treaty settlements to achieve positive outcomes for claimant groups with historical grievances against the Crown.

We will have advanced engagement with Crown applicants in a way that enhances the Māori Crown relationship.

Growing the capability of people across the public sector and demonstrating meaningful engagement with Māori will be key in strengthening the relationship between Māori and the Crown.

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 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

Our redeveloped intranet and knowledge bases 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 better meet the needs of Māori, who are disproportionately represented in the criminal justice system.

The Ministry is the host agency of the newly formed departmental agency, the Office for Māori Crown Relations – Te Arawhiti, created to build and strengthen the Crown Māori relationship beyond the negotiations table. Together, we will need to be exemplars 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. This will make a real difference in the lives of Māori, and New Zealanders more generally.

The Ministry and Te Arawhiti already have strong expertise in key parts of our organisations but need to ensure that across both agencies 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 engage 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 be have an open conversation with the public about the challenges facing the justice system.

We're ensuring our customers have the information they need and can share their views on our services.

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

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

We're 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 Strategic Leadership Team 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 (SLT) is collectively responsible for governing the planning and implementation of the Ministry's strategy, as set by the SLT. This is achieved through governance and oversight of our planning and operational functions, as well as specific investment strategies that delivers on the Ministry's strategic goals.

The Executive Committee acts on behalf of the SLT Board. It focuses on the health of the investment portfolio and assurance of business and strategic planning. It oversees the delivery of the Ministry's investments and strategic planning processes, with a focus on the planning and delivery of business change and operational activities to achieve our strategic goals and priorities. The committee represents the Ministry's interests as the investor.

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. 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 Executive Committee, which receives monthly information on significant organisational risks. 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.

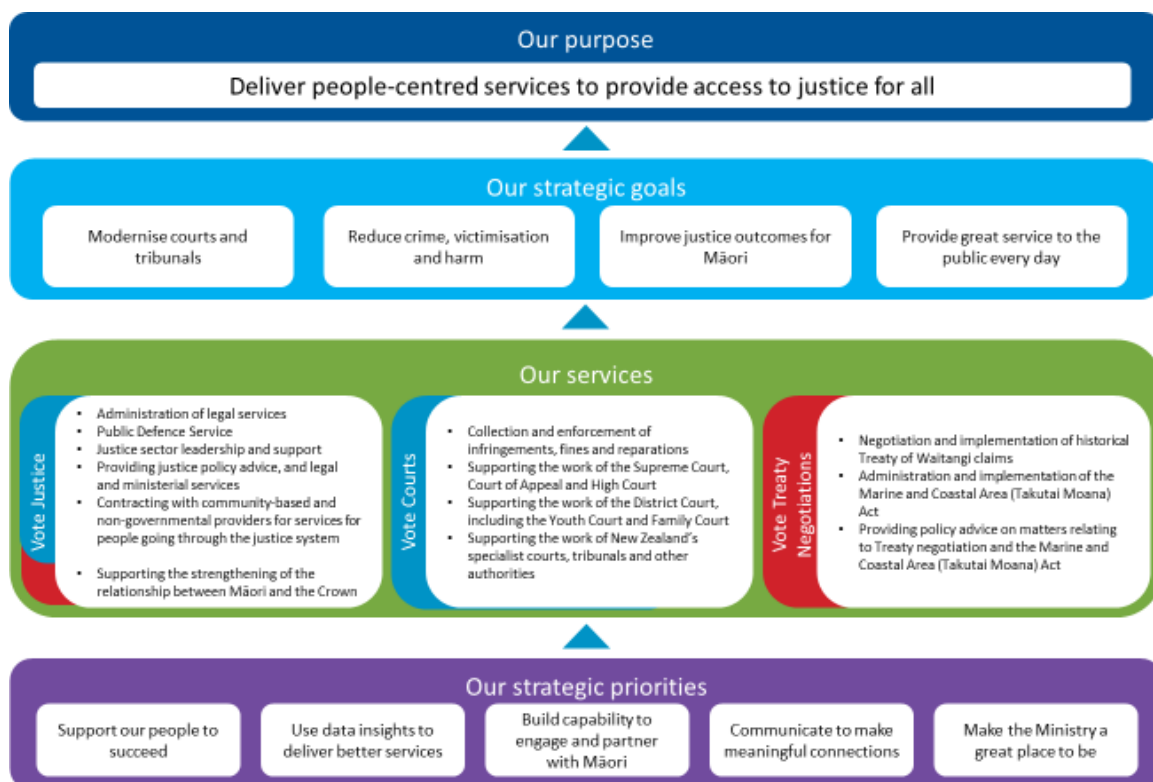
We regularly monitor and report on our strategic and financial risks, and specific fiscal risks are reported to Treasury on a regular basis.

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		
<ul style="list-style-type: none"> the integrity of our constitutional arrangements is maintained we have increased trust in the justice system we have safer communities. 		
Key indicators	Desired trend	Current status
<ul style="list-style-type: none"> 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. ²
<ul style="list-style-type: none"> New Zealand's ranking in the World Justice Project Rule of Law Index 	Maintain or improve	2019: Global ranking 8/126 (score: 0.82) 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)
<ul style="list-style-type: none"> New Zealand's ranking in the Transparency International Corruption Perceptions Index 	Maintain	2018: Global ranking 2/180 (score: 87/100) 2017: Global ranking 1/180 (score: 89/100) 2016: Global ranking 1=/176 (score: 90/100) 2015: Global ranking 4/168 (score: 88/100)
<ul style="list-style-type: none"> 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 2016: 60.6% ² NZ GSS 2014: 60.9%

² The 2018 New Zealand General Social Survey results will be reported in the Ministry of Justice Annual Report 2018/19.

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%	2017/18: 88% 2016/17: 90% 2015/16: 92%
Reduce crime, victimisation and harm		
Recorded victimisations per 10,000 population	Decrease over time	June 2018: 540 June 2017: 573 June 2016: 569 June 2015: 553
<p>From the New Zealand Crime and Victims Survey:</p> <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 adults who are victims of family violence Proportion of adults who have experienced multiple victimisations 	Decrease over time	<p>2018 Results:</p> <ul style="list-style-type: none"> 29% Physical violence: 2% Physical and psychological violence: 4.2% 11% (38% of all victims) 4% of adults experienced 47% of all crime incidents
Improve justice outcomes for Māori		
<ul style="list-style-type: none"> Institutional Trust – trust by Māori in the courts as measured by the New Zealand General Social Survey. <p>From the New Zealand Crime and Victims Survey:</p> <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 adults who are victims of family violence Proportion of Māori adults who have experienced multiple victimisations 	<p>Increase over time</p> <p>Decrease over time</p>	<p>NZ GSS 2016: 48.6% of Māori have a high level of trust in the Courts.</p> <p>2018 Results:</p> <ul style="list-style-type: none"> 37% Physical violence only: 4% Physical and psychological violence: 7.3% 18% (48% of all Māori victims)

Key indicators	Desired trend	Current status
Treaty of Waitangi claims are settled with groups who are ready. ³	Increase over time	<ul style="list-style-type: none"> At 30 June 2018 92% of iwi groups had a recognised mandate and deeds of settlement had been signed with 63% of all groups. 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.

Relevant definitions for the indicators from the New Zealand Crime and Victims Survey:

Adults	Refers to people aged 15 or over.
Family violence	In the NZCVS, family violence includes the following offence types: robbery and assault (except sexual assault); sexual assault; harassment and threatening behaviour; and damage to motor vehicles and property damage provided the offender is a family member. Family members include a current partner (husband, wife, partner, boyfriend or girlfriend), ex-partner (previous husband, wife, partner, boyfriend or girlfriend), or other family member (parent or step-parent; parent's partner, boyfriend or girlfriend; son or daughter including in-laws; sibling or step-sibling; other family members including extended family).
Period covered	12 months prior to the interview
Multiple victimisations	Relates to all types of offences
Offences in scope	Personal offences include the following offence types: theft and property damage (personal); robbery and assault (except sexual assault); fraud and deception; cybercrime; sexual assault; and harassment and threatening behaviour. Household offences include the following offence types: burglary; theft of/unlawful takes/converts motor vehicle; theft from motor vehicle; unlawful interference/getting into motor vehicle; damage to motor vehicles; unlawful takes/converts/interferes with bicycle; property damage (household); theft (except motor vehicles – household); and trespass.

³ This includes Deeds of Settlement that were signed and subsequently revised.

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.

Ministry of Justice
Tāhū o te Ture

justice.govt.nz

info@justice.govt.nz

0800 COURTS
0800 268 787

National Office
Justice Centre | 19 Aitken St
DX SX10088 | Wellington | New Zealand

