

# Statement of intent

2014–2018



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# Introduction from the Minister of Justice

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This Government has set ambitious targets for the justice sector to improve public safety and deliver better public services by 2017.

By the end of 2013 the sector had almost met the 2017 total crime target. The youth crime target had been met and increased, and we were halfway to meeting both the violent crime and reoffending targets – with more than three years still to go.

New Zealand now has its lowest crime rate since 1978 but most importantly, the results mean New Zealanders are experiencing around 56,000 fewer crimes a year. Achieving this has required a different model of sector leadership and a real focus on results.

In the past couple of years drinking laws have been tightened to curb alcohol-related harm and other laws are in progress that will help to protect the public from individuals who cause a lot of harm. We are strengthening our response to serious offending like child pornography and tackling newly emerging crimes such as cyber-bullying. Progressing these reforms is key to continuing to drive down the crime rate.

Over the next four years I expect the justice sector to build on this success and focus particularly on crimes that cause significant and life-changing harm, such as sexual violence and domestic violence.

The Government wants a safer society. We also want to ensure there is better support for the victims of crime.

A key part of the Ministry's policy programme will be improving how victims of crime are treated by the justice system, by strengthening their rights, improving support services and expanding the use of restorative justice processes.

The justice and court system needs to be more responsive to the needs of victims. Changes to criminal procedure are already speeding up justice. The reforms to the family justice system will ensure it is focused on the needs of children and vulnerable people and that the courts can target urgent and complex cases.

Advancing legislation to modernise and simplify the Judicature Act 1908 – one of the foundation statutes of our legal system – will create more flexibility in the way our courts operate. It will also increase transparency, accountability and public trust in our justice system.

Modernising court services to ensure cases proceed more quickly is also critical to maintaining public trust in the justice system. It's a key way we can better support the victims of serious crime.

Significant progress for justice services will be made by the creation of the largest multi-agency government project in New Zealand's history – the Christchurch Justice and Emergency Services Precinct. This is an opportunity for the Ministry and the justice sector to provide better public services through innovation, explore new ways of collaborating and be a pivotal anchor for the development of the city.

I look forward to seeing these changes. They will help create a safer New Zealand, with better services for people who use the justice system.

## MINISTER'S STATEMENT OF RESPONSIBILITY

As the Minister of Justice, 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 Judith Collins**  
Minister of Justice

June 2014

# Introduction from the Chief Executive

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Three years ago the Ministry of Justice began a significant change programme driven by a strategy focussed on improving services to New Zealanders. The changes recognised that many of our services and ways of working were outdated, and that we needed to reorient to the customer and focus on results.

We have made significant progress in improving the way we work and providing faster, more effective public services.

At a justice sector level, we are finding new ways to combine our strategy, effort and resources to reduce crime and reoffending. The results have been impressive. New Zealand is increasingly safer, with crime rates now their lowest in more than 30 years. The sector is working together more effectively than ever before, and has demonstrated that by joining up our frontline services we can achieve dramatic results.

The Ministry has implemented substantial change. Now we have a sustainable legal aid system and we have expanded the Public Defence Service. Major legislative change has been implemented in areas such as alcohol and family justice, which have the potential to make a real difference to society. And we have increasingly moved to put services online, such as the payment of fines.

A key theme has been modernisation – modern tools and smarter ways of working so that people can access services in more convenient ways.

Justice is critically important to society, and our justice system needs to work effectively so that people have confidence that, when something goes wrong, the law and its institutions will protect them.

That is why a major focus for the Ministry has been to modernise the way we administer the District Courts – a place where we have a significant impact on people's lives. We have, for example, made the first changes to the court network in 30 years, simplified criminal procedures and court processes, and put audio-visual links in more courts.

Importantly, we have also begun to speed up court performance and we have set ourselves a goal to reduce the time it takes to resolve cases. The average age of court cases in 2013 decreased rather than increased for the first time in four years.

Speed is an important dimension of service for the public and the Ministry is determined to continue this improvement.

However, we have to ensure that access is maintained and our standard of service meets public expectations, and where appropriate the expectations of the judiciary. All of the services we provide need to be more responsive, efficient and effective for the people who use them.

Considerable work is still needed to modernise the court system, and it will continue to be a key focus in the next few years.

Our progress so far has confirmed that our objectives are the right ones. We have identified areas for further work, including strengthening our internal systems, management and infrastructure.

At a sector level we need to keep reducing crime, but also put more effort into reducing harm and the high levels of repeat victimisation. One way we can do this is by developing stronger responses to family violence.

In all these areas, we must continue to draw on the insight and expertise of the judiciary and the legal profession, our sector partners and wider community and stakeholder groups.

I am confident that this is the right focus for the Ministry. Over the next four years it will help us deliver to New Zealand a stronger, more efficient and customer-focused justice system, which will further improve public safety and ensure we realise the social and economic benefits that come from reduced crime and harm.

#### CHIEF EXECUTIVE'S STATEMENT OF RESPONSIBILITY

In signing this information, 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

June 2014

# Who we are

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New Zealand's justice and legal system protects individual rights and freedoms, sets out what is unacceptable in our society and the penalties for breaking the law, and enforces the rules around how our country is governed. The Ministry of Justice ensures that New Zealand has a strong justice and legal system that contributes to a safe and just society.

## Our responsibilities

The Ministry of Justice is the lead agency in the justice sector. We administer the court system, the legal aid system and the Public Defence Service. We collect and enforce fines and civil debts. We provide policy advice on matters related to justice and the administration of the law, and negotiate Treaty of Waitangi settlements for the Crown.

The Ministry is the only agency in New Zealand's public sector that works across all three arms of government: we work for the executive and the legislature, and we also support the independent judiciary. A key dimension of these relationships is the preservation of judicial independence.

Every year, we administer over \$1 billion across three Votes – Justice, Courts and Treaty Negotiations.

We employ over 3400 full-time equivalent staff, with most working in the operational areas of courts, tribunals, fines collection and legal aid administration. Staff work from more than 100 locations across New Zealand.

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## Who we work with

### THE JUSTICE SECTOR

Crime in New Zealand is at its lowest level in more than 30 years. Actions and interventions by justice sector agencies have contributed directly to this fall in crime.

The agencies of the justice sector are the Ministry of Justice, the Department of Corrections, New Zealand Police, the Crown Law Office, the Serious Fraud Office and the Ministry of Social Development (for youth justice). The sector is led by the Ministry of Justice, which coordinates and encourages collaboration and cross-agency initiatives.

Ambitious targets to further reduce crime and reoffending, set by the Government require the sector to work together in key areas such as:

- implementing the sector four-year plan
- supporting the frontline and increasing the efficiency of the criminal justice pipeline
- governing the Justice Sector Fund and allocating resources to high-impact initiatives
- advancing the Justice Sector Research Programme
- producing justice sector forecasts.

### THE JUSTICE SECTOR LEADERSHIP BOARD

The Justice Sector Leadership Board, chaired by the Ministry's Chief Executive, is the main way we coordinate strategy and resources across the sector. The Leadership Board comprises the Chief Executives of the Ministry of Justice and the Department of Corrections, and the Commissioner of Police. Over the next four years, the Leadership Board is focused on:

- reducing the harm caused by crime
- reducing the volume of crime and reoffending
- improving performance across the criminal justice pipeline
- coordinating efforts to modernise the criminal justice system and reduce costs
- coordinating activity at the frontline to deliver better-quality services that further enhance public safety.

The criminal justice pipeline, shown on the following page, recognises that justice sector agencies need to work together to deliver services. Activities in one part of the pipeline can have significant effects in other parts. The sector needs to collaborate and coordinate its services to ensure strategic priorities are clear, resources are used effectively and changes to service delivery have the greatest positive impact.

## THE SOCIAL SECTOR

Justice sector agencies work closely with social sector agencies. There is a clear relationship between positive social and justice sector outcomes. For example, reducing child assaults and improving participation in early childhood education helps prevent crime. School and educational achievement is a significant protective factor, as is having a job. Improvements in these areas should directly reduce youth and adult crime rates.

The Ministry provides funding to communities for crime prevention activities, and supports the social sector trials. These trials consist of local initiatives aimed at a range of areas, including reducing offending, reducing levels of alcohol and substance abuse, reducing truancy rates, and increasing participation in education, training and employment.

The Ministry supports legislation that helps agencies such as Inland Revenue share information and collaborate to protect vulnerable persons, young people and children.

## THE TREATY SECTOR

The Ministry is the lead negotiator in settling historical Treaty claims, representing the interests of central government agencies on behalf of the Crown.

Other agencies involved in the historical Treaty settlement process include Te Puni Kōkiri, the Treasury, the Department of Conservation, Land Information New Zealand, the Ministry for the Environment, the Department of Internal Affairs, the Ministry for Primary Industries, the Ministry of Education, the Ministry of Defence, the Crown Law Office and the Parliamentary Counsel Office.

A wider cluster of agencies administer the property included in settlements and another cluster of territorial local authorities, Crown entities and non-government organisations have interests in settlements. The Ministry works with all these agencies to ensure they are informed of progress in negotiations and to resolve any issues that arise from completed settlements.

## WORKING WITH THE JUDICIARY

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. This includes transcription services, finance, information and communications technology, human resources, as well as 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 judicial independence and works with the judiciary to ensure this is maintained. The courts must be, and must be seen to be, separate from and independent of the executive arm of government.

## THE CRIMINAL JUSTICE PIPELINE



# Our operating environment

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Recorded crime is at its lowest level in more than 30 years. We want to continue this trend and improve the services we provide to New Zealanders.

Crime rates and volumes entering New Zealand's court system are decreasing. The justice sector is committed to sustaining high levels of trust and confidence in the justice system, continuing to drive down the volume of crime and the harm it causes and improve justice services. We also want to provide a more cost-effective justice system.

A particular challenge over the next four years will be delivering better outcomes in areas such as domestic violence, sexual violence and the overrepresentation of Māori in the system. We will work with local communities that have high levels of victimisation and offending to address these issues.

Technological advances have implications for the Ministry. Emerging crimes, such as cyber-crime and cyber-bullying, present new challenges. To ensure a safe and just society, we need to keep legislative change one step ahead of changes in technology.

The growth and pace of new technology developments also mean the public expect to complete simple transactions with the Ministry online or over the phone. Over the next four years, moving services online will be a priority. This will also speed up service delivery so that our customers do not have to spend any more time in the system than is absolutely necessary.

Our operating environment will also be affected by population growth, as some areas are predicted to grow faster than others. The Ministry is redeveloping the Manukau District Court to accommodate growth predicted in Auckland.

Justice sector Ministers and Chief Executives continue to encourage innovation and local solutions, shift resources to where they are needed most, and focus frontline activities on where they will make the biggest difference for New Zealanders.

We engage with a wide range of stakeholders to identify changes in the environment that may impact on our activities or priorities.

We conduct a range of surveys with the public and specific stakeholder groups, such as the Court User Survey. The Ministry is also responsible for developing

the justice sector forecast, a detailed analysis of volumes and trends in the justice sector, which we use to predict future workloads.

In 2014 we held a Leading Justice Symposium, which brought together academics, practitioners and government officials from across New Zealand and overseas to discuss significant issues.

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## Government priorities

The Government has committed to providing better public services at a lower cost, and has signalled that baselines for public sector agencies will not increase for the foreseeable future. The Ministry has made a number of changes to reduce its fixed costs and redirect investment to what really matters – improving public safety and providing better services for our customers. The Ministry continues to work to responsibly manage the Government's finances, and is reviewing expenditure across the Ministry.

We administer a system that upholds property rights, contracts and civil obligations. We ensure that our legal frameworks are in line with international expectations. Together these things allow individuals and businesses to transact and invest with confidence, knowing that the system will ensure their interests are protected. This in turn will support the Government's objective of a more competitive and productive economy.

Restoring facilities for the delivery and coordination of justice services in Canterbury remains a key priority for the Government. A new multi-jurisdictional Customer Service Centre has opened in central Christchurch, marking the return of full registry services to the District and High Courts. Over the next four years, we will lead the development and construction of the Christchurch Justice and Emergency Services Precinct. The precinct is one of the anchor projects of the Christchurch Recovery Strategy and will be one of the first projects completed.



## Sector priorities

To maintain the trend of falling crime and to reduce the harm caused by crime, justice sector agencies work together in an integrated and coordinated manner.

The sector is prioritising activities that enhance public safety, reduce the impact of crime, provide better services to victims and further reduce volumes. This includes strengthening crime prevention policies and ensuring offenders are effectively rehabilitated and reintegrated.

The sector has agreed on five priorities for the next four years, which will guide sector planning and activities:

1. reduce the harm caused by crime
2. reduce the volume of crime
3. maintain strong institutions
4. improve services
5. manage investment.

These priorities are also reflected in the Ministry's priorities and business strategy, which are detailed in the section 'What we want to achieve'.

The sector has three key performance indicators to monitor the performance of the criminal justice pipeline:

1. the number of people entering the criminal justice system – to show if crime is reducing and if social and justice sector interventions are effective
2. the time it takes for cases to proceed through the court system – to identify opportunities to improve functioning and efficiency
3. the rate of recidivism – to show the effectiveness of rehabilitation and reintegration services and existing sanctions.

The Justice Sector Leadership Board regularly monitors the sector's performance against these indicators, as well as progress in the sector's priority areas. More detail about how we monitor the performance of the sector is provided in appendix 1.

## BETTER PUBLIC SERVICES

In June 2012, the Government identified 10 areas where the public service sector is expected to deliver better results for New Zealanders. The justice sector is responsible for two of these areas:

- Result area 7 – Reduce the rates of total crime, violent crime and youth crime.
- Result area 8 – Reduce reoffending.

By 2017, the justice sector is expected to have reduced the crime rate by 15%, the violent crime rate by 20%, the youth crime rate by 25%, and the rate of reoffending by 25%. These are ambitious targets, but the sector is on track to meet them, as shown in the table below.

The crime rate has fallen, but there are still issues that need to be addressed. We know, for example, that 11% of offenders are responsible for 45% of all reoffending and that victims of confrontational crime, such as domestic violence, are more likely to be victimised more than once.

During 2014, the justice sector will refresh its Better Public Services Result Action Plan. The refresh will focus on strengthening actions to reduce crime and harm in communities with high levels of offending and victimisation, as well as actions to reduce domestic violence, violent crime and youth crime.

In addition to the result areas led by the justice sector, the Ministry also works with social sector agencies on other result areas that would help reduce crime, for example result area 4 (reduce the number of assaults on children) and result area 5 (increase the proportion of 18 year olds with NCEA level 2 or equivalent qualifications). Much of the work the Ministry is doing to modernise justice services also contributes to result area 10 (New Zealanders can complete their transactions with the Government easily in a digital environment).

## PROGRESS AGAINST THE BETTER PUBLIC SERVICES TARGETS

Target	Results from June 2011 to Dec 2013
<b>Result area 7: Reduce the rates of total crime, violent crime and youth crime</b>	
Reduce the <b>total recorded crime rate</b> by 15%	The crime rate reduced by 14%. This equates to 56,118 fewer crimes.
Reduce the <b>violent crime</b> rate by 20%	The violent crime rate reduced by 10%. This equates to 4204 fewer violent crimes.
Reduce the <b>youth crime</b> rate by 25%	The youth crime rate reduced by 27%. This equates to 1812 fewer court appearances by 14–16 year olds.
<b>Result area 8: Reduce reoffending</b>	
Reduce the <b>reoffending</b> rate by 25%	The reoffending rate reduced by 11.7%. This equates to 2159 fewer offenders committing more crimes.

# What we want to achieve

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People expect that the justice system will keep them safe, that the law is fair and is applied fairly, and that it is accessible. The Ministry will lead the justice sector to reduce crime and improve public safety, and to strengthen trust and confidence in the justice system.

## Our business strategy

The Ministry's mission is to provide modern, accessible, people-centred justice services that deliver better outcomes for New Zealanders. In 2012, the Ministry developed a business strategy to help achieve our mission. During 2013, the Ministry identified the following three areas of activity, which frame the Ministry's work programme.

### COURT MODERNISATION

The Ministry is committed to building a court system that meets public expectations about access to public services: that is, a court system that is simpler, more convenient and more efficient.

We want to improve the public experience of interacting with courts, and improve the efficiency of court administrative processes.

To achieve this we need to change the way we administer and operate the court system. We have outdated tools and processes and we rely too much on people, paper and face-to-face transactions at individual courthouses. Processes and performance vary from court to court.

Over the next four years, we will modernise the courts and improve service delivery. We will make better use of technology, and make our processes simpler and more consistent.

Change must be supported by a better understanding of what our customers and stakeholders want from us, and how our business works. Building our business intelligence capability is essential to ensure we are focusing on the right things and can measure our success.

### LEADERSHIP

While we prepare to substantially modernise the courts, we want to optimise our current performance. Our goal of halving the time it takes to resolve cases in the courts is part of this, as is the work we are doing to standardise and simplify business processes across the system. Strong leadership will be critical to achieving our objectives.

Our focus on operational excellence applies equally to all aspects of our business. That means providing world-class advice to government – robust, evidence-based and well-consulted policy advice on the full range of justice issues.

It also means that we always place the needs of our customers first when we deliver services to people using legal aid, the Public Defence Service, court services, or our fines and civil debt collections services. It means better support for victims and others who are involved in the justice system through no fault of their own.

We will lead and support the justice sector to improve public safety, and reduce crime and reoffending. We will build and maintain active partnerships with our stakeholders.

We are also working to improve our governance and management of the Ministry. This means better planning and prioritisation of our resources, supported by a clearly communicated vision and strategy.

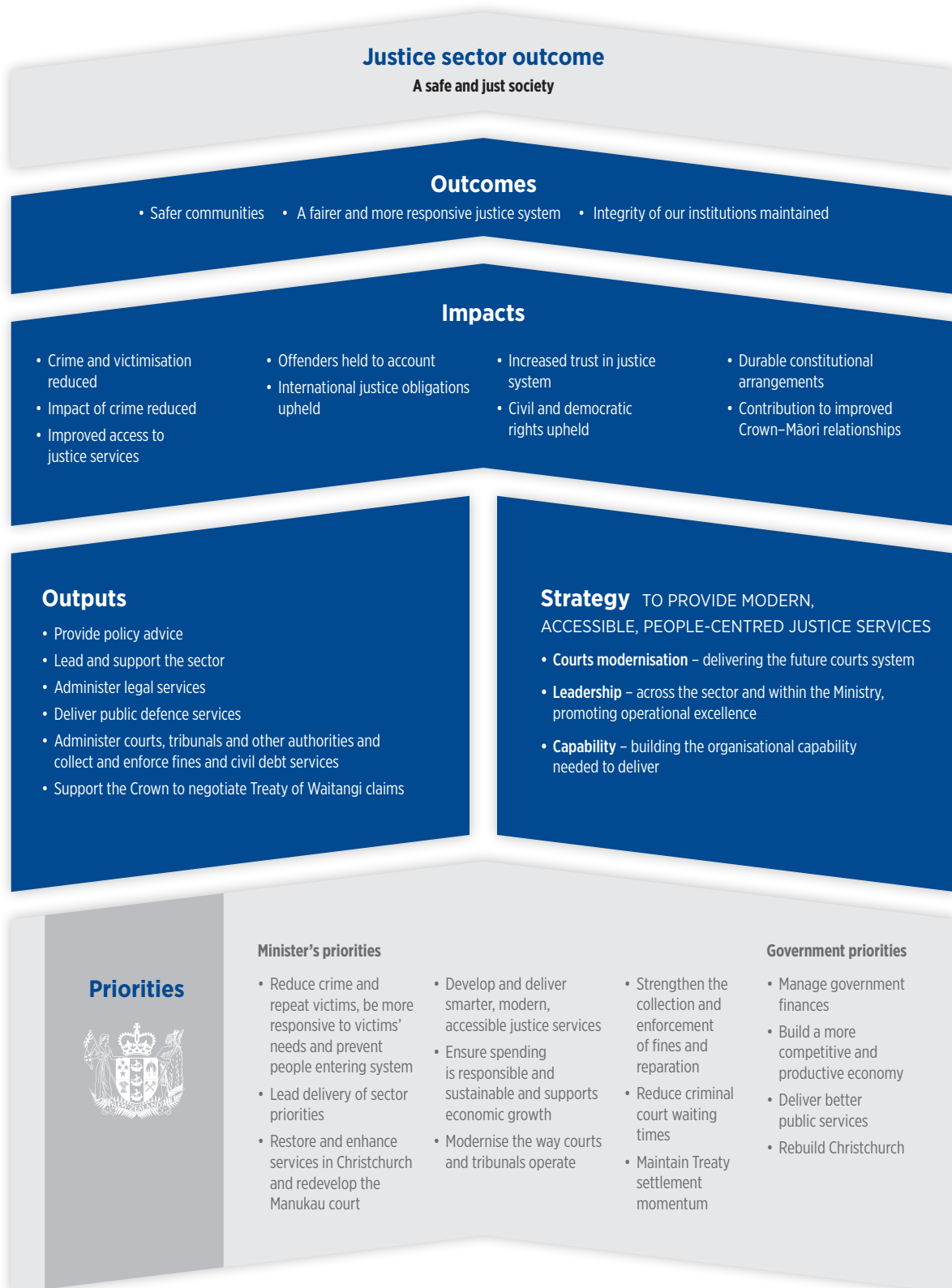
### CAPABILITY

To achieve the strategy the Ministry is assessing the type of workforce we need now and in the future. We will focus on developing a supportive culture and lifting staff engagement. We will emphasise risk management, which is critical as we implement change.

These objectives are described more fully in the section 'Shaping the Ministry to adapt and deliver'.

## Our performance framework

The following diagram reflects what we want to achieve and how our work contributes to our overall justice sector outcome of a safe and just society.



# What we will do

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The Ministry's work programme will help make communities safer, ensure the justice system is fair and responsive, and maintain the integrity of our institutions.

## SAFER COMMUNITIES

**The crime rate is at its lowest level in more than 30 years. This reduced volume means the Ministry is better placed to focus attention on areas such as sexual and domestic violence, repeat offending and victimisation, and crimes that affect our most vulnerable members of society.**

### REDUCING CRIME AND VICTIMISATION

#### REDUCING SERIOUS AND VIOLENT CRIME

The Ministry is supporting legislation that seeks to protect the public from high-risk offenders.

- The Victims Orders against Violent Offenders Bill aims to reduce the likelihood of serious violent or sexual offenders coming into contact with their victims after they are released from prison. The Bill proposes a new type of protection order that could impose a range of conditions on offenders, including restrictions on visiting particular locations.
- The Public Safety (Public Protection Orders) Bill 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.
- As part of the Family Justice Reforms implemented in March this year, the Ministry is working to improve the quality of programmes aimed at addressing domestic violence. We want to ensure programmes are based on individual needs, and will encourage service providers to report regularly on attendance and any safety concerns. We will also introduce a new requirement for providers to refer participants to other social services, where appropriate.

#### PROTECTING OUR MOST VULNERABLE

The Ministry will continue to support the Objectionable Publications and Indecency Legislation Bill. This Bill seeks to increase the penalties for possessing, importing or exporting child pornography.

We will also support the progress of the Harmful Digital Communications Bill. The Bill aims to address the harm associated with cyber-bullying, which can have a damaging effect, particularly on young people. The Bill, if passed, will make it an offence to send or post material online with the intent to cause harm or to incite a person to commit suicide. The Bill would make it easier for people to ask for harmful material to be removed from websites.

In 2014, we began implementing the Youth Crime Action Plan. The 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. Over the next two years, we will improve Youth Court processes and look at introducing youth advocates for non-court-ordered family group conferences. We will improve the governance of the youth justice sector, and develop a youth offender dataset to improve information sharing.

We will continue to support the Ministry of Social Development's Vulnerable Children's Action Plan. In particular, we will work with the Ministry of Social Development to implement guardianship orders. Guardianship orders would limit the rights of birth parents if it is in the child's best interest. The Vulnerable Children's Bill also proposes to introduce greater protection for children born to parents where a child has been previously removed.

#### **ADDRESSING ALCOHOL AND OTHER DRUG PROBLEMS**

Around two-thirds of prisoners say they have a problem with alcohol or other drugs, and half of crime is committed while under the influence of alcohol or other drugs. To reduce further offending, two Alcohol and Other Drug Treatment Courts were opened in Auckland as a pilot scheme. The courts aim to help address addiction where it is a factor in offending. The first stage evaluation of the pilot will look at whether the court is fit-for-purpose. Future stages of the evaluation will assess whether the court is meeting desired outcomes and is cost effective.

The Ministry also participates in a multi-agency forum to support the Methamphetamine Action Plan. The programme is led by the Department of the Prime Minister and Cabinet, and involves the Ministry of Justice, the Ministry of Health, New Zealand Police, the Department of Corrections, Te Puni Kōkiri and the New Zealand Customs Service. The programme aims to control supply and reduce demand for methamphetamine, and provide better access to treatment.

#### **WORKING TOGETHER AT THE FRONTLINE**

The Hutt Valley Innovation Project, completed in December 2013, demonstrated the strength of bringing together frontline managers from across the justice sector to identify, scope and implement initiatives that will deliver better services. We have extended the initiative to Papakura, Hamilton city and Hawkes Bay, and will investigate further locations.

## **REDUCING THE IMPACT OF CRIME**

### **IMPROVING VICTIMS' EXPERIENCES OF THE JUSTICE SYSTEM**

The Ministry supports victims through the justice system in a number of ways. We provide Victim Support and 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.

We are working to improve these services, particularly the coordination between justice sector agencies, to ensure victims can access the support that best meets their needs.

The Ministry is working with the Government on a number of legislative reforms to enhance victims' rights and services. The recently enacted Victims of Crime Reform Bill provides greater scope for victims to express their feelings in victim impact statements. It also makes improvements to the victim notification system to ensure that all victims of serious offences who submitted a view on bail are notified of the outcome and any conditions of release. In addition, a Victims Code is being developed to clearly outline victims' rights, the duties of agencies and complaints processes.

The Ministry continues to support the Parole Amendment Bill, which aims to minimise the stress on victims by reducing the number of parole hearings for prisoners who are not likely to be granted parole.

### **REDUCING HARM TO OTHERS**

The Ministry will support the Government to make changes to the Evidence Act 2006, which proposes changes to the way child witnesses give evidence in court aimed at minimising trauma. These changes include giving child witnesses the automatic right to a support person in court, and creating a new presumption that all child witnesses give evidence in an alternative way, such as via audio-visual links, behind a screen or using pre-recorded evidence.

### **MEASURING OUR SUCCESS**

We will know that crime and victimisation is being reduced if the overall recorded crime rate, the recorded violent crime rate and the number of youth offenders appearing in court continues to decrease.

We will know the impact of crime is being reduced if fewer people experience repeat victimisation.

*Appendix 2 provides more detail on how we will measure our success.*

# A FAIRER AND MORE RESPONSIVE JUSTICE SYSTEM

**A fairer and more responsive justice system is one where services are accessible and offenders are held to account. Providing timely services is key to this, and is a particular focus for the Ministry through to 2017.**

## IMPROVING ACCESS TO JUSTICE SERVICES

### ENSURING THE SYSTEM IS AVAILABLE TO PEOPLE WHO NEED IT

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

Over the next four years, we will continue to ensure these services remain sustainable and provide value for money. We will review the fixed fees for providers of legal aid services and, for the first time, will undertake a satisfaction survey of people who use legal aid when charged with a criminal offence.

In 2014, a significant focus for the Ministry remains the implementation of the Family Justice Reform. The Family Court Proceedings Reforms introduced changes designed to help families resolve their care of child arrangements outside of the Family Court wherever possible. The reforms expand the range of services available to families, including a new Family Dispute Resolution service and pre-court Family Legal Advice Service. These services aim to reduce the stress on children and families, and ensure that the courts can focus on the most urgent and complex cases.

The Ministry will continue to provide access to justice services and courts by ensuring that our physical facilities are fit-for-purpose and available when needed. For example, we are expanding our facilities in Manukau to respond to population growth and increasing volumes in this area.

By 2018, the Christchurch Justice and Emergency Services Precinct will have been completed. The precinct will be one of the anchor projects of the Canterbury Earthquake Recovery Authority's City Recovery Plan. It is the first major public building to be built in Christchurch by the Government since the Canterbury earthquakes.

The precinct provides an opportunity for better and more coordinated services for Canterbury. The Ministry, as the lead agency, will finalise the design and oversee the build.

Over the next few years we will also improve the efficiency and accessibility of the coronial system by supporting the progress of a Coroners Amendment Bill through Parliament. The Bill is focussed on giving the Chief Coroner better tools to improve timeliness and consistency in the coronial system and reduce duplication with other investigating authorities.

## MODERNISING THE COURTS

The objectives of our ongoing work to modernise the courts are to:

- reduce the length of time it takes to hear and resolve matters through the courts
- improve the public's experience when interacting with the courts
- improve the efficiency and productivity of court administrative processes.

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. We certainly don't want them waiting because the Ministry has not done enough to make things progress. Court processes can be streamlined, consistent and geared towards delivering quicker results, while still being fair.

This is true in the criminal court and in the civil justice system. Delay creates uncertainty. Knowing that the system will help individuals and businesses quickly resolve disputes is essential to making our society and economy function well. The integrity of the process is paramount, but we can ensure matters are dealt with as efficiently as possible and people can get back to their jobs and their lives.

This is why we want to halve the time to deliver services over the next four years, and why we are particularly focused on the courts. Our court system directly affects a significant number of New Zealanders every year.

We will continue to optimise our existing court processes and services. This will include resolving our oldest cases, embedding consistent processes and service levels across the country, centralising processes that do not need to be done in every courthouse and maximising the use of court and judicial resources.

We are putting the customer at the heart of everything we do, but we also want the system to work better for the judiciary, the legal profession, our sector partners and our staff.

The court process is not a simple one. A number of parties need to be brought together to discuss matters that are usually complex and technical. This can be time consuming to schedule and cause delay for all involved. To address this, the Ministry has a project underway to improve the rostering and scheduling of cases.

We only want people to have to come to a courthouse when they need to appear before a judge. We will continue to move simple services online, and we will investigate other ways to use technology to provide customers with what they need more quickly and conveniently.

We will also make sure it is easier for people who use the courts to understand and navigate the court process, and to better understand their obligations and what is happening to them. Currently, many people feel uninvolved in the outcome as they do not understand the process.

The programme of work to modernise courts is underpinned by the Judicature Modernisation Bill. This Bill aims to remove some of the legislative barriers to working more electronically and managing our work on a regional and national basis, rather than managing it around the physical location of courthouses.

## HOLDING OFFENDERS TO ACCOUNT

### ENSURING THERE ARE APPROPRIATE SANCTIONS

The public wants to know that the system will hold people who break the law to account. Part of this is ensuring our legal frameworks contain appropriate offences and penalties to respond to harmful behaviour.

The Harmful Digital Communications Bill and Objectionable Publications and Indecency Bill introduce new offences and stronger penalties to reflect the seriousness of offending and the harm caused.

### ENSURING SANCTIONS ARE ENFORCED

The public also 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, court staff will be able to focus on customers who need more help to resolve their fines.

New arrangements for resolving civil disputes with people in Australia came into effect on 11 October 2013. The new arrangements under the Trans-Tasman Proceedings Act 2010 make it simpler and cheaper to resolve civil disputes with people in Australia.

The Ministry's ongoing support of the Hague Convention, which enables parents to seek the return of children who are taken overseas or kept overseas, is another way we ensure that justice is enforced, even across borders.

Restorative justice conferences provide a safe environment for offenders and victims to meet where the offender is encouraged to take full responsibility for their actions and the impact their crime has had. Substantial research suggests these services deliver better justice outcomes and lower reoffending rates.

Over 2014 we will expand the number of restorative justice services and the availability of specialist restorative justice services, such as in cases involving family violence and sexual offending.

## **INCREASING TRUST IN THE JUSTICE SYSTEM**

### **MAINTAINING AN OPEN, TRANSPARENT AND IMPARTIAL JUSTICE SYSTEM**

Trust in the justice system depends on whether people feel the processes of justice are carried out in an open, transparent and impartial manner, free from improper influence.

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.

In 2014, progressing the Judicature Modernisation Bill is a priority for the Ministry. In addition to allowing the operational changes needed to modernise and transform the courts, the Bill seeks to provide more transparency and clearer lines of judicial leadership and accountability. The Bill, if passed, will require the judiciary to publish information about the number of outstanding judgments and how to obtain information about a reserved judgment.

## **MEASURING OUR SUCCESS**

We will know that our justice system is fair and responsive if civil justice and criminal justice is seen as accessible and effective and our customers say they are satisfied with the quality of courts and fines services.

We will know we are improving access to justice if the time it takes to resolve cases decreases and the quality of legal aid improves.

We will know that we are holding offenders to account when:

- no applications are granted for Stays of Proceedings under the New Zealand Bill of Rights Act 1990 for undue delay attributable to the Ministry
- the percentage of people who do not comply with monetary sanctions decreases
- offenders agree that restorative justice services helped them take responsibility for what they did.

We will know that people trust our justice system when people say they were treated fairly by the court.

*Appendix 2 provides more detail on how we will measure our success.*



# THE INTEGRITY OF OUR INSTITUTIONS IS MAINTAINED

**Our democratic, legal and justice institutions are credible, transparent, resilient and accountable and are seen to be so. New Zealand's public service continues to be perceived as among the least corrupt in the world. The Ministry will continue to protect and promote the rule of law, and uphold civil and democratic rights, the separation of powers, and our system of representative democracy.**

## ENSURING DURABLE CONSTITUTIONAL ARRANGEMENTS

### REVIEWING OUR CONSTITUTIONAL ARRANGEMENTS

The constitutional framework underpinning our society should be stable and enduring, but also able to evolve and reflect shifts in social attitudes and norms over time. In 2013, the Ministry facilitated the work of the Constitutional Advisory Panel, which was led jointly by the Deputy Prime Minister and the Minister of Māori Affairs. The Panel was established to review a range of constitutional issues. The Ministry will lead the Government's response to this review.

### SUPPORTING OPENNESS AND TRANSPARENCY

We will support work to enable New Zealand to join the Open Government Partnership. This aims to encourage governments to be more open, accountable and responsive to citizens of member countries so regions are more secure and stable.

We will also progress the Parliamentary Privilege Bill. This Bill seeks to clarify the role and scope of parliamentary privilege, which is essential for Parliament to perform its functions of legislating, appropriating expenditure and scrutinising the Government.

## UPHOLDING CIVIL AND DEMOCRATIC RIGHTS

### SUPPORTING DEMOCRATIC PROCESSES

The Ministry ensures that the framework that governs our electoral processes remain up to date and effective. This is key to ensuring New Zealanders have confidence in our civil and democratic rights. Part of our work is to help the Electoral Commission deliver the 2014 and 2017 General Elections.

### PROTECTING HUMAN RIGHTS

The Ministry advises the Attorney-General on the consistency of legislation with the New Zealand Bill of Rights Act 1990. We also assist government departments to ensure human rights are always considered when policy proposals are developed.

The Ministry continues to progress 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.

In 2013, New Zealand's human rights track record was reviewed by the United Nations Human Rights Committee. The Ministry will support the government response to the Committee's recommendations.

The Ministry will also help develop New Zealand's Action Plan on Human Rights, led by the Human Rights Commission.

The Ministry will progress the proposed Privacy Reform Bill to replace the Privacy Act 1993. The proposed Bill aims to introduce modern and flexible legislation that reflects changes in technology. The Bill would continue to protect individual rights to privacy, while enabling businesses and government to operate more efficiently.

### **CONTRIBUTING TO IMPROVED CROWN-MĀORI RELATIONSHIPS**

On behalf of the Crown, we will continue to negotiate the settlement of historical Treaty of Waitangi claims with iwi groups. We want to increase the momentum for both parties. We will work to reach Agreements in Principle with all groups that are willing and able, while maintaining a steady pace of settlements and supporting the expedient passage of legislation for settlements through Parliament.

The Ministry continues to advise the Government on broader Treaty-related issues, and on individual settlements. We will continue to manage properties that are held in the Crown Landbank until they are included in a settlement or are no longer needed. The Ministry will support the Waitangi Tribunal to complete the remaining district inquiries into historical claims, and transition its focus onto addressing its backlog of contemporary claims.

The Ministry also 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.

The Ministry has established a Post-Settlement Commitments Unit to safeguard the durability of Treaty settlements by maintaining strong relationships between settled iwi and the Crown and working to resolve any issues arising from completed settlements or Crown commitments not being met.

## **UPHOLDING INTERNATIONAL JUSTICE OBLIGATIONS**

### **ALIGNING WITH INTERNATIONAL STANDARDS, TREATIES AND CONVENTIONS**

We will ensure that, where appropriate, the New Zealand justice system aligns with international standards, treaties and conventions. We provide advice on obligations under various international conventions, the appropriate domestic response to developments in public and private international law, and the processes for extraditing people to and from New Zealand. Upholding international standards means we can more easily cooperate with other countries on emerging and trans-national crimes, such as cyber-crime, money laundering and terrorism financing, and people trafficking.

The Ministry continues to support the Organised Crime and Anti-Corruption Amendment 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.

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, an international body that ensures member nations' legal frameworks can respond appropriately to global threats.

Meeting our international obligations also ensures that New Zealand is not seen as a safe haven for criminals and our reputation for integrity is maintained. This is critical to maintaining trade and international economic competitiveness.

## MEASURING OUR SUCCESS

The World Justice Project Rule of Law Index is a useful source of information for monitoring whether the work programme is having the impact intended. The Index includes perceptions of the following dimensions:

- the absence of corruption
- constraints on government powers
- judicial decisions being made fairly and in accordance with the law
- durability of constitutional arrangements
- upholding of fundamental rights.

We will know we are seen as playing our part internationally if the perception of New Zealand as the least corrupt nation in the world is maintained and we continue to enhance our compliance with international standards.

We will know we are helping improve Crown–Māori relationships when all historical Treaty of Waitangi claims have been settled with willing and able claimants, Treaty settlement commitments continue to be met, and a fair and transparent system is established for investigating customary rights in line with the purpose of the Marine and Coastal Area (Takutai Moana) Act 2011.

*Appendix 2 provides more detail on how we will measure our success.*

# Shaping the Ministry to adapt and deliver

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We need to continue to deliver results for New Zealand while modernising our justice system at the same time. In order to deliver the level of change required, the Ministry must think and behave differently.

## Responding to the Performance Improvement Framework Review

In 2012, a formal Performance Improvement Framework Review was conducted for the Ministry. This review identified six areas that needed development:

1. strengthening the Ministry's sector leadership position
2. better defining the Ministry's purpose and refreshing our strategy
3. enlisting external support
4. building a proactive policy function with a stronger link between policy and operations
5. strengthening operational performance with a real focus on the public as the customer
6. improving people leadership and management.

We have incorporated our response to the review in our business strategy, and continue to focus on these areas. We will also respond to any additional recommendations arising from the 2014 Performance Improvement Framework Review.

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## Strengthening governance and management

Over the last year, we have made a concerted effort to use our strategy to prioritise and align our activities. We will continue to review and refine our strategy with our staff, and strengthen alignment between business group objectives and the Ministry's business strategy.

## STRENGTHENING FINANCIAL PERFORMANCE AND LIFTING PRODUCTIVITY

In 2014, the Ministry will comprehensively review expenditure and improve financial controls in all parts of the business. We want to better understand our costs and get the best value from our investments.

Over the next year, we will develop efficiency measures for core operational parts of the business. We already have good measures in some areas – for example, we currently monitor the cost, efficiency and effectiveness of our policy advice function. In other areas we have more work to do – for example, while we monitor the time it takes for cases to proceed through the courts, we need to develop more reliable measures for cost efficiency and effectiveness.

## IMPROVING OUR PROCUREMENT CAPABILITY

The Ministry will implement and maintain an annual work plan that delivers on recommendations from a procurement capability review. This includes additional training and accreditation of managers and staff who are responsible for procurement and managing contracts. Our focus will also be on the value-for-money requirements under the Government Rules of Sourcing, including leveraging existing all-of-government contracts and opportunities.

In the immediate future, we intend to implement a new contract management register to support our financial planning and our procurement and contract management practices.

## Developing our people

### IMPROVING OUR ORGANISATIONAL CULTURE

Culture will have a significant impact on how successfully we can implement the changes associated with our business strategy. While the justice system has evolved over time, there is a strong sense of tradition associated with the way we work and what we value. Modernisation means challenging ourselves to work differently.

We know we need to develop the resilience of our workforce to cope with change, and we also know that culture change doesn't happen overnight.

We will support our workforce to be adaptive and improvement oriented. We will provide our people with opportunities to collaborate and innovate in their jobs, while being guided by the Ministry's vision and strategy.

We are working on a range of tools and training for our leaders to coach employees, as well as clearly defined leadership behaviours and expectations.

Lifting employee engagement continues to be a key priority for the Ministry, and we recognise that an engaged workforce is an important platform for implementing our ambitious change agenda.

We recently received our 2014 engagement results. These results told us is that our people like the idea of working for justice outcomes and for our customers. Many of them also feel positively about their direct managers and business units. However, they do not feel this same connection to the Ministry. To date, that has not affected our delivery of results – for example, the Regional Service Delivery changes were implemented without the predicted drop in productivity – but we know we cannot continue to have low levels of staff engagement.

We are committed to working through the results with our staff and these will form the basis of the 2014 Workforce Strategy. Our goal remains to match or exceed the state sector benchmark in the medium term.

### IMPROVING OUR PERFORMANCE MANAGEMENT

To ensure we are effectively managing performance, we will introduce new performance standards that will better discriminate between performance levels.

To support the introduction of the new performance standards, we are developing better guidance and training for our staff and for managers so they can have ongoing constructive performance conversations with staff.

We are focused on building capability in change management and project management to support our strategy. We continue to build basic business capabilities, such as customer skills.

We are also working with our justice sector partners to develop capability and talent management practices across the sector.

Improving our human resource measures will help us better understand the way our workforce is changing, and this will support the workforce planning we will undertake over the next year.

### PROMOTING EQUAL EMPLOYMENT OPPORTUNITIES

The Ministry values diversity and remains committed to building a workplace where all individuals can access opportunities to develop and achieve.

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## Making better use of our infrastructure

### IMPROVING CAPITAL AND ASSET MANAGEMENT

The Ministry has a significant asset base. We continue to review our asset and investment portfolio to identify ways to get better value for money across the business. The Ministry's aim is:

- deploy and use assets that are fit-for-purpose – our assets must be reliable, of optimal capacity, in appropriate condition and cost-effective
- prioritise capital to its highest value use and ensure that investment is aligned to the priorities in our business strategy, the needs of our customers and our future operating requirements.

The Ministry will work with the justice sector over the next four years to jointly manage investments and assets, and better align capital funding with sector and Government priorities.

### MAINTAINING OUR PROPERTY PORTFOLIO

Our business strategy also requires the Ministry to think differently about its infrastructure portfolio. Investment in property and technology is capital intensive, and involves long lead times and long-term commitments. Over the next four years, we will balance the need to maintain our infrastructure over the short term with the need to transform our services and reduce our footprint over the longer term.

Significant work has been done in the last couple of years to both consolidate our property portfolio in some areas and redirect investment to areas of higher demand. Over the next four years, the Ministry will invest significantly in the Christchurch Justice and Emergency Services Precinct. We will also develop our infrastructure to support population changes and to ensure buildings meet required seismic safety requirements, such as strengthening works for the Dunedin High and District Courts.

### **LEVERAGING TECHNOLOGY**

Over the next four years, technology will play a vital part in successfully implementing our business strategy, particularly in modernising the courts. Our work to modernise the courts, and make court processes more efficient and accessible, aligns well with the Government's ICT Strategy and Action Plan to 2017.

We have developed a programme of work to ensure we have a resilient and robust environment that can support the modernisation programme. This programme includes:

- aligning with new all-of-government initiatives
- continuing work to ensure our systems are protected and we are able to recover our information and services in the event of a disaster
- sharing investment and capability with our justice sector partners, with initiatives such as audio-visual links between courts and prisons, and sector electronic filing.

We will continue to monitor the health and capability of our technology to ensure our main applications are available and reliable during normal business hours, and to quickly resolve incidents in high-priority applications to minimise the impact on service delivery.

*Appendix 2 provides more detail on how we will measure our success.*

### **Managing risk**

We face many types of risk. Some of these are strategic risks, such as reputational risk, stakeholder management risks or business continuity risks. Others are operational or project-specific risks.

With the significant changes underway and more to come over the next four years, we must ensure risk management is an integral part of managing our business. The Ministry has developed an enterprise-wide risk management framework, based on international standards of good risk management practice. 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 will play an important part in understanding and managing sector-wide risks.

The Ministry's Audit and Risk Committee, comprising three independent external members, will continue to provide independent advice to the Chief Executive on the effectiveness of internal control systems, legislative compliance and risk management.

## Appendix 1 Justice sector performance measures

Justice sector Ministers, including the Ministers of Justice, Courts, Police, Corrections and the Attorney-General, have agreed on three key performance indicators to measure the efficiency and effectiveness of the criminal justice pipeline:

- the number of people entering the criminal justice system
- the time it takes for cases to proceed through the court system
- the rate of recidivism.

Information about the impact of policies and activities across the sector, and evidence about what works and what does not, allows us to make the decisions needed to ensure the system is as effective and affordable as possible.

*The table below details the sector performance measures that are currently being monitored.*

Type of measure	Responsible agency	Measure	Current state or trend
<b>Contextual measure to illustrate change, which is not the direct responsibility of the Ministry</b>	Police	Number of police apprehensions resolved by non-prosecutorial outcomes, such as alternative resolution	2012/13: 59,235 2011/12: 61,811
	Police	Percentage of police apprehensions resolved by non-prosecutorial outcomes, such as alternative resolution	2012/13: 54.1% 2011/12: 52.6%
<b>Monitoring measure, where a performance standard is not appropriate</b>	Ministry of Justice	Median time to complete the court process, from charges being laid to case disposal, for summary cases	2012/13: 63 days 2011/12: 63 days
	Ministry of Justice	Median time to complete the court process, from charges being laid to case disposal, for indictable cases	2012/13: 402 days 2011/12: 378 days
	Ministry of Justice	Total volume of prosecution withdrawals	2012/13: 22,431 2011/12: 16,128
<b>Contextual measure to illustrate change, which is not the direct responsibility of the Ministry</b>	Department of Corrections	Number of pre-sentence reports provided to agreed standards	2012/13: 47,494 2011/12: 53,399
	Department of Corrections	Percentage of pre-sentence reports provided to agreed standards	2012/13: 98% 2011/12: 97%
	Department of Corrections	Percentage of pre-sentence reports completed on time	2012/13: 94% 2011/12: 95%
	Ministry of Justice	Length of time on custodial remand	2012/13: 58.3 days 2011/12: 58.2 days
	Ministry of Justice	Average number of court events per case	Jury trial 2012/13: 7.3 2011/12: 7.2 Criminal summary 2012/13: 3 2011/12: 3

Type of measure	Responsible agency	Measure	Current state or trend
<b>Contextual measure to illustrate change, which is not the direct responsibility of the Ministry</b>	Ministry of Justice	Number of non-custodial sentences imposed <sup>1</sup>	2012/13: 162,242 2011/12: 176,235
	Ministry of Justice	Number of custodial sentences imposed <sup>1</sup>	2012/13: 48,077 2011/12: 47,238
	Ministry of Justice	Percentage of non-custodial versus custodial sentences imposed	2012/13: Non-custodial 77% Custodial 23% 2011/12: Non-custodial 79% Custodial 21%
	Department of Corrections	Rate of reconviction within 12 months for released prisoners and people who began community sentences	2012/13: Prisoners 44.2% Community 26.8% 2011/12: Prisoners 43.3% Community 28.4%
	Department of Corrections	Rate of re-imprisonment within 12 months for released prisoners and people who began community sentences	2012/13: Prisoners 26.7% Community 4.4% 2011/12: Prisoners 27% Community 4.8%
	Department of Corrections	Offenders complying with their home detention sentence or being held to account	2012/13: 98% 2011/12: 98%
	Department of Corrections	Offenders complying with their community-based sentences or being held to account	2012/13: 93% 2011/12: 96%
<b>Monitoring measure, where a performance standard is not appropriate</b>	Ministry of Justice	Number of court-imposed fines resolved	2012/13: 75,049 2011/12: 81,402

<sup>1</sup> People may receive multiple sentences for a single charge. These measures count the most serious sentence handed down for all charges in courts in a year, rather than all sentences. Youth Court orders are included in these measures. These numbers will be higher than the number of people in court.



## Appendix 2 Our performance measurement framework

We use a number of measures to assess our performance, including quantity, timeliness, quality, and stakeholder and customer satisfaction. We monitor how effectively we achieve our outcomes, contribute to the justice sector priorities, deliver our outputs and manage our inputs.

The table below details the performance measures we will monitor to ensure we are achieving our outcomes.

### Ministry performance measures

Measure	Current measurement	Target	Current state and trend
<b>Safer communities</b>			
Crime rate decreases	Recorded crime relative to the New Zealand population <sup>2</sup>	Better Public Services target <sup>3</sup> of 15% reduction by 2017	2012/13: 843, down 14.5% <sup>4</sup> 2011/12: 888, down 9.9%
<b>Reducing crime and victimisation</b>			
Violent crime decreases	Recorded crime relative to the population <sup>2</sup> for specific violent offences <sup>5</sup> , including homicides, attempted murder, manslaughter, acts intended to cause injury (such as serious assaults, kidnapping, abduction, robbery)	Better Public Services target <sup>3</sup> of 20% reduction by 2017	2012/13: 98, down 10.4% <sup>4</sup> 2011/12: 101, down 7.6%
Youth crime decreases	The level of youth offenders (aged 14–16) appearing in court, relative to the youth population <sup>6</sup>	Better Public Services target <sup>3</sup> of 25% reduction by 2017	2012/13: 239, down 26.7% <sup>4</sup> 2011/12: 277, down 14.8%
<b>Reducing the impact of crime</b>			
Fewer people are repeat victims	The number of repeat victimisations per 10,000 people <sup>7</sup>	Target in development	2012/13: 231.1 2011/12: 249.5
<b>A fairer and more responsive justice system</b>			
People have confidence in the effectiveness of the justice system	World Justice Project Rule of Law Index shows that the civil justice system in New Zealand is seen to be accessible, affordable, effective and impartial	Maintain or improve score for access to civil justice	2013: Score 0.74 World ranking 9/99 2012: Score 0.76 World ranking 9/97
	World Justice Project Rule of Law Index shows that 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	Maintain or improve score for effective criminal justice	2013: Score 0.72 World ranking 12/99 2012: Score 0.79 World ranking 7/97
More people are satisfied with the quality of court and fines services	The Kiwis Count Survey of the public shows an increase in points for satisfaction with paying fines or getting information about fines and/or a court case the respondent was involved in	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	2012/13: Fines 63% Courts 50% 2011/12: Fines 63% Courts 50%
	The Court User Survey <sup>8</sup> shows an increase in the proportion of people who were very or fairly satisfied with court services and facilities	80% of people are very or fairly satisfied	2012: 80% <sup>9</sup> 2010: 77%

Measure	Current measurement	Target	Current state and trend
<i>Improving access to justice services</i>			
Average age of case decreases <sup>10,11</sup>	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	District Court all criminal: 123 days <sup>12</sup> District Court jury trials: 382 days <sup>12</sup>
	The average age of active Family Court applications decreases		Family Court applications: 250 days <sup>12</sup>
	The average age of civil cases in District Courts decreases		District Courts civil cases: 226 days <sup>12</sup>
	The average age of Disputes Tribunal applications decreases		Disputes Tribunal applications: 80 days <sup>12</sup>
Time to resolve a case decreases	Ministry of Justice administrative data shows a decrease in the time taken from filing to disposal in High Court and District Court cases	Target in development	New measure
The quality of legal aid services improves	Ministry of Justice 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: 100%
	Ministry of Justice administrative data from the Legal Aid Management System shows that applications for criminal cases are assessed in a timely manner	98% of criminal legal aid applications are assessed within 1 working day	2013: 98%
People find it easier to access court information	The Court User Survey <sup>8</sup> shows an increase in the proportion of people who found it very easy or fairly easy to obtain information about court services and facilities	70% find it very or fairly easy to obtain information	2012: 63% 2010: 65%
<i>Holding offenders to account</i>			
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: 7
		Other judge-alone criminal cases: 0	2013/14: 8 2012/13: 9
		High Court criminal cases: 0	2013/14: 0 2012/13: 0
The percentage of people who do not comply with their monetary sanctions decreases	Ministry of Justice administrative data from the Collections system shows a decrease in the proportion of people who have not paid or arranged to pay their fine, infringement or reparation, at 30 June <sup>13</sup>	55%	2013/14: 56% 2012/13: 57%
More offenders agree that the restorative justice conference has helped them to take responsibility for what they did	The percentage of offenders who agree that the restorative justice conference has helped them to take responsibility for what they did	Target in development	New measure
<i>Increasing trust in the justice system</i>			
People feel they are treated fairly when they attend court	The Court User Survey <sup>8</sup> shows an increase in the proportion of people who strongly agree or agree that they are treated fairly when they attend court	Improved score	2012: 89% 2010: 88%

Measure	Current measurement	Target	Current state and trend
<i>The integrity of our institutions is maintained</i>			
Integrity of our institutions is maintained	World Justice Project Rule of Law Index overall score is maintained or improved <sup>14</sup>	Maintain or improve score	2013: Score 0.83 World ranking 6/99
<i>Ensuring durable constitutional arrangements</i>			
People perceive New Zealand to have an open government	World Justice Project Rule of Law Index shows that New Zealand is perceived to have an open government, including the right to petition and participate	Maintain or improve score for open government	2013: Score 0.83 World ranking 2/99 2012: Score 0.84 World ranking 4/97
<i>Upholding civil and democratic rights</i>			
People have confidence that their fundamental rights are protected	World Justice Project Rule of Law Index shows that New Zealand is seen to protect freedoms and is free from discrimination	Maintain or improve score for fundamental rights	2013: Score 0.84 World ranking 7/99 2012: Score 0.86 World ranking 5/97
<i>Improving Crown–Māori relationships</i>			
Treaty of Waitangi claims are durably settled	Progress is made in enacting all historical Treaty of Waitangi settlement legislation	50% of all settlement legislation is introduced by the end of 2014/15 <sup>15</sup>	2013: 31% of settlements enacted 2012: 23% of settlements enacted
<i>Upholding international justice obligations</i>			
Perceived level of corruption remains low	New Zealand's score on the Transparency International Corruptions Perception Index does not decrease	Maintain ranking	2013: 90/100 (Global rank 1) 2012: 90/100 (Global rank 1)

<sup>2</sup> Note that population base rate is per 10,000 of the New Zealand population.

<sup>3</sup> Better Public Services targets are measured from a June 2011 baseline.

<sup>4</sup> Percentage change since base period of June 2011.

<sup>5</sup> 'Specific violent offences' excludes sexual violence offences and less serious offences, such as harassment (largely acts of intimidation), blackmail and extortion (that is, fraud).

<sup>6</sup> Note that population base rate is per 10,000 of the New Zealand youth population.

<sup>7</sup> New Zealand Police is reviewing its measures. This measure may change in future years subject to new data being available.

<sup>8</sup> Court users include people taking part in a hearing or court case, jurors, support people and people paying fines or seeking information.

<sup>9</sup> This survey is conducted every two years. The 2014 results will be reported in the 2013/14 Annual Report.

<sup>10</sup> 'Average age of active case' is the primary measure the Ministry uses to monitor the time it takes for cases to proceed through the system. This is to encourage a focus on resolving older cases, which, over time, will bring down the average time to resolve cases. The Ministry is currently reviewing the way timeliness in courts and tribunals is measured, including establishing appropriate performance standards. We aim to have improved measures and standards available for reporting in 2014/15.

<sup>11</sup> Further disaggregation of our timeliness measure (average age of active cases) can be found in the *Estimates of appropriations*.

<sup>12</sup> Baseline data as at April 2013.

<sup>13</sup> Previously this measure reported the proportion of the dollar value of unpaid fines. This has been changed to the proportion of people who have not paid or arranged to pay.

<sup>14</sup> This is the first time an overall score has been reported.

<sup>15</sup> Targets for this measure are based on current projections of the Office of Treaty Settlement's agreed work programme.

## Ministry capability measures

Measure	Current measurement	Target	Current state and trend
<b>Developing our people</b>			
Employee engagement levels improve	Internal survey shows that we meet or exceed the State Sector Engagement Index benchmark (69.3%)	To meet or exceed benchmark by 2017 <sup>16</sup>	2014 <sup>17</sup> : 10.2% of staff feel engaged 32.7% feel disengaged 57.1% feel neutral <i>Engagement index: 51.1%</i> <sup>18</sup>  2012: 10.5% of staff feel engaged 30.3% feel disengaged 59.2% feel neutral <i>Engagement index: 52.9%</i>
<b>Leveraging technology</b>			
Our 5 main technology applications are reliable and available during normal business hours <sup>19</sup>	Internal administrative data shows improved availability of the 5 main technology applications during normal business hours	99.5%	2012/13: 99.5% 2011/12: 99.5%
We resolve high-priority incidents in our 5 main technology applications within an average of 2½ hours, to minimise the impact on service delivery to the public	Internal administrative data shows that high-priority technology-related incidents in the top 5 applications are resolved within an average of 2½ hours (including evenings and weekends outside of normal business hours)	90% of our high-priority incidents are resolved within 2½ hours	2012/13: 88% resolved within 2½ hours <sup>20</sup> 2011/12: 80% resolved within 2½ hours <sup>20</sup>

<sup>16</sup> In 2014 the Ministry set the goal of achieving the State Sector engagement index by 2017. The benchmark in 2014 is 69.3% however this may change in subsequent years.

<sup>17</sup> The staff engagement survey was not conducted in 2013.

<sup>18</sup> In 2012 our reported engagement index was calculated using weighted mean scores for each engagement index question. This year we have changed to percentage "agreed" for each engagement index question to improve understanding. The 2012 engagement index has been updated for consistency to more accurately reflect the change.

<sup>19</sup> Our 5 main technology applications are the Case Management System, the National Transcription Service, the Judicial Decision Suite, Collect and Outlook.

<sup>20</sup> These results are against a performance target of 80%. In 2014/15 the target will be 90%.





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**Ministry of Justice**  
**Tāhū o te Ture**

**justice.govt.nz**

info@justice.govt.nz

0800 268 787  
0800 COURTS

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



[New Zealand Government](#)

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