



TĀHŪ O TE TURE

Statement of Intent

2019 to 2024



MINISTRY OF
JUSTICE
Tāhū o te Ture

Contents

Minister of Justice's statement	4
Secretary for Justice's statement	4
Statement of responsibility	5
Our strategy	7
What we do	8
Our context	9
Responding to our changing world	9
Improving the wellbeing of New Zealanders	9
We lead the justice sector	11
We work with other sectors and agencies	12
We support the independent judiciary	12
Achieving our strategic priorities	13
Honouring our responsibilities to Māori	13
Maintaining the integrity of the courts and tribunals	14
Providing sector leadership and policy stewardship	15
Leading the transformation of the criminal justice system	16
Addressing family violence and sexual violence	17
Improving access to justice	19
Our culture and capability	21
Making the Ministry a great place to be	21
Enabling our people to succeed	23
Building capability to engage and partner with Māori	24
Using evidence and insights to deliver better services and outcomes	26
Engaging with and listening to communities	28
Maintaining a strong organisation	29
How we measure our performance	30
<hr/>	
Te Arawhiti - Our Goals 2019 to 2024	33
Te Arawhiti Chief Executive's statement	34
Our strategy	36
Our values	37

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

2020 © Crown Copyright

This work is licensed under the Creative Commons Attribution 4.0 New Zealand licence.

You are free to copy, distribute and adapt the work, as long as you attribute the work to

the Ministry of Justice and follow any other licence terms. To see a copy of this licence, visit creativecommons.org/licenses/by/4.0

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

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.

Hon Andrew Little

Minister of Justice

Secretary for Justice's statement



Kua raranga tahi tātou he whāriki mō āpōpō Together we weave the mat for future generations

Te Tāhū o te Ture, the Ministry of Justice, has a clear and ambitious strategy. It guides us to deliver our purpose of working together for a fair and safe Aotearoa, honour Te Tiriti o Waitangi as the foundation of the democracy of Aotearoa and achieve the Government's priorities for the justice sector.

The work we do and the services we provide affect the lives of all New Zealanders. Our strategy helps us focus on the key areas that will help us improve the wellbeing of the people of Aotearoa.

The wellbeing of all New Zealanders has been considerably affected by the COVID-19 pandemic, and these effects will continue well beyond the short-term public health response. There will be significant long term social, cultural and economic changes brought about by the crisis.

It is critical that the justice system adapts to these changes.

We are confident that our strategic intentions are both appropriate and enduring, and address this new, emerging reality. What we're trying to achieve hasn't changed, but how we go about it may.

At its core, the justice system needs to uphold and promote human rights and the rule of law. It is a system that people turn to and rely upon to get their justice issues resolved. This is always important but will be even more so as Aotearoa emerges from the COVID-19 crisis and looks to move past uncertainty, anxiety and confusion as efficiently and effectively as possible.

To ensure public health, the response to COVID-19 has seen individual's rights and liberties constrained. As these liberties return it is vital to ensure we maintain trust and confidence in our justice system, through high levels of transparency and public accountability.

The COVID-19 crisis has also demanded that we adapt quickly, to ensure the essential work of the justice system continues. We need to harness that adaptability, agility and innovation to increase the momentum of transformation. A more efficient, accessible justice system will contribute directly to the wellbeing of Aotearoa.

The people experiencing the justice system, and their needs, are diverse. Some participate by choice, while others are respondents in a court matter, are accused of crime, or are victims of crime. We want people to have a high quality of service regardless of who they are, where they are, or how they interact with us. We'll continue to strengthen public trust in the justice system by ensuring processes are open, transparent and impartial.

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. Again, business confidence in the justice system will be crucial in a post-COVID-19 environment, as the quantity of commercial disputes and insolvencies is expected to increase.

Despite being a small nation, our justice system also plays an active role in upholding the global rule of law and other international obligations.

Te Tāhū o te Ture is the only agency to support all three branches of government. Our key operational role is to support the judiciary and the courts. We recognise the importance of the constitutional requirements of the independence of the judicial function, and we support 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 government.

We also support our Ministers and provide policy stewardship by developing policy and advising on legislation. This helps shape the Government's justice and constitutional policies. We oversee 150 pieces of existing legislation and work across the public sector to ensure our policies and laws allow us to effectively deliver essential services to New Zealanders.

We aim to improve the wellbeing of people in Aotearoa, and to achieve this we need to collaborate and engage with our partners. Whether it's within the Ministry, with our partners in Te Arawhiti or the Joint Venture for Family Violence and Sexual Violence, with the judiciary, other agencies, or directly with communities, we must collaborate to help each other to succeed. We will deliver better results if we work together.

We also know that the impact of COVID-19 is likely to vary across communities, so building our community engagement and responsiveness capability, especially with Iwi, will be critical.

What we have set ourselves is both very exciting and challenging. We are ambitious for change, while being committed to ensure the health, safety and wellbeing of our people. I am confident that we will succeed.

Statement of responsibility

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

Andrew Kibblewhite

Tumu Whakarae
Secretary for Justice



Tāhū o te Ture Ministry of Justice

Te Tāhū o te Ture is the Māori name for the Ministry of Justice.

This name was bestowed to our Ministry by respected kaumātua Tā John Clarke.

Tāhū: is the ridge pole that is the main support structure of a whareniui or house.

Ture: is the law.

Our name touches on the connection between the ridge pole that supports a whare (house) and the role our Ministry plays in supporting democracy and the rule of law in Aotearoa.

Te Tāhū o te Ture as a name was developed after Tā John Clarke talked with a number of kaumātua. It was adopted by the Ministry of Justice in 2003, following the merge of the old Ministry and Department of Courts.

Our strategy



Our purpose, working together for a fair and safe Aotearoa, guides what we do every day.

Our enduring priorities are the areas that will remain fundamentally important to the Ministry over the long-term.

Our transformational opportunities reflect the opportunities and challenges we face today and are what will make Aotearoa a better place for everyone.

Our culture and capability are what we need to focus on as an organisation to ensure we're well placed to improve outcomes for all New Zealanders.

Our values underpin everything we do – the actions we take, the decisions we make and the relationships we build. Our success isn't just about what we do; it's how we do things that really makes the difference – with respect, integrity, service and excellence.

What we do



We work across the justice sector, playing a leadership role, to collectively reduce crime and reoffending.

We provide a range of justice services to people around Aotearoa assisting with administering collections, judicial libraries, centralised services, and national transcription services.



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

We support and manage the Public Defence Service – New Zealand's largest criminal law practice.



We carry out criminal conviction history checks.



We contract with **over 2,000** community-based and non-governmental service providers to support people moving through the justice system.



We develop justice policy – we advise on legislation and support our Ministers.



We host a departmental agency:
The Office for Māori Crown Relations – Te Arawhiti



We support the judiciary by delivering court services to the Supreme Court, Court of Appeal, High Court, District Court of New Zealand and Specialist Courts. We support 29 tribunals, authorities and committees that help New Zealanders resolve disputes.



We monitor a number of relevant Crown entities.



We host the Joint Venture for Family Violence and Sexual Violence.



Our context

Hāpaitia te ara tika pūmau ai te rangatiratanga mo ngā uri whakatipu
Foster the pathway of knowledge to strengthen independence and growth for future generations

Responding to our changing world

Aotearoa is facing one of its greatest challenges as the country responds to COVID-19.

Our purpose and strategic priorities haven't changed, but we're considering the impact COVID-19 has on the work we do and the services we provide to New Zealanders. We must ensure we effectively support our Ministers and the Government's response to the pandemic in the short-term, as well as the longer-term recovery.

We had to adapt quickly to respond to the crisis. We continued to provide essential services to New Zealanders and ensured that the integrity of the courts and tribunals was maintained. We discovered our ability to adapt and be agile, be it working

from home, or using technology to collaborate in new ways. We saw the importance of clear and ongoing communication. We'll take the knowledge from these experiences to continue to innovate and transform how we work.

New Zealanders across the country have experienced many challenges as a result of the COVID-19 crisis, from commercial insolvencies and disputes to increased levels of crime, including family violence. Our justice system will likely face increased demand and cost pressures as a result. We'll continue to work together to mitigate the negative impact of COVID-19 and ensure a fair and safe Aotearoa for everyone.

Improving the wellbeing of New Zealanders

Our purpose of working together for a fair and safe Aotearoa puts New Zealanders' wellbeing at the centre of everything we do.

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

A strong justice system ensures laws are upheld and allows people to go about their lives confident that they're safe and their rights will be protected.

How we're improving intergenerational wellbeing

The Treasury's Living Standards Framework has four indicators, or capitals, to capture the foundations of wellbeing – human, social, natural and financial/physical. Intergenerational wellbeing relies on the growth, distribution and sustainability of these four capitals.

The Ministry's work contributes most significantly to the areas of social and human capital.

To find out more about the Treasury's Living Standards Framework, visit:

treasury.govt.nz/information-and-services/nz-economy/higher-living-standards/our-living-standards-framework

Strengthening the public's trust in the justice system

We strengthen the public's trust in the justice system by ensuring processes are accessible, open, transparent and impartial. We promote respect for the fundamental rights of everyone in Aotearoa, including their civil, political, economic, social and cultural rights.

We steward the core constitutional legislation such as the Electoral Act 1993, the Official Information Act 1982, the Ombudsmen Act 1975, and the legislation and rules governing the operation of the courts. We also monitor the operation of the Electoral Commission, which is responsible for delivering free and fair elections. A robust electoral system underpins wellbeing at a societal level by enabling peaceful and orderly transitions of power and by minimising the potential for corruption to affect the legitimacy of election results.

Growing trust in the rule of law

We steward the legislation, and monitor the operation, of constitutional watchdogs such as the Independent Police Conduct Authority, the Privacy Commissioner and the Human Rights Commission. They hold the public sector to account, which strengthens public trust that the rule of law is upheld in Aotearoa.

Maintaining the integrity of our constitutional arrangements

We support the fundamental values, principles, and machinery that regulate relationships between citizens and the State – and between branches of the State – including the justice system.

In delivering services to support judicial administration of the court system and judicial decision-making, the Ministry recognises the importance of the constitutional requirements of independence of the judicial function. We work with the judiciary to ensure this independence 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. See the section ‘We support the independent judiciary’ on page 12 for more information.

Making communities safer by reducing crime, victimisation and harm

We work with justice and social sector agencies to reduce crime, victimisation and harm. We’re working together to reduce the unacceptable rate of family violence and sexual violence in Aotearoa. Many New Zealanders know through personal experience the devastating impact family violence and sexual violence have on families/whānau and communities.

The Sexual Violence Legislation Bill reflects the focus on wellbeing, aiming to reduce the re-traumatisation that sexual violence victims/complainants may experience when attending court and giving evidence. By improving their experiences in court (while preserving the fairness of the trial and the integrity of the criminal justice system), the Bill supports victims to move on with their recovery and may, over time, improve sexual violence reporting rates. Improved reporting rates will in turn enhance opportunities to reduce reoffending.

We are leading the transformation of the criminal justice system through Hāpaitia te Oranga Tangata – the Safe and Effective Justice cross sector initiative. This initiative looks to develop long-term solutions to:

- keep communities safe
- address pathways to reoffending
- deliver better outcomes for everyone who experiences the justice system.

See more details on page 16 about our strategic priority to lead the transformation of the criminal justice system.

Our contribution to the Government’s Child and Youth Wellbeing Strategy

Ko te ahurei o te tamaiti arahia ō tātou mahi Let the uniqueness of the child guide our work

Law and policy form part of the ecosystem that supports families and whānau to nurture their tamariki/children and youth. We’re progressing two key areas of work to help deliver the Child and Youth Wellbeing Strategy:

- Strengthening the family justice system by giving effect to some of the recommendations from the independent panel review, Te Korowai Ture ā-whānau, published in 2019. This review took a human rights approach to ensure that the welfare and best interests of tamariki are paramount when settling disputes about their care.
- Working with the Ministry of Education to free children and young people from racism and discrimination.

We also contribute to child and youth wellbeing through our support of the Family Court, Ngā Kōti Rangatahi and Pasifika Courts. Rangatahi Courts operate in the same way as the Youth Court, but are held on marae and follow Māori cultural processes. Pasifika Courts also operate in the same way as the Youth Court, but are held in Pasifika churches or community centres and follow Pasifika cultural processes. These courts aim to reduce youth reoffending and enable Māori and Pasifika communities to be more involved in each step of the youth justice process.

We’re strengthening the Family Court, to ensure parents and whānau are well-supported by the Family Court in times of distress and to promote timely, safe and durable resolution of care of children disputes. This is the first step in a long-term programme of mahi/work to strengthen the family justice system that began with an Independent Panel’s report on the 2014 family justice reforms, Te Korowai Ture-ā-Whānau.

In addition to this work, we play an active role in the Joint Venture for Family Violence and Sexual Violence.

Family violence and sexual violence affect every culture, background and socio-economic status. History also tells us that family violence and sexual violence incidents, including child abuse, increase during and after large-scale disasters or events, like COVID-19.

We’re also implementing new family violence law and supporting the passage of the Sexual Violence Legislation Bill. This work is critical to enabling strong, healthy families/whānau and communities that support children’s development.



We lead the justice sector

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

The justice sector is made up of the following agencies:

- Ministry of Justice | Tāhū o te Ture
- New Zealand Police | Ngā Pirihimana o Aotearoa
- Ara Poutama Aotearoa | Department of Corrections
- Crown Law Office | Te Tari Ture o te Karauna
- Serious Fraud Office | Te Tari Hara Taware
- Oranga Tamariki | Ministry for Children.

The Secretary for Justice chairs the Justice Sector Leadership Board, which comprises chief executives of justice sector agencies. The Board oversees justice sector performance and outcomes.

The Ministry supports an integrated justice sector through strong sector knowledge and governance, shared goals and identifying solutions to improve justice sector outcomes. We recognise the need to work together across the justice sector to make Aotearoa safer and to deliver justice services that are fair and accessible for all New Zealanders.

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's 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 support the Joint Venture for Family Violence and Sexual Violence to provide the cross-agency leadership and commitment needed to deliver meaningful change to responses to family violence and sexual violence.

We support the independent judiciary

Our key operational role is to support the judiciary and the courts. We provide registry and administrative services necessary to support judicial administration of the court system and to support judicial decision-making. Administrative support includes providing employees in the registries, transcription services, finance, ICT, human resources and funding for continuing legal education and development for judges.

In delivering services, we recognise the importance of the constitutional requirements of the independence of the judicial function, and support 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.

As well as daily contact with the judiciary on operational matters, the Judicial Office for Senior Courts is the official conduit for communications. We seek judicial input into our operational changes that affect the courts, for example improvements to court processes and service design.

A Memorandum of Understanding titled Principles observed by the Judiciary and Ministry of Justice in the Administration of the Courts was signed in November 2018 and 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.

The Chief Justice and Secretary for Justice have agreed a new structure for engagement between the judiciary and the Ministry on matters of strategic importance. That engagement is now carried out via the Courts Strategic Partnership Group, which enables senior judges and leaders in the Ministry to commit to building an effective partnership between the two branches of government.

Achieving our strategic priorities

Honouring our responsibilities to Māori

**Ko koe ki tēnā, ko au ki tēnei kīwai o te kete
You at that handle and me at this handle of the basket**

Honouring our responsibilities to Māori begins with more involvement of whānau, hapū and iwi in the design and delivery of justice services for Māori. We're enabling and developing engagement with Māori in the justice system in a way that reflects Te Tiriti o Waitangi partnership. We seek to improve

outcomes for whānau Māori and recognise the need to address the disproportionate representation of Māori in the criminal justice system.

We'll build partnerships with Māori, community groups and business to design long-term solutions together that will work for future generations. We'll work to ensure the justice sector does better in our engagement with, and service to, Māori.

What we'll do

- Give effect to Te Tiriti o Waitangi, including through effective engagement and partnership with Māori.
- Deliver Te Haerenga, our Māori Strategy, which sets out our direction of travel, and the approaches and capability we need in the Ministry to work with, and deliver services for, Māori.
- Embed co-design approaches and grow our capability for working with Māori.
- Continue to support the operation and expansion of specialist courts, including the Rangatahi Courts and Matariki Court.

How we'll know we've been successful

- Measurable progress is made toward Māori no longer being over-represented as both offenders and victims of crime.
- Our commitment to partnering and engaging with Māori is embedded in the Ministry's internal and externally-facing mahi.
- Māori are represented at decision-making levels within the Ministry and wider justice sector.
- There is a suite of iwi/Māori led interventions in place across the courts and our service network that will deliver better outcomes for whānau Māori.
- Our services are effective in improving justice and wellbeing outcomes for Māori and we will measure their effectiveness.

Maintaining the integrity of the courts and tribunals

Trust in our institutions is vital for the wellbeing of New Zealanders. A strong justice system ensures laws are upheld and allows people to live their lives confident that they're safe and their rights will be protected.

We enable the courts and tribunals to provide services that:

- are easy to access and navigate
- are simple to understand
- and don't create unnecessary delay or stress.

To do this, we're improving how we manage our operations, we're using data and information more effectively and we're effectively managing facilities and security.

We work in partnership with the judiciary and solve issues together to ensure each can meet their responsibilities for the courts of Aotearoa and the expectations of the community.

What we'll do

- Build a partnership relationship with the judiciary and our sector partners to jointly manage performance and implement improvements to services.
- Lead and implement policy and process change to improve service delivery and outcomes achieved through the courts and tribunals.
- Seek to improve case management systems and processes.
- Work with service providers to ensure our services meet the needs of all court participants.
- Modernise court buildings and electronic service channels to improve accessibility and ease of use.

How we'll know we've been successful

- The courts manage cases effectively and resolve them without unnecessary delay.
- We listen to the experiences of participants and act on feedback.
- The culture of service in people who work in the courts and tribunals is enhanced.
- We work in partnership with the judiciary.
- Court information is secure and managed appropriately.
- Our services are effective in improving justice and wellbeing outcomes for Māori and we will measure their effectiveness.

Providing sector leadership and policy stewardship

We lead an integrated justice sector through strong sector governance, and shared ambition and knowledge. Everyone has a stake in our justice system and we all benefit when it works effectively.

We work with our ministers, within the Ministry, and across the public sector to ensure our policies and laws allow us to deliver critical services, support our core democratic settings and make a significant difference in the everyday lives of New Zealanders.

We support our ministers and the priorities of the government of the day. We must also develop and maintain capability to give free and frank advice to future ministers and governments. We design policies and programmes to improve the long-term wellbeing of New Zealanders. This means anticipating future issues, and proactively offering advice on the issues we think matter the most.

What we'll do

- Explore a justice sector co-governance model with Māori.
- Actively connect with other agencies, stakeholders and thought leaders in the justice sector and across the public sector.
- Invest in our long-term policy capability and use that capability to:
 - › champion fundamental human rights and uphold the rule of law
 - › carry out our policy and regulatory stewardship responsibility in administering and improving justice legislation.
- Provide policy leadership and advice to agencies across the public service on constitutional matters including how to give effect to Te Tiriti o Waitangi, the rule of law, and the New Zealand Bill of Rights Act.
- Continue to support local justice sector networks.

How we'll know we've been successful

- Our co-governance model with Māori is working effectively.
- Justice sector agencies are coordinated and work together on operational and policy work.
- Justice sector operational and policy work is focused on both future and current needs.
- We've developed common priorities and frameworks, and collective narratives and advice across the system.
- We meet the demands of advice as they emerge and provide strategic advice.
- We invest appropriate resources on proactive policy work, that includes a focus on protecting and strengthening our constitutional framework, respecting human rights and upholding the rule of law.

Leading the transformation of the criminal justice system

We support the Minister of Justice in leading the reform of the criminal justice system. Hāpaitia te Oranga Tangata, Safe and Effective Justice (Hāpaitia), is a cross-sector initiative, led out of the Ministry. It has been set up to help guide the transformation of the criminal justice system and create a safer Aotearoa.



Hāpaitia is guiding work to establish a vision and principles for transforming the criminal justice system as well as an approach that will enable agencies to work together to develop long-term solutions that:

- keep communities safe and peaceful
- address pathways to offending, so that we can respond better to criminal behaviour
- deliver better outcomes for everyone who experiences the justice system – those who have been harmed by crime and those who offend, as well as their families and whānau.

What we'll do

Hāpaitia was initially focussed on hearing what New Zealanders want from their criminal justice system. This public conversation will continue to be supported by Hāpaitia. However, we will increase our focus on promoting discussion about system change with key stakeholders within the system.

In addition, we'll actively respond to what has been said so far by working to:

- Strengthen partnerships with Māori at all levels.
- Increase visibility and alignment of work to reduce harm to victims initially, and also to offenders and communities.
- Develop an outcomes framework for the criminal justice system.
- Improve the system's ability to innovate (with immediate focus on learning from the response to the COVID-19 outbreak).
- (Continue to) develop an adverse incidents learning system (AIL), to enable justice agencies to learn from systems failures (and 'near misses').
- Strengthen workforce culture and capability to ensure all people who come into contact with the criminal justice system experience more positive outcomes.

How we'll know we've been successful

- The Justice Sector has embedded a vision and purpose for transformation and justice agencies are linking it into their work planning and delivery.
- The Māori /Crown relationship is strengthened, with partnerships developed at all levels of the criminal justice system.
- Culturally appropriate justice initiatives are the norm.
- Victims of crime report (more) positive outcomes from contact with the criminal justice system.
- Policy makers have access to robust information to inform policy impacting victims of crime.
- Outcomes for those who experience the justice system are improved.
- The Justice Sector has adopted an AIL approach.
- Public confidence in the criminal justice system is increased.

Addressing family violence and sexual violence

We're working to improve the justice response to people affected by family violence and sexual violence. We're contributing to the prevention and elimination of the unacceptable rates of family violence and sexual violence in Aotearoa.

We host, and are a member of, the Joint Venture for Family Violence and Sexual Violence. The Ministry plays a key role in the whole of government response to family violence and sexual violence by administering and implementing the law, providing court services, reducing barriers to justice, and facilitating access to legal, health and social services.

What we'll do

- Lead justice-related priorities for people affected by family violence and sexual violence, including:
 - › improving family violence and sexual violence legislation
 - › supporting restorative justice providers and making safety programmes and non-violence programmes available in the criminal court
 - › supporting judiciary-led initiatives such as the Family Violence Courts.
- Partner with Māori to create long-term solutions and provide better access to services.
- Demonstrate excellence as a member of the Joint Venture to eliminate family violence and sexual violence, champion the work of other agencies and provide corporate support to the Joint Venture Business Unit.
- Promote whole-of-justice sector and whole-of-system approaches to family violence and sexual violence through collaboration, shared knowledge and problem-solving.
- Identify the diverse and intersecting barriers to justice and safety faced by people affected by family violence and sexual violence.
- Build connections with the community and the capability of the communities to connect.
- Embed the Family Violence Programme in our workplace approach to staff wellbeing.

How we'll know we've been successful

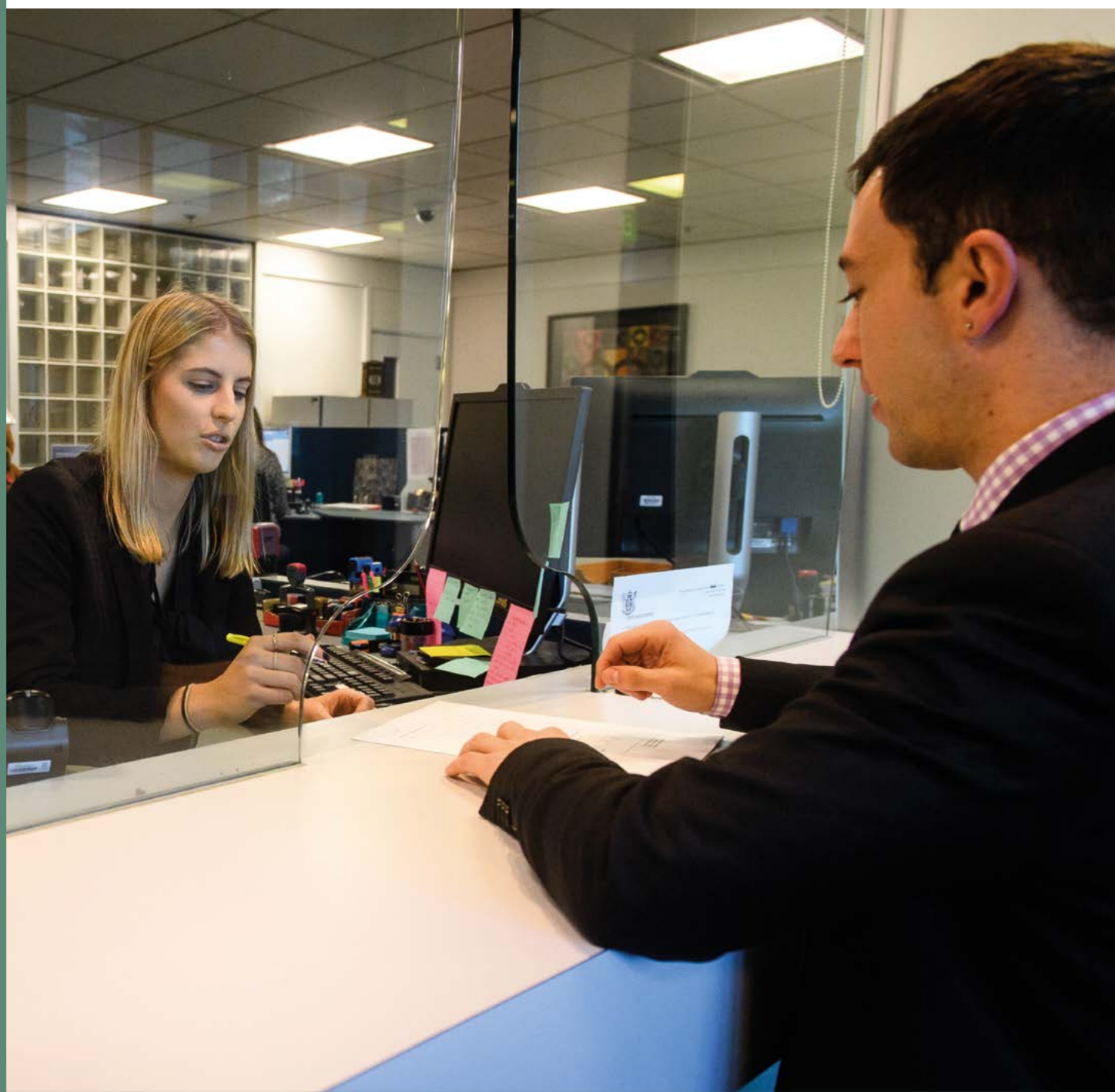
- The rate of family violence and sexual violence is reduced.
- The system is visibly coordinated in its response to family violence and sexual violence.
- Agencies are working together and partnering with whānau, hapū and iwi and communities to address family violence and sexual violence.

The Ministry's role as a family violence agency

We have a responsibility to ensure our processes and practices keep people safe from family violence. This has been formally recognised through being named as a Family Violence Agency under the Family Violence Act 2018. Family Violence Agencies are expected to collaborate to identify, stop, prevent and respond to family violence.

One of the ways we keep people safe from family violence is providing support and training to our people. We have support in place for our people affected by family violence through the Workplace Family Violence Programme. The next phase of training is around our frontline people's understanding of the impact of family violence and sexual violence on people going through the justice system, knowing how to respond and where to refer them for support in the community.

The training demonstrates the Ministry's commitment to ensuring that participants are treated with empathy and respect when they access justice services as well as meeting our wider obligations as a Family Violence Agency.



Improving access to justice

Access to justice is about ensuring that people who seek to enforce their rights can use the legal system to obtain an outcome by means of a fair and open process. People's needs vary from receiving information and education through to advice and support, and to obtaining legal representation and resolution in the courts.

The ways that people access the justice system, and their needs, are therefore diverse. We want to make sure that everyone, regardless of their financial means, can access justice and receive the support they need. Providing access to justice requires action, including:

- clear and accessible law so that people know and understand their rights
- easy access to mechanisms that enable people to enforce their rights, including, but not limited to, the courts
- a legal market that provides quality legal services at a price that litigants can afford
- fair and impartial procedures that are easy to navigate, protect our most vulnerable, and provide timely resolution of disputes.

Improving access to justice will require us to work in partnership with the judiciary and other justice sector stakeholders, as well as support and implement legislative reform.

What we'll do

- Work in partnership with the judiciary, the legal profession, providers and others to take a system approach to improving access to justice.
- Support and implement the Government's response to the report of the Independent Panel examining the 2014 Family Justice reforms.
- Improve the availability of free or low-cost legal services to those who need them, including improving the legal aid process.
- Support therapeutic approaches in the courts.
- Improve justice services for people with diverse needs, including physical accessibility and accessibility of information about court processes, rights and responsibilities.

How we'll know we've been successful

- New Zealanders understand their rights and obligations, and options for resolution.
- We have a range of effective processes and services, both inside and outside of court, to help people resolve their disputes.
- The courts are recognised as being responsive to, and meeting the needs of, the community.
- New Zealanders of insufficient means can access justice.
- Therapeutic approaches are available to all people who need them.
- The courts are a safe environment for all court users and Ministry employees.

Supporting solutions-focused courts

People who use our services have diverse needs, which we work to address. Some courts aim to deal with specific social problems by improving the experience of users and creating a less intimidating environment than more formal courts. Solution-focused courts include the following judicially-led courts:



8 Family Violence Courts, in eight locations around the country, the District Court schedules block sittings of family violence cases so that appropriate social services, support and programmes are all on hand to connect with whānau under court guidance.



2 Sexual Violence Courts, this pilot is led by the Chief District Court Judge and takes place in Auckland and Whangārei. It uses best practice case management and specialist judicial education to reduce delays in bringing sexual violence cases to trial and improve the court experience of victims of sexual violence.



Te Kooti o Timatanga Hou – New Beginnings Court in Auckland and the Special Circumstances Court in Wellington. These courts address persistent low-level offending by people who are homeless and whose ability to make decisions is impaired. They may also be dealing with addiction and mental illness.



Christchurch Youth Drug Court, this Court provides an enhanced Youth Court process to address the alcohol and drug dependency issues of young people appearing in court and facilitates better service delivery in an effort to reduce their offending.



Alcohol and Other Drug Treatment Courts pilot in Auckland and Waitakere District Courts. This pilot is designed to supervise offenders whose offending is driven by their alcohol and other drug dependency. It provides judicial oversight of their engagement with treatment programmes and rehabilitation support services before they're sentenced.



2 Pasifika Courts are based at community venues in Auckland that specifically address youth offending. They enable Pasifika communities to be more involved in each step of the youth justice process.



15 Ngā Kōti Rangatahi and the **Matariki Court** in Kaikohe. These courts put te ao Māori and tikanga Māori at the forefront of their services.

Our culture and capability

Making the Ministry a great place to be

We want the Ministry to be a place where our people feel valued, connected and part of a strong and positive culture. Our people are encouraged to reach their potential and be motivated to play their part in the Ministry's successes. We see strength in having a diverse range of people working together to provide services to New Zealanders.

The Ministry is a place you 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 everyone is 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.

Yourself – because we don't hire staff, we hire people.



What we'll do

- Develop a people and workforce strategy that directly enables the delivery of our strategy.
- Build and measure our employee engagement.
- Implement our diversity and inclusion strategy to ensure our people are valued and they reflect and understand the communities we serve.
- Support our employee networks, so our people feel connected and involved.
- Implement actions to reduce our gender pay gap and ensure our employee's pay reflects their skills, efforts and responsibilities, and is not negatively affected by bias or discrimination.
- Continue to develop and enhance our wellbeing programme.
- Continue to build a culture where everyone is involved in health, safety and security and clearly understands how to keep themselves and others safe.

How we'll know we've been successful

- We have a positive culture that supports our people to be the best versions of themselves, which will be seen in our employee engagement increasing over time.
- We attract and retain diverse talent who can adapt to our changing environment and deliver to the communities we serve.
- Our gender pay gap will be reduced and our remuneration systems and human resource practices, will be transparent and free from bias and discrimination.
- We have a strong focus on social inclusion in everything that we do.
- Our people tell us that we care about their wellbeing.
- The Ministry is recognised as a great place to work and we attract and retain talented people.
- Our leaders and our people have health, safety and security as a focus in everything they do.
- Our unplanned staff turnover is lower than similar public service agencies.

Supporting each other

The Ministry has four networks run by our people, including: the Women's Network, Tātou Tātou Rainbow Network, Young Professionals Network and the Disability Network. These networks reflect our commitment to making the Ministry a great place to be.

The Women's Network is an employee-led initiative that supports the Ministry to promote a culture in which all people, whatever their gender, ethnic or social background, sexual orientation or role, are valued and treated equitably and with respect.

The Tātou Tātou Rainbow Network has been created for not just our LGBTTQIA+ employees, but is all inclusive and welcome allies too. The Ministry is committed to making our organisation a place where we can all be ourselves and although there is lots to be done, this network sees the bringing of our LGBTTQIA+ communities together as a step in the right direction.

The Young Professionals Network was created to provide an inclusive platform for young professionals to develop both personal and professional networks and skills. The network's focus is to facilitate opportunities for YoPro members to grow their own networks through a healthy balance of social and professional events, at little or no cost.

The Disability Network was started to provide connection, information and support for our people with disabilities. The network is still in its early development stage, but it aims to help make our Ministry a place where all our people can feel safe and comfortable to be themselves. The network supports our inclusion and diversity initiatives, contributes to our Inclusion and Diversity Forum and represents our Ministry at the All-of-Government Disability Network.



Enabling our people to succeed

Our performance as a team determines our ability to deliver on our strategic priorities. We want to attract, develop and retain exceptional people.

We need strong leadership at all levels of the Ministry. It's 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 need to ensure our people have the right tools, infrastructure and skills to succeed.



What we'll do

- Invest in an effective workplace and workspace for our people.
- Provide modern technology and tools for our people.
- Continue to invest in the development of our people from the day they start working, with our orientation days and induction programme, including a focus on tikanga Māori.
- Continue to build leadership capability and develop great leaders at all levels and in all parts of the Ministry.
- Continue to strengthen our technical skill-set to support the delivery of services.
- Learn from the COVID-19 experience, including considering new ways of flexible and remote working.
- Enable new ways of working to better engage and collaborate with each other and our communities.
- Improve our recruitment tools and procedures to get the right people in the right roles.

How we'll know we've been successful

- Our people have the right tools, technology, knowledge and environment to succeed.
- Our new starters feel welcomed, valued and settled as a result of their induction to the Ministry.
- We're growing our leaders from within the Ministry.
- We're able to adapt to a changing world and rise to new challenges.



Building capability to engage and partner with Māori

We're building the confidence of our people in their use and understanding of te reo Māori and tikanga Māori in their everyday work.

Te Haerenga, our Māori Strategy, identifies the capability we need to partner with and deliver services for Māori. To support this priority, we've developed a specific Māori capability strategy, Te Kokenga, which focuses on te ao Māori awareness, targeted cultural competency development for roles and groups that have high interaction with Māori. We have also developed a cultural capability framework, Kōkiri, that is consistent with the Te Arawhiti recommendations for public sector organisations.

What we'll do

- Support and encourage the use of te reo Māori, with a focus on correct pronunciation of te reo Māori words and names.
- Support our people to understand tikanga Māori and use it in our day-to-day work practices.
- Deliver Kōkiri our Māori capability framework, to provide consistent and ongoing te reo Māori and tikanga training to all our people.
- Support the establishment and formalise the role of Māori staff networks.
- Work with Te Arawhiti to be exemplars in engaging and partnering with Māori.

How we'll know we've been successful

- We've created a safe environment where te reo Māori is valued, encouraged, and supported.
- We use te reo Māori across the Ministry and correctly pronounce Māori words and names.
- Our Māori staff feel connected, supported and valued.
- Our people participate in, and understand, tikanga Māori, such as pōwhiri and karakia.
- Our policies, service design and delivery of services demonstrate our clear understanding of operating within a te ao Māori context.
- We are a role model public service agency in engaging with Māori.

Our Māori Strategy: Te Haerenga

Te Haerenga demonstrates our commitment to building resilient relationships with whānau, hāpu and iwi and our desire to work together with our Treaty partner for mutual benefit. With Te Haerenga as our overarching strategy, and through the Hāpaitia te Oranga Tangata initiative, Te Uepū Hāpai I te Ora advisory group, and our partnerships and engagement, we're listening to the voices of Māori. Together, we'll provide justice services that are informed by Māori to bring about improved outcomes for Māori.

As set out in Te Haerenga, we'll lift the cultural capability of our people by:

- Establishing and communicating the expectation that all our employees will have at least a basic understanding of te reo Māori, tikanga Māori and the Treaty
- Encouraging all employees to access training in te reo Māori and tikanga Māori and the Treaty through different mediums
- Encouraging the use of te reo Māori, tikanga Māori and the practical application of the principles of the Treaty in our everyday work
- Having a framework in place that allows us to understand, measure and improve the level of our organisation's cultural capability
- Supporting Māori employees' development through a range of initiatives.



Using evidence and insights to deliver better services and outcomes

The Ministry is privileged to hold a large amount of data and information on behalf of the judiciary and all New Zealanders who participate in our services. Our people need to be able to safely access this information themselves to support their day-to-day decisions and be informed about how it's used to make prioritisation decisions across the Ministry.

New tools need to be designed in a way that makes accurate data entry and management of documents easier for our people and fulfils our information management responsibilities.

Finally, evidence and insights doesn't just come from numbers. The best decisions are made when data and research is enriched with front-line practitioner expertise and the voice of the communities we serve. Continually bringing these perspectives together when making decisions will lead to better services and outcomes for all New Zealanders.

What we'll do

- Be transparent with how we use data and information, and proactively release it into the public domain when possible, supporting the Government's commitment to improving practices around the proactive release of information.
- Tell our people what data and information we hold and how senior leaders use it to make decisions.
- Provide our people with safe and secure access to the data and information that they need and improve the tools our people use to collect, create and maintain accurate data and information.
- Incorporate front-line practitioner expertise and the voice of the communities we serve, to create genuine insights.
- Work with our justice sector partners to provide a justice system perspective, drawing greater value from the data and information we collectively hold.
- Check whether the decisions we made using evidence and insights actually delivered better services and outcomes and learn from each experience.

How we'll know we've been successful

- Our people can see how the data and information we collect and create is used to make decisions.
- Our people can easily use the data and information they need to do their job.
- The data and information we hold is accurate and trusted.
- Data, research, practitioner expertise and community voices are regularly combined to generate better evidence and insights.
- We demonstrate how the Ministry's performance impacts our justice sector partners' performance and vice versa.
- We demonstrate how our initiatives have delivered better services and outcomes for participants in the justice system.

Ministry produces annual prison population projections

Each year, our Ministry collaborates with our justice sector partners to analyse long-term trends in prison population numbers. We then use these trends and related information to estimate the prison population for the following ten years.

This process begins with a half-day workshop, where experts from across the sector discuss the collective impact of future policy, legislative and operational changes and their implications for future prison numbers in Aotearoa.

The insights gained from the workshop are used to project future numbers based on current settings. This is then refined as our justice sector partners provide more feedback.

The Ministry then releases a public report that provides a 'big picture' view of what's happening across the justice sector and the projected impact on the future prison population in Aotearoa.

The report doesn't provide concrete predictions, but rather a possible scenario based on analysis of current and predicted trends. It also provides an opportunity for all New Zealanders to engage with the justice sector by joining in the conversation about this important social issue.



Photo credit: Department of Corrections

Engaging with and listening to communities

To improve justice services and outcomes we need to listen to the people who participate in and rely on the effective operation of the justice system.

We must understand the needs and aspirations of New Zealanders and take the lead from communities in the design of the system and the services required.

Policy and service design is increasingly being designed and developed using collaborative models, drawing on the engagement with participants in the system and the broader public. These ways of working help us to better understand challenges, issues and risks and the different perspectives provide a richer picture to aid the development of solutions.

We want to enhance and maintain meaningful relationships with communities, particularly Māori communities, so that consultation, collaboration and co-design don't put unreasonable and counterproductive burdens on communities.

Our people need to be well equipped to connect and communicate with the various participants within the system, our partners and New Zealanders as a whole.

We'll also explore the use of and build new channels to engage with people more effectively, so they get the information they need.

What we'll do

- Continue to give priority to, and invest in, our mahi to deliver on our Tiriti o Waitangi obligations and build our capability to engage with Māori.
- Develop the capability to support our people to engage with communities, and capture their insights and observations, recognising the various roles they play – from being the first point of contact for accessing a service to providing policy advice.
- Ensure New Zealanders have the information they need to participate and share their views and aspirations for justice services.
- Continue to connect with communities and collaborate with them to deliver improved services.

How we'll know we've been successful

- Our people feel confident and well equipped to engage with communities.
- We've built and are actively maintaining the channels and mechanisms and supporting frameworks for engaging with communities.
- We've built and have positive relationships with the diverse communities, including Māori, that reflect the varying needs and expectations of New Zealanders.
- New Zealanders find it easy participate in the justice system and can see how their experience of and aspirations for the system have influenced the system.

Maintaining a strong organisation

In addition to our strategic priorities, there are other critical components to delivering our strategic objectives in a sustainable and affordable way, including effective governance and managing risks affecting our sustainability and our ability to deliver our strategy.

Our governance arrangements

In 2018/19, we reviewed our governance structure. In July 2019, the Strategic Leadership Team (SLT) approved revisions to our organisational governance model, and the revised model went live in September 2019.

SLT is collectively responsible for organisational performance. It sets our long-term strategic direction, ensuring good foundations, aligned investment decision-making, and assurance over operational performance, so that we meet our strategic objectives.

This governance model includes the following groups and committees:

- SLT Board: Responsible for setting and monitoring progress towards our strategic direction and priorities. Meets monthly.
- SLT Start-Up Weekly: A weekly update of key business and operational events and news, which can include approval of time-critical governance or operational decisions if required.
- Health, Safety and Security Committee: This committee leads our health, safety and protective security arrangements. It oversees delivery of our obligations under relevant legislation and internal policies, and makes recommendations to achieve our health, safety and security objectives.
- Modernisation and Business Services Governance Committee: Oversees the delivery of projects and enabling strategies to support the realisation of our transformational and enduring strategic priorities.
- People, Property and Enterprise Services Governance Committee: Oversees the delivery of projects and enabling strategies to support the realisation of our culture and capability strategic priorities.
- Risk and Assurance Committee: Provides independent advice and observations to the Secretary for Justice on the quality of:

risk management processes; internal control mechanisms; internal and external audit functions; integrity of performance information; business improvement initiatives; the governance framework and processes; and policies and processes adopted to ensure compliance with legislation, policies, and procedures.

- Other Committees or governance arrangements may be created and used as necessary. For example, during the COVID-19 crisis, we set up a National Incident Management Team as the primary function overseeing the Ministry's response leading up to and during COVID-19 Alert Levels.

Managing risk

Effective risk management is critical to sound governance. For this reason, the identification and management of risk must be an integral part of all our activities.

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

The Strategic Leadership Team reviews strategic risk quarterly and makes decisions to support mitigation activity. Further oversight is provided by the Health, Safety and Security Committee, Modernisation and Business Services Governance Committee, and the People, Property and Enterprise Services Governance Committee, which receive monthly information on significant organisational, operational, project and portfolio risks respectively. Relevant business group plans indicate how they contribute to mitigation of strategic risks and how they manage risks they face from an operational or project perspective.

We regularly monitor and report on our strategic and financial risks. Specific fiscal risks are reported to Treasury on a regular basis. The Risk and Assurance Committee provides independent advice and assists the Secretary for Justice on risk management.

Our internal audit programme provides independent assurance to the Secretary for Justice and senior managers that our 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

Measuring progress against our strategy

Monitoring our progress is important because it enables us to focus our activities on the areas that will make the most difference in improving the wellbeing of the people of Aotearoa.

We use indicators to assess the effect of our activities over the medium-term towards achieving our purpose and strategic priorities. While we can influence some of the factors that contribute to achieving our purpose and goals, we can't control all of them. Our partners and stakeholders also play a key role in delivering effective justice services to Aotearoa.

Measuring our service performance

We seek to provide the highest quality service to participants in the justice system. We monitor our operational and service performance to ensure we're delivering the services we committed to.

Our performance measures are set out in the Estimates of Appropriations for Vote Justice, Courts and Treaty Negotiations. They're supported with internal performance measures that we use to provide a 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 purpose of working together for a fair and safe Aotearoa









The justice sector contributes to positive outcomes for New Zealand. By their very nature, the Ministry cannot control these outcomes, but we do play an important leadership role across the sector to shape, guide and influence their achievement.

The outcome orientated indicators we use, and the desired trend are set out below. Progress towards achieving our purpose is reported in the Ministry's Annual Report.

Primary strategic priority it contributes to	Key indicators	Desired trend	Result
Working together for a fair and safe Aotearoa			
 Our purpose	New Zealand's ranking in the Transparency International Corruption Perceptions Index	→ Maintain	2019: Global ranking 1=/180 (score: 87/100) 2018: Global ranking 2/180 (score: 87/100) 2017: Global ranking 1/180 (score: 89/100) 2016: Global ranking 1=/176 (score: 90/100)
 Our purpose	From the New Zealand Crime and Victims Survey: • Percentage of New Zealanders who are confident (completely or fairly) that the criminal justice system as a whole is effective	↑ Increase over time	2020: 53% (baseline)
 Our purpose	From the New Zealand Crime and Victims Survey: • Proportion of adults who have experienced one or more victimisation incidents in the past year (victimisation prevalence)	↓ Decrease over time	2019: 30% 2018: 29%

Achieving our strategic priorities

The indicators we use and the desired trend are set out below. We regularly report our performance to the Ministry's Strategic Leadership Team. These indicators and measures are reported in the Ministry's Annual Report.

Primary strategic priority it contributes to	Secondary priority it contributes to	Key indicators	Desired trend	Result
Enduring priorities and transformational opportunities				
 Honouring our responsibilities to Māori	Improving access to justice	Institutional Trust – trust by Māori in the courts as measured by the New Zealand General Social Survey	↑ Increase over time	NZ GSS 2018: 44.3% of Māori have a high level of trust in the Courts. NZ GSS 2016: 48.6% of Māori have a high level of trust in the Courts.
 Honouring our responsibilities to Māori	Leading the transformation of the criminal justice system	From the New Zealand Crime and Victims Survey: • Proportion of Māori adults who have experienced one or more victimisation incidents in the past year (victimisation prevalence) • Proportion of Māori adults who have experienced multiple victimisations	↓ Decrease over time ↓ Decrease over time	2019: 38% 2018: 37% 2019: 18% 2018: 18%
 Maintaining the integrity of the courts and tribunals	Improving access to justice	We resolve all serious harm cases within 12 months* <small>*Serious harm cases are category 3 and 4 criminal cases where offenders can get more than 2 years imprisonment.</small>	↑ Increase over time to 90%	2018/19: 86% 2017/18: 88% 2016/17: 90% 2015/16: 92%
 Maintaining the integrity of the courts and tribunals	Improving access to justice	Institutional Trust – trust in the courts as measured by the New Zealand General Social Survey	↑ Increase over time	NZ GSS 2018: 64.1% of New Zealanders have a high level of trust in the Courts. NZ GSS 2016: 63.4% of New Zealanders have a high level of trust in the Courts.
 Addressing family violence and sexual violence	Leading the transformation of the criminal justice system	From the New Zealand Crime and Victims Survey: • Proportion of adult victims of offences by family members • Proportion of Māori adult victims of offences by family members	↓ Decrease over time ↓ Decrease over time	2019: 2% (see notes below for the definition) 2019: 5% (see notes below for the definition)
Culture and capability				
 Make the Ministry a great place to be	Enable our people to succeed	Employee engagement score* <small>*An engagement survey was not undertaken in 2017.</small>	↑ Maintain or improve	2019: 59% 2018: 59% 2016: 50% 2015: 47%
 Make the Ministry a great place to be	Enable our people to succeed	The Ministry's Gender pay gap	↑ Maintain or improve	2019: 12.9% 2018: 13.2% 2017: 15% 2016: 16.5%
 Make the Ministry a great place to be	Enable our people to succeed	Unplanned turnover rate	↑ Maintain or improve	2019: 17.4% 2018: 14.4% 2017: 14.8%

Term	Definition
Adults	Refers to people aged 15 or over.
Offences by family members	In the New Zealand Crime and Victims Survey, offences by family members include 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). Offences by family members are a subset of all family violence offences as defined by current legislation.
Period covered	12 months prior to the interview.



Our Goals 2019 to 2024

Contents

Te Arawhiti Chief Executive's statement



Te Arawhiti Chief Executive's statement	35
Our strategy	36
Our values	37



The name Te Arawhiti, the bridge, was inspired in 2012:

Imagine a river, and on one bank of the river is Te Ao Māori and on the other bank of the river is Te Ao Pākehā and Te Tiriti o Waitangi is a bridge that connects one bank of the river to the other bank.

Māori have been crossing the bridge over into the Pākehā world by getting to know the language, the customs, and engaging in the society. But very rarely do people cross from the Pākehā world into the Māori world to understand the language and customs that are important to us.

Te Arawhiti has been established to support 40,000-plus public servants to take steps over that bridge to understand Māori positions and the Māori world view.

Our vision of working towards true Treaty partnership is illustrated in our logo design. It includes a tohu that represents the coming together of people under the stars of Ranginui, our sky father, and the protection of Papatūānuku, our earth mother, while being embraced by the interlocked hands of Te Arawhiti.



As we head in to our second year as a Departmental Agency hosted by the Ministry of Justice it is timely that we review our goals. Our country faces unprecedented challenges in the response to, and recovery from, COVID-19. It has meant that we need to revisit our strategic frameworks to make sure they are still fit for purpose and that we remain focused on the needs of the Māori Crown relationship.

As I present “Our Goals 2020-24” I am reaffirmed in our approach. The purpose of Te Arawhiti is to guide the Māori Crown relationship from historical grievance towards true Treaty partnership. Our strategic intentions to re-set, sustain and build that relationship seem to me more relevant than ever in the face of COVID-19.

The benefits of settling Treaty grievances over the past 30 years have been front and centre during COVID-19 with iwi taking up early and strong leadership of the response to the threat COVID-19 posed to communities. They have done this through the provision of care, food, financial assistance and household goods particularly for those more vulnerable parts of our community such as our elderly, immune-compromised and newly unemployed.

For us, this means it is even more important that Treaty settlements are finalised in the next few years to ensure all of our communities can demonstrate their resilience. It also means that a continued focus on clarifying customary rights in the Marine and Coastal Area will be important to sustain relationships.

While underlying health, social and economic disparities for Māori have been compounded by the threat of the pandemic and its related consequences, there remains an important opportunity for all of government to partner with Māori and others in the regions to design response and recovery measures that address the specific needs and concerns of the community that they live in. Te Arawhiti will lean in to facilitate relationships between government agencies, Maori and local government, both nationally and locally. As we do this we will ensure that public sector capability is being strengthened and that engagement and partnership with Māori forms an important part of the approach.

With this context in mind, this document outlines Te Arawhiti's key goals and strategic priorities over the coming years.

In the material that follows our “Strategy on a Page” provides an overview of Te Arawhiti - our purpose, goals, strategic priorities, values and enabling priorities.

Our foundations as an organisation are in our values and enabling priorities. Our values – mahi tahi, pono ki te kaupapa, atawhaitia - underpin everything we do. They indicate how we will go about our work – together, in good faith with humility and authenticity.

A culturally capable workforce and a high performing organisation enables our work and in Table 1, we outline how we will enable these priorities and how we will know we are successful.

Table 2 sets out our strategic priorities in more detail – what they are, what we will do over the next 4 years, and how we will know we are successful.

I acknowledge that I am responsible for the information on strategic intentions for the Office for Māori Crown Relations – Te Arawhiti. This information has been prepared in accordance with section 38 and section 40 of the Public Finance Act 1989.

Lil Anderson

Tumu Whakarae - Chief Executive
The Office for Māori Crown Relations – Te Arawhiti

Te Arawhiti was established as a departmental agency on 17 December 2018 and legally established on 1 January 2019.

TOWARDS TRUE TREATY PARTNERSHIP

RESET

- » Settle historical Treaty claims
- » Resolve longstanding and contemporary issues
- » Engage with Māori on Takutai Moana

Mahi Tahī

SUSTAIN

- » Uphold the Crown's Treaty settlement commitments
- » Actively support Crown agencies to engage effectively with Māori
- » Put the Māori Crown relationship at the heart of policy development

Pono ki te Kaupapa

BUILD

- » Lift public sector capability to work with Māori
- » Broker Māori Crown partnerships
- » Partner in COVID-19 response and recovery

Atawhaitia

Working together in good faith with humility and authenticity



Towards True Treaty Partnership



- » We will engage with purpose
- » We will work as one and make sure we have strong relationships - with each other, with Māori, with Ministers and across the public sector
- » We will listen and learn to expand our understanding and lift our capability
- » Manaakitanga and whanaungatanga will be evident in everything that we do.



- » We are committed to our purpose and direction
- » We will learn from the past
- » We will look to the future with optimism
- » We will act in good faith
- » We will work hard to always produce high quality work and achieve great results.



- » We aspire to do everything with humility, authenticity, generosity and kindness.



Table 1: How we will enable delivery of our strategic priorities

Enabling priorities	A culturally capable workforce	A high performing organisation
<p>Description</p>	<p>To effect the change in the public service we desire - to make the Crown a better Treaty partner - Te Arawhiti needs to “walk our talk”. We cannot expect other agencies to take our advice if we, ourselves, are not demonstrating through our actions best practice in the conduct of the Māori Crown relationship. Te Arawhiti must ensure its staff are culturally capable to support true Treaty partnership.</p>	<p>Te Arawhiti was created formally on 1 January 2019. Our organisation is evolving from a focus on Treaty settlement negotiations and administration of the Marine and Coastal Area (Takutai Moana) Act 2011 to a broader mandate encompassing the post-settlement and contemporary Māori Crown relationship as well as the future of that relationship. Our organisation needs to evolve to support that broader mandate and operate as “one Te Arawhiti”.</p>
<p>What we will do over the next 4 years</p>	<ul style="list-style-type: none"> • Implement a cultural capability development plan to move our staff through Te Arawhiti’s individual capability scale so that everyone is “comfortable” working in the Māori Crown relations space; and that our frontline staff are “confident” practitioners of the Māori Crown relationship • Ensure our organisational capability is at least “comfortable” working on the Māori Crown relationship • Deliver our work consistent with our own guidance 	<ul style="list-style-type: none"> • Review and reform our systems and processes (governance, finance, human resources, communications etc) to support the whole organisation and all of its functions • Develop and execute a Workforce Strategy to support the development and retention of capable staff
<p>How will we know we’re successful?</p>	<ul style="list-style-type: none"> • Our people report in regular competency surveys higher levels of comfort operating in the Māori Crown relationship • Our organisational capability is assessed as at least “comfortable” working on the Māori Crown relationship 	<ul style="list-style-type: none"> • Our staff feel confident speaking about the whole of Te Arawhiti’s operations • Our advice is considered to be high quality by our Ministers • There is greater alignment of our structure and systems to our strategy • Our staff demonstrate the requisite skills to execute our strategy

Table 2: Strategic Priorities

Our priorities	1. Partner in Covid-19 response and recovery	2. Settle historical Treaty claims	3. Resolve longstanding and contemporary issues	4. Engage with Māori on takutai moana	5. Uphold the Crown's Treaty settlement commitments	6. Actively support Crown agencies to engage effectively with Māori	7. Put the Māori Crown relationship at the heart of policy development	8. Lift public sector capability to work with Māori	9. Broker Māori Crown partnerships
<p>Description</p>	<p>Our country faces unprecedented challenges in relation to COVID-19. The opportunity is for all of government to partner with Māori and others in the regions to design response and recovery measures that address the specific needs and concerns of the community they live in. Te Arawhiti will need to lean in to facilitate relationships between government agencies, Maori and local government, both nationally and locally.</p> <p>As we do this we will need to ensure that public sector capability is being strengthened; that engagement and partnership with Māori forms an important part of the approach; that we continue to reach historical Treaty settlements that help build the resilience of Māori communities; and clarify customary rights in the Marine and Coastal Area to sustain relationships.</p>	<p>Te Arawhiti works with Māori groups to negotiate the settlement of their historical Treaty of Waitangi claims. Settlements include historical, cultural, financial and commercial redress that provide a basis to reset and strengthen the Māori Crown relationship.</p> <p>We negotiate the settlement of all historical claims directly with claimant groups under the guidance and direction of Cabinet; work with about 70 government departments, Crown entities and local authorities to negotiate, formalise and implement Treaty settlements;</p> <p>provide policy advice to the government about Treaty settlement issues and individual claims;</p> <p>and administer the protection mechanism for Crown-owned land for use in Treaty settlement.</p>	<p>While there have been many positive developments in the Māori Crown relationship over the last 30 years or so some matters of injustice or inequity to Māori have remained unresolved. As the relationship is alive and evolving new issues come to the fore every day. Te Arawhiti works with Crown agencies and Māori to help tackle and resolve longstanding and contemporary issues.</p> <p>We provide strategic leadership and advice to the government about contemporary Treaty issues; and broker solutions to challenging relationship issues with Māori.</p>	<p>Te Arawhiti administers the Marine and Coastal Area (Takutai Moana) Act 2011 (the Act) and the Ngā Rohe Moana o Ngā Hapū o Ngāti Porou Act 2019. These Acts enable iwi, hapū, and whānau to seek recognition of their customary interests in the takutai moana.</p> <p>We work with applicants who have applied to engage directly with the responsible Minister; advise the responsible Minister on the assessment of applications under the Act; administer financial assistance for applicants; deliver a historical research programme to support the consideration of applications under the Act; and support the Attorney-General in the High Court by providing research and other information.</p>	<p>Historical Treaty of Waitangi settlements provide a base to support partnership between Māori and the Crown. Te Arawhiti works with Crown agencies, local government, and post-settlement governance entities (PSGEs) to ensure settlements are durable.</p> <p>We oversee the implementation of settlements; support the Crown to meet its settlement commitments; help resolve issues in the application or interpretation of Treaty settlements; and maintain and strengthen relationships built with iwi and hapū through the settlement process.</p>	<p>Te Arawhiti has a responsibility to ensure that public sector agencies engage meaningfully with Māori; to increase the opportunities for and quality of Crown Māori engagement on important issues; and promote good practice.</p> <p>We have developed and published a framework for engagement which is taught through agency workshops. We also provide an assurance service to Crown agencies before they engage with Māori to help support their processes and approach.</p>	<p>Part of helping to make the Crown a better Treaty partner is ensuring that government policies today are made with the Treaty partnership, Treaty Settlements, and Māori rights and interests firmly in mind. Based on Te Arawhiti advice to government the Cabinet Office has issued Treaty of Waitangi guidance to help Crown agencies to do just that.</p> <p>Te Arawhiti offers its expertise in this area to assist departments. We provide advice to Ministers and offer secondary advice to other departments on policy matters impacting the Māori Crown relationship.</p>	<p>Te Arawhiti is charged with ensuring public sector capability to work with Māori is strengthened. We have developed a competency framework and training programme, at both the individual and organisational level, to lift public sector capability to engage and partner with Māori.</p> <p>Te Arawhiti offers its own expertise, and provides tools, guidance and support to public sector agencies partnering with Māori including policy development, service delivery, regulation and enforcement, and financing.</p>	<p>The Treaty of Waitangi saw two peoples partner in a vision for the prosperous future of our country. Today Te Arawhiti aspires to make partnership the defining characteristic of the Māori Crown relationship. That demands a fundamental change in the way the public sector operates.</p> <p>Through its relationships with Māori Te Arawhiti seeks to build upon the opportunities for Māori Crown partnerships.</p> <p>Within government Te Arawhiti facilitates greater understanding of the aspirations of Māori and often serves as a connector and navigator for Māori into government.</p> <p>Te Arawhiti also supports and promotes significant Māori Crown events (Whai Hononga).</p>
<p>What we will do over the next 4 years</p>	<ul style="list-style-type: none"> Provide system leadership for Māori Crown relations across government and identify opportunities to partner with Māori at a system level Facilitate relationships between central government agencies, Māori and local government to support COVID-19 response and recovery measures for communities Strengthen our work to support Crown capability to design and deliver policy and services for, with and by Māori 	<ul style="list-style-type: none"> Provide the opportunity for all groups yet to enter direct negotiations with the Crown to do so Work towards the completion of Treaty settlements negotiations with all willing and able groups as quickly and fairly as possible Reach out to all groups who tried but didn't reach settlement to gauge whether there is a new prospect for successful settlement negotiations 	<ul style="list-style-type: none"> Guide and assist lead agencies in their approach to Waitangi Tribunal kaupapa inquiries Support Ministers and agencies to take a positive and coordinated approach to contemporary issues Provide tools and guidance to agencies for resolving contemporary Treaty issues Support Ministers and agencies in navigating challenging or long-standing issues with Māori 	<ul style="list-style-type: none"> Engage with applicants on the draft strategy for managing efficiently the large number of applications made directly to the Minister under the Act and finalise the strategy Complete the first tranche of assessments of iwi, hapū, or whanau applications made directly to the Minister Support applicant groups to work through issues of customary interests and overlaps through their own tikanga-based processes Support the Attorney-General in the High Court process Review the financial assistance scheme for applicants to ensure it is fit for purpose, fair and sustainable Promote Te Kete Kōrero a Te Takutai Moana Information Hub to assist applicants and decision-makers Continue the historical research programme to support the responsible Minister and the High Court to make decisions 	<ul style="list-style-type: none"> Upload Treaty settlement commitments to Te Haeata – the settlement portal Build our capability to report on Crown compliance with Treaty settlement commitments Support agencies and iwi to resolve post-settlement issues 	<ul style="list-style-type: none"> Review and update engagement guidance and training Continue to provide workshops on Māori Crown engagement Develop deeper “master class” modules for Crown engagement with Māori Continue to provide an assurance role to agencies to support their processes and approach to engaging with Māori 	<ul style="list-style-type: none"> Review Treaty of Waitangi policy guidance in Cabinet Office Circular CO (19) 5 in light of feedback received from agencies that have used it Develop and introduce fit for purpose training for Crown agencies to enable them to use and apply Treaty guidance in their policy development Provide advice on new policies or initiatives to ensure they are consistent with the Crown's Treaty obligations and Treaty settlement commitments Develop and implement a Treaty settlement amendment policy 	<ul style="list-style-type: none"> Review and update the public sector capability competency framework and training programme as well as engagement and partnership guidance Work with the State Services Commission on strengthening the public service to support a stronger Māori Crown relationship and improve services and outcomes for Māori Work closely with public service leaders, support Māori in the public service, and develop further cross-government tools to support public sector capability to engage and partner with Māori Develop a champions framework for utilising leaders within the public sector Provide workshops on Māori Crown partnerships 	<ul style="list-style-type: none"> Use the partnerships pathway to implement a strategic approach to the development and support of partnerships between Māori and the Crown across government Finalise indicators dashboard which will provide regular reporting to MCR Committee on the health of the Māori Crown relationship Establish a baseline set of measures for the health of the Māori Crown relationship Complete co-design guidance which will complete a suite of guidance tools alongside the Engagement Framework and Guidelines and Partnership principles Examine in closer details the attributes of successful Māori Crown partnerships to distil key learnings
<p>How will we know we're successful?</p>	<ul style="list-style-type: none"> Māori needs, concerns and views are sought and understood by government Government agencies assess the implications on Māori of proposed recovery responses and seek out opportunities to engage and partner with Māori on them Māori Crown partnerships promote recovery for Māori communities on a regional and national scale 	<ul style="list-style-type: none"> Momentum is maintained towards completing Treaty settlements with willing and able groups. 	<ul style="list-style-type: none"> Contemporary issues are resolved by dialogue and engagement between the responsible government agencies and Māori rather than through litigation 	<ul style="list-style-type: none"> Customary rights in the Takutai Moana are being determined The financial assistance scheme supports applicants to have their customary rights determined 	<ul style="list-style-type: none"> Treaty settlements are implemented Te Haeata is utilised as a tool for commitment holders Post settlement issues are resolved respectfully in the spirit of partnership 	<ul style="list-style-type: none"> Agency engagement with Māori is broad, early, and inclusive 	<ul style="list-style-type: none"> Treaty of Waitangi analysis is applied in the course of policy development and, where Māori rights and interests are identified, appropriate engagement and/or decision-making with Māori occurs 	<ul style="list-style-type: none"> The public sector is able to engage with Māori in culturally appropriate and meaningful ways 	<ul style="list-style-type: none"> Māori Crown partnerships are brokered and implemented Partnership becomes the defining characteristic of the Māori Crown relationship

