



Ministry of Justice **Annual Report**

2023/24

Including the Annual Report for Te Arawhiti,
The Office for Māori Crown Relations

And Ministers' reports on Non-Departmental Appropriations: Minister of Justice (Vote Justice), Minister for Courts (Vote Courts),
Minister for Treaty of Waitangi Negotiations and Minister for Māori Crown Relations: Te Arawhiti (Vote Te Arawhiti)

Te Tāhū o te Ture is the Māori name for the Ministry of Justice, 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 house and the role our Ministry plays in supporting democracy and the rule of law in New Zealand. 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 merger of the old Ministry and Department for Courts.

In accordance with the Public Finance Act 1989, this annual report presents:

Ministry of Justice

This document includes information about the Ministry's operations and performance for the 2023/24 financial year.

The Office for Māori Crown Relations – Te Arawhiti (Te Arawhiti)

Te Arawhiti was established on 1 January 2019 as a departmental agency hosted by the Ministry of Justice.

The Ministry of Justice annual report includes consolidated financial statements as well as the non-financial performance measures for Te Arawhiti.

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This annual report is presented to the House of Representatives in accordance with section 44(1) of the Public Finance Act 1989.



MINISTRY OF
JUSTICE
Tābū o te Ture

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Contents

Introduction from the Secretary for Justice	01
Section One	02
Who we are and what we do	03
Our strategy	06
Responding to our changing context	07
Section Two: Our key achievements	08
Improve access and experiences for participants in courts and tribunals	09
Play a leading role to deliver an integrated sector-wide response	19
Improve justice outcomes for Māori	22
Reduce the harm experienced by victims and their whānau	25
Steward our policy and regulatory systems	27
Bring the strength of communities into courts and tribunals	30
Build a Ministry where all our people thrive	32
Managing our corporate responsibilities	39
Budget-significant initiatives	46
Section Three: Reporting on financial and performance information	50
Statement of responsibility	51
Independent Auditor's report	52
Risk and Assurance Committee report for the period of 1 July 2022 to 30 June 2023	55
Our performance	56
Reporting against appropriations	60
Our financial statements	77
Additional performance information	137
Appendix: What has been achieved with non-departmental appropriations	150
Te Arawhiti Annual Report	159

Introduction from the Secretary for Justice



2023/24 was a demanding year, dominated by an election, a change of Government and a challenging fiscal environment, alongside an already substantial work programme. The Ministry responded well, recognising the unique position we hold, supporting all three branches of government. In all we do, we look to strengthen people's trust in the law of Aotearoa New Zealand.

Early in the year, we supported the Electoral Commission to prepare for and deliver the 2023 General Election, part of our role as the Crown entity's monitoring agency. We responded energetically to the new Government's agenda, successfully delivering on the Government's 100 Day Plan commitments. Law and order is a key Government priority and reducing violent crime a key target, but we have also delivered advice on firearms, anti-money laundering, Treaty issues, court stewardship and much more.

We are working with sector partners and other stakeholders to help victims by reducing the levels of crime and supporting families. We continued to embed Te Ao Mārama, the judicially-led vision for the District Court, designing services to meet local needs and finding local solutions in eight District Court communities.

Through our membership of (and hosting responsibilities for) Te Puna Aonui, the Inter-Departmental Executive Board for the Elimination of Family Violence and Sexual Violence, we continued to progress the actions in Te Aorerekura Action Plan (2021-2023) to eliminate family violence and sexual violence.

Improving timeliness in courts and tribunals is an enduring priority for Ministers, the Judiciary and the Ministry. Working closely with the Judiciary and our sector partners, we are pursuing a wide-ranging series of initiatives focused on achieving earlier outcomes, prioritising cases, increasing efficiencies and keeping people informed.

In the coronial jurisdiction, for example, a suite of changes and sustained effort has seen the number of active cases decreasing after eight years of growth. In the Family Court the first tranche of Family Court Associates has been appointed to help streamline the work of that jurisdiction.

We have brought a particular focus to the criminal jurisdiction of the District Court, working with the Chief District Court Judge, the profession and other justice sector partners. The June release of the Chief District Court Judge's Timely Access to Justice Protocol was a key milestone, supported by increased resources for the Police Prosecution Service, more active case management and a range of other initiatives. We have a strong commitment to working together to tackle the significant case backlog and improve the delivery of justice in the District Court.

Improving the technology used in the courts is an important part of this journey. Through Te Au Reka, led jointly by the Ministry and the Judiciary, we have made steady, well-grounded progress towards a modern, digital court and case management system.

We have also made progress on an ambitious plan to improve the state of the country's courthouses. Work to ensure courthouses better meet the needs of court participants sits alongside several major infrastructure upgrades to reduce the risk of unplanned closures.

The backdrop to this significant work programme has been the requirement to reduce spending in the public service. Like all departments, the Ministry of Justice had savings targets to meet. Over the course of the year we have taken steps to address the impact of inflation and cost pressures, and to structure ourselves more efficiently. We are reducing our headcount and I acknowledge the impact of that on our staff.

We recognise the importance of continuing to improve efficiency and are committed to doing this in a proactive and strategic way, so we can ensure the Ministry's financial sustainability. At the heart of all our decisions about savings has been the need to continue to deliver on our core functions and strategy in accordance with our Statement of Intent.

For all this work and much more, I want to thank our kaimahi for their resourcefulness and professionalism. I acknowledge their effort and their contribution, recognising the distance we have come and the future we are working towards.

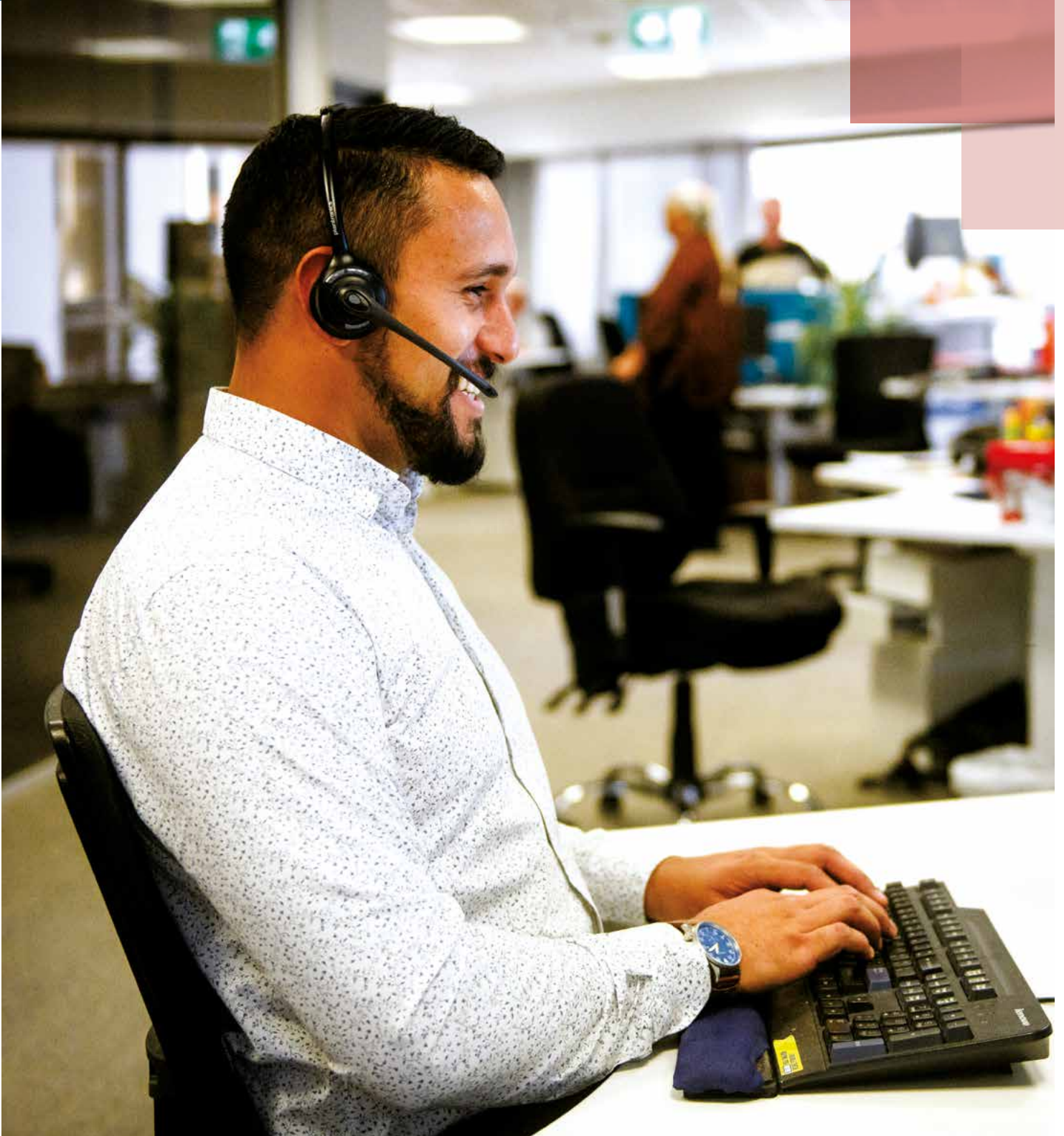
In November 2023 we welcomed new Minister of Justice, Hon Paul Goldsmith, alongside Minister for Courts and Associate Minister of Justice, Hon Nicole McKee, Associate Minister of Justice, Hon David Seymour, and Minister for the Prevention of Family and Sexual Violence, Hon Karen Chhour. I acknowledge also the contribution of Ministers in the outgoing Government: Hon Ginny Andersen and Hon Kiri Allan as Minister of Justice, Hon Rino Tirikatene as Minister for Courts, Hon Deborah Russell as Associate Minister of Justice and Hon Marama Davidson as Minister for the Prevention of Family and Sexual Violence.

In closing, while it has been a time of challenge and change, it has also been a time of collaboration and opportunity. We remain focused on delivering the things that make the biggest contribution to strengthening people's trust in the law of Aotearoa New Zealand.

A handwritten signature in black ink, appearing to read 'Andrew Kibblewhite'. The signature is fluid and cursive, written over a white background.

Andrew Kibblewhite
Secretary for Justice
Pou Whakarae mō te Ture

Section One



Who we are and what we do

Ministry of Justice is unique in the way it operates. It is the only agency in the public service that works across all three branches of government. We serve and support the executive, the legislature, and the independent judiciary. These three branches of government also operate independently from one another, a principle known as the 'separation of powers'.

Advising the government of the day

Our role is to serve the government through the provision of advice on New Zealand's justice system, including the laws and practices relating to the constitutional arrangements and exercise of public power by state institutions. For example, we:

- provide policy advice, informed by Māori perspectives, to the government of the day on all areas of the justice portfolio
- provide advice on other agencies' policy work, including the Offence and Penalty vetting process to ensure offences and penalties are appropriate and consistent
- provide constitutional advice to the government of the day
- ensure proposed legislation meets the requirements of the New Zealand Bill of Rights Act 1990, and advise the Attorney General whether Bills are consistent with the Act
- monitor and support independent Crown entities, such as the Privacy Commissioner and the Human Rights Commission to uphold human rights.

We also monitor the following Crown entities to ensure they undertake their statutory functions, meet government expectations, and responsibly spend public funds:

- Electoral Commission
- Human Rights Commission
- Independent Police Conduct Authority
- Office of the Privacy Commissioner
- Law Commission
- Criminal Cases Review Commission
- Real Estate Authority (Crown agent).

These Crown entities contribute to a variety of justice sector outcomes, including protecting human, indigenous, constitutional, and privacy rights, and strengthening New Zealand's international reputation in areas of transparency and accountability. Consequently, their work aligns well with our purpose of strengthening people's trust in New Zealand. In 2023/24:

- the Electoral Commission delivered the 2023 General Election
- the Criminal Cases Review Commission referred two further cases to appeal courts after making its first referral in 2022/23

- the Human Rights Commission commenced its term as Chair of the Global Alliance of National Human Rights Institution's Sub-Committee on Accreditation, reviewing the performance and status of human rights institutions internationally.

Find further information on the 2023/24 achievements of these entities in their annual reports.

Our commitment to Te Tiriti o Waitangi/Treaty of Waitangi

Te Tiriti o Waitangi/Treaty of Waitangi is fundamental to New Zealand's constitutional arrangements. It establishes and guides the relationship between the Crown in New Zealand (embodied by our government) and Māori.

Ministry of Justice is committed to honouring our Tiriti responsibilities and continues to partner with Māori, and increase our own understanding and capability in te ao Māori and mātauranga Māori, to improve justice outcomes for Māori.

Supporting an independent judiciary

The judiciary is responsible for the independent exercise of judicial power and for the orderly and efficient conduct of court business. The administrative support we provide sees us working with the judiciary to uphold the integrity of the courts and tribunals as independent bodies. It includes:

- delivering administrative court services to the Supreme Court, Court of Appeal, High Court, District Court, and Specialist Courts¹, and supporting 27 tribunals in New Zealand
- looking after court safety and participants in court proceedings
- carrying out criminal conviction history checks
- supporting the collection of fines (including victim reparations), the enforcement of civil debt, and the recovery of legal aid debt
- being accountable for the expenditure of public funds needed to administer the courts system
- enabling access to justice
- supporting measures to enhance the efficiency and effectiveness of the courts.

Providing a range of justice services

We have more than 4,500 people working at around 100 different locations across the country, delivering justice services. This includes:

- providing legal help to people charged with criminal offences through the Public Defence Service, the largest criminal law practice in New Zealand
- administering the legal aid system, which pays for legal help for people who can't afford a lawyer
- carrying out criminal conviction history checks, helping employers make informed decisions.

¹Coroners Court, Employment Court, Environment Court and Māori Land Court.

Leading the justice sector

The Ministry of Justice is charged with leading and coordinating the justice sector, which is made up of:

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

We work closely with our sector partners to deliver quality services to participants in the criminal justice system. We do this through:

- progressing our assigned obligations in government-led initiatives, such as the Child and Youth Wellbeing Strategy and Te Aorerekura (the government’s national strategy for eliminating family violence and sexual violence)
- publishing the New Zealand Crime and Victims Survey and other justice sector data to inform the sector’s work.

We also support the Justice Sector Leadership Board (JSLB), comprised of justice sector chief executives, and chaired by the Secretary for Justice. The JSLB, along with associated committees (also supported by our Ministry), is responsible for coordinating major change programmes across the justice sector, improving services, and managing investment to achieve collective goals expressed in its Strategic Plan.

The JSLB has considerable ambitions for continued transformation across the sector. To support these ambitions, the JSLB established a Sector Directorate in April 2022. The Sector Directorate provides support and leadership, with a clearer focus and better-defined functions. The Directorate looks to strengthen the justice sector’s ability to collaborate and hone strategy, performance, and investment; this includes leading the Justice Budget Cluster work and the first justice sector Long Term Insights Briefing².

Hosting responsibilities

We are the host of departmental agency Te Arawhiti, Office for Māori Crown Relations, and the servicing department for Te Puna Aonui, the Executive Board for the Elimination of Family Violence and Sexual Violence.

Our funding

Departmental

The Ministry is responsible for providing services under departmental appropriations in the 2023/24 financial year as follows:

Vote Courts: a total of nearly \$719 million. This includes:

- nearly \$657 million relating to Ministry services that support the work of courts, tribunals and other authorities

- over \$62 million on the collection and enforcement of fine and civil debt services.

Vote Justice: a total of nearly \$179 million. This includes:

- over \$82 million for public defence services and the administration of legal services
- over \$54 million for providing justice policy advice and sector leadership
- over \$42 million for the Justice and Emergency Agencies’ property and shared services
- nearly \$1 million for the establishment of the Inspector-General of Defence.

The Ministry also has over \$197 million for departmental capital expenditure, for the purchase or development of assets by and for the use of the Ministry of Justice.

Non-departmental

The Ministry incurs non-departmental expenses on behalf of the Crown. It was responsible for non-departmental appropriations in the 2023/24 financial year as follows:

Vote Courts: a total of over \$383 million. This includes:

- nearly \$210 million for salaries and allowances for judges, coroners, community magistrates and other judicial officers, as set under legislation
- over \$167 million for professional and administrative services provided to or directed by courts and coroners, including costs required by legislation
- over \$6 million on tribunal-related fees and expenses, and other support associated activities.

Vote Justice: a total of over \$573 million. This includes:

- nearly \$294 million for legal aid services
- nearly \$163 million to Crown entities for advice and promotion services
- over \$96 million for community justice support and assistance services and tangata whenua-led whānau and community wellbeing initiatives
- nearly \$14 million for impairment or write down of Crown assets
- nearly \$5 million for compensation of wrongly convicted individuals
- over \$2 million for the Inspector-General of Intelligence and Security and Inspector-General of Defence.

The Ministry is also the appropriation administrator for Vote Te Arawhiti.

²Long-term Insights Briefings are a government initiative requiring agencies to develop and share insights on trends, risks and opportunities to identify and explore the issues that matter for the future wellbeing of the people of New Zealand.

Our work - 2023/24



41,234 clients received legal advice, assistance, or representation from Community Law Centres.



46,745 victims were assisted by Victim Support and **7,221** victims received grants through the Victim Assistance Scheme.



We monitor the performance of seven Crown entities.



We deliver change to achieve Ministry objectives which involves commissioning, designing and improving our services.



We support the judiciary to deliver court services for the Supreme Court, Court of Appeal, High Court, District Court and Specialist Courts. We also provide support to tribunals and authorities in New Zealand.



We develop justice policy - advising on legislation and supporting our Ministers.



641,280 criminal conviction history checks were processed.



We administer legal aid - helping people who can't afford a lawyer to get legal advice and representation. We processed **88,446** legal aid applications.



We produce and publish the New Zealand Crime and Victims Survey and other justice sector data.



999,488 District Court case events



We support and manage the Public Defence Service, providing 197 legal professionals (179 lawyers and 18 Duty Lawyer Supervisors) for criminal legal aid cases.



1,122,636 calls to our contact centres:

- 455,393 to Registry.
- 648,656 to Collections.
- 18,587 to Legal Aid Debt.



We collect fines, reparations, infringements, and civil and legal aid debt. We collected:

- over **\$214.9 million** in fines, including **\$28 million** in reparations owed to victims, and
- **\$24.2 million** legal aid debt, the highest annual figure ever.



Our strategy

Our strategy sets out how we will deliver on what we want to achieve over 2023 - 2027, the positive impacts we want to make, and what success will look and feel like. Since the launch of the previous strategy in 2019, several significant changes to our operating context emerged that prompted a refresh of the strategy for 2023/24 and beyond.

Global transformations, catalysed by the pandemic, significantly affected New Zealand, from detrimental wellbeing and development effects on youth, through to labour market and supply constraints. At the same time, the rise of mis and disinformation threatened trust in democratic institutions worldwide, with the emergence of generative artificial intelligence providing an opportunity to propagate misleading information further.

These challenges influenced our approach to ensuring how our strategy could remain effective and up to date. Rather than a change in strategic direction, the refresh focused on evolving, simplifying and providing greater clarity. This included clearly articulating the long-term outcomes for New Zealand that we are seeking to progress - these are broadly focused on New Zealand's constitutional arrangements and legitimacy of the justice system, human rights and shifting the justice system to better serve communities, including access to justice and timeliness. The refreshed strategy sets out how we will deliver on what we want to achieve over 2023 - 2027, the positive impacts we want to make, and what success will look and feel like.

Our purpose

Our purpose statement guides what we do every day - To strengthen people's trust in the law of Aotearoa New Zealand. To help describe the meaning behind our purpose statement, it is best to look at its individual parts:

- Strengthen: our system is strong by international standards and we're proud of that - but we know we can do better

- Trust: everything comes down to the people in Aotearoa New Zealand having trust that their rights are protected, that democratic institutions are strong and that they will be treated fairly if disputes arise
- The law: it's why we're here - the law is at the heart of what we do
- New Zealand: it's unique to us - it's about our people, our systems and processes, and the law of our country.

Our priorities

Our priorities are the areas that will remain fundamentally important to the Ministry over the medium-term. Two of these priorities - Improve justice outcomes for Māori and Build a Ministry where all our people thrive - weave through our whole strategy.

Our values

Our values underpin everything we do - the actions we take, the decisions we make and the relationships we build. Our success is not just about what we do; it is also about how we do things that really makes the difference. The Ministry's values - Whakamana - Respect, Toka Tū - Integrity, Ākina - Service and Eke Panuku - Excellence - are often referred to as 'RISE' (using the first letter of each of the English words).

Visit [justice.govt.nz](https://rb.gy/4l8xiq) to learn more: <https://rb.gy/4l8xiq>



Responding to our changing context

Early in the year, we responded to rising costs and inflationary pressures by establishing a multi-year programme to identify ways to find savings and operational efficiencies. In addition to the existing financial constraints, we responded to the new government with its shift in priorities and strong focus on financial sustainability.

The Ministry has reduced costs across a range of areas including non-personnel costs, operational expenses, and spending on contractors and consultants. In addition, we are actively managing vacancies.

We undertook a two-phase change process, to structure the organisation more efficiently and support the Ministry's financial sustainability. Phase 1, implemented in April 2024, resulted in greater consolidation of activities. In June, we began consultation on phase 2, which focused on reducing role duplication and finding efficiencies in National Office functions. The process is expected to result in an overall reduction of approximately 180 roles.

We continue to explore proactive and strategic options that will ensure the Ministry's financial sustainability into the future, while remaining committed to delivering core justice services, achieving our strategic priorities and justice sector targets, and meeting government priorities. Throughout this process, we're mindful of the need to protect the things we do that make the biggest contribution to strengthening people's trust in the law of Aotearoa New Zealand.



Section Two: Our key achievements



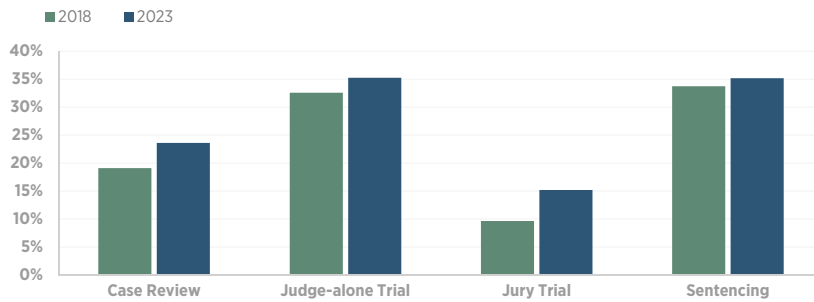
Improve access and experiences for participants in courts and tribunals

Improving timeliness in the District Court

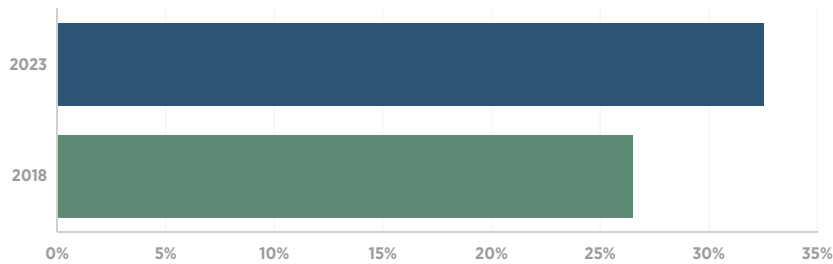
Reducing delays in the criminal jurisdiction is essential to improving access to justice, and improving trust and confidence in the courts and the rule of law. The growing number of complex cases in the district court system is causing delays. These delays are made worse by:

- people pleading guilty later in the criminal court process
- more court events being adjourned to a later date, due to parties not being prepared to proceed at their court event
- more people electing jury trials which generally take longer to resolve
- court pressures – particularly in the Auckland courts and for jury trials, both of which have a large impact on overall system capacity.

Key event adjournment rates - nationally



Jury election rate - nationally³



Note: a period of five years was chosen for the above graphs to illustrate the extent to which challenges associated with timeliness in the district courts system have been growing.

Working with the judiciary

We are progressing a series of initiatives with the judiciary on changes that are focused on:

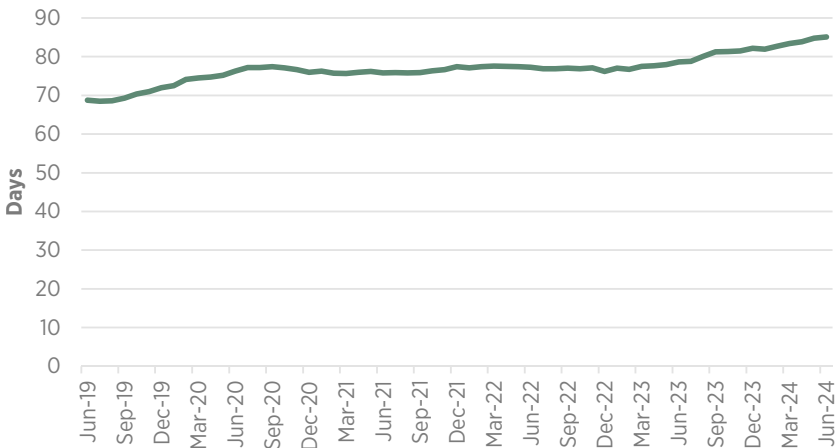
- operational policy changes to deliver more meaningful outcomes earlier in the court process
- introducing court process changes to move cases through more quickly
- enhancing the way cases are prioritised
- keeping participants updated on upcoming court events
- working through the Regulatory Systems (Justice) Amendment Bill⁴ to address legislative blocks to orderly and efficient courts.

³Data is for District Court Criminal jurisdiction only (excluding Youth Court); comparisons are shown for year-ends 2018 and 2023.

⁴Refer to page 27.

Many of these initiatives were carried over from the Criminal Process Improvement Programme (CPIP). This was designed to establish better ways of working within the court system and improve timely access to justice, to reduce people’s time on remand.

Completed time on remand



Note: this graph shows a rolling 12-month average of completed remand time.

Partnering with the justice sector

We are also working with justice sector agencies to progress the Timely Justice Action Plan. This will improve timeliness, and also provide a collective understanding of the whole of sector response to this challenge⁵.

The timely justice initiatives include a range of policy and law changes that are being considered, to enable judicial officers and courts to make progress on reducing case backlogs across all justice systems. Operational initiatives are designed to reduce unnecessary adjournments and make sure parties are ready to proceed on the day of their trial. Initiatives include, for example, the Duty Lawyer Operational Policy and the Judge-Alone Trial protocol.

In 2023/24, we began introducing criminal process improvements from this plan across all six District Court locations in Tāmaki Makaurau. These courts make up 40 percent of all District Court cases and have the most delays. Early programme progress for Tāmaki Makaurau, to 30 June 2024, shows:

- improved bail progression rate, from 26 percent to 31 percent
- improved case progression rate, from 15 percent to 27 percent
- improved same day sentencing rate in the administration stage, from 40 percent to 44 percent
- a fall in the case review hearing adjournment rate, from 25 percent (in the 12 months to 31 December 2023), to 20 percent between April and 30 June 2024.

Looking ahead

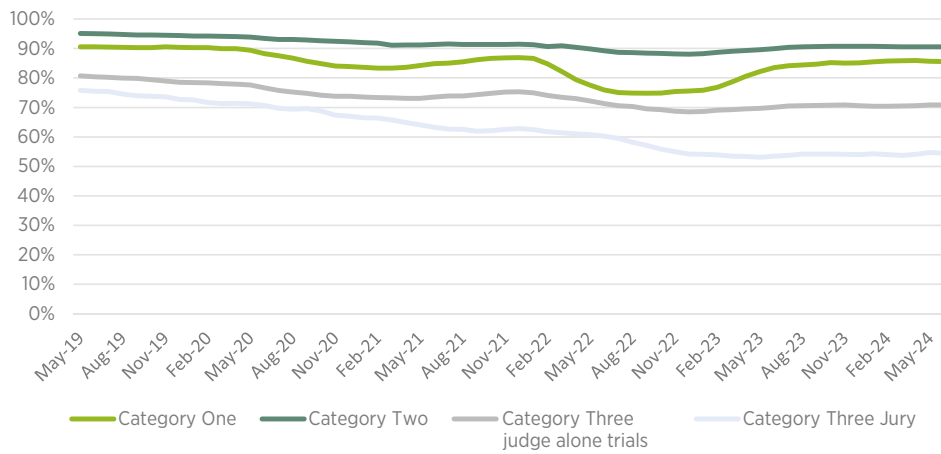
Complementing this work, is a timely access to justice protocol introduced by the Chief District Court Judge. Under this standard, 90 percent of all District Court criminal cases are to be disposed of within the following category-based timeliness thresholds by June 2027:

- Category 1 – within six months
- Category 2 – within nine months
- Category 3 (non-jury) – within nine months
- Category 3 (jury) – within 15 months.

These new timeliness thresholds set out realistic timeframes within each category for most cases to progress, from first appearance to completion. They reflect the length of time it takes for a criminal case to proceed through the stages and for fair trial rights to be upheld. Timeliness thresholds are intended to highlight where cases are affected by undue delays, not cases that are simply progressing through the full criminal case process.

⁵Ministry of Justice, the New Zealand Police, the Department of Corrections, the Serious Fraud Office, Oranga Tamariki, Crown Law.

Cases disposed of within timeliness thresholds, by category



Measuring our success

The steps we are taking with the judiciary, to improve timeliness in the District Court, are already yielding results. Our target of disposing of 110,000 criminal cases (including Youth Court) in the District Court was exceeded, with a total of 112,244 cases disposed of by the end of 2023/24.

Similarly, we disposed of 24,260 cases in the District Court civil jurisdiction, exceeding the target of 16,000 for the year. The increase in civil cases can be attributed to the expansion of major debt collection agencies, who lodged more proceedings in the District Court as a result.

We also introduced changes to some processes, to reduce manual paper-based applications. This has contributed to efficiency gains in our ability to process applications, despite receiving more applications than previously:

Output Measure	2020/21 result	2021/22 result	2022/23 result	Target	2023/24 result
Disputes Tribunal applications processed within six days	98%	80%	83%	85%	95%
Dissolution of marriage applications processed within six days	91%	67%	75%	90%	95%

Improving the coronial system

Coroners investigate deaths that appear to have been without known cause, self-inflicted, unnatural, or violent, to understand their causes and circumstances. Coroners may make recommendations to reduce the chances of other deaths occurring in similar circumstances.

In Budget 2022, the Ministry received \$28.5 million over four years towards improving the coronial system. The Ministry, in conjunction with the Office of the Chief Coroner, implemented a comprehensive programme of work to improve the timeliness of Coroners Court cases through the Coroners Court Work Programme 2022-24: Improving the Coroners Court experience for whānau. The work programme started in 2022 and closed in April 2024.

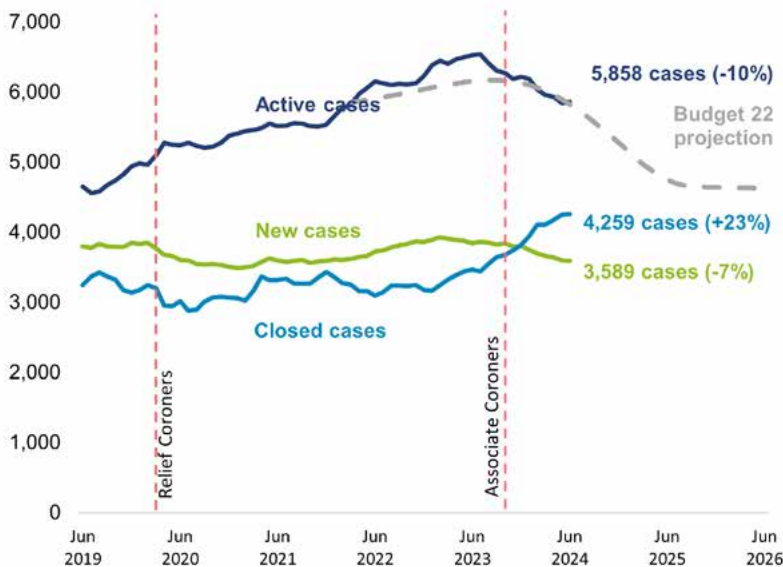
As part of the work programme, the Ministry implemented the Coroners Amendment Act 2023, which increased judicial resource and enabled provision for:

- establishing the new judicial position of Associate Coroner, who exercise all the functions, powers and duties of a coroner except for deciding that an inquest is necessary and holding inquests
- clarifying that coroners may record a cause of death as ‘presumed natural causes without investigation’ in certain circumstances
- giving coroners the sole discretion to decide whether an inquiry should be heard ‘on the papers’ only, where appropriate
- enabling coroners to issue written findings with the cause of death only, and not the broader circumstances, where appropriate
- eight Associate Coroners were appointed in 2023/24.

The Ministry also employed a team of Clinical Advisors to provide advice to doctors reporting deaths, and to improve the medical knowledge available to duty and Associate Coroners to support their decisions when considering jurisdiction. Clinical advice will help reduce the number of natural cause deaths unnecessarily being reported to the coroner. All Clinical Advisors, including the Chief Clinical Advisor, were in their roles by December 2023.

The new Associate Coroner and Clinical Advisor roles were created to ensure bereaved whānau and families receive the coroner’s findings sooner, reduce the number of cases unnecessarily referred to the coroner, reduce active cases and maintain the caseload at a sustainable level for the future.

After eight years of growth, active cases are now decreasing



Although the full impact of this additional resourcing has yet to be fully realised, some positive trends have been observed. After a sustained trend of an increasing caseload, the impacts of the work programme have resulted in an increased number of Coroners Court findings being issued and a decrease in the number of active cases.

As at June 2024, there were 5,858 active Coroners Court cases, a 10% decrease since peaking at 6,542 cases in July 2023.

More Coroners Court cases were closed in 2023/24 than any year on record. Aged cases are being effectively identified and closed, evidenced by an increase in the average age of findings as at June 2024. This means more bereaved whānau and families are receiving closure on older Coroners Court cases.

The Budget 2022 funding provides for the Ministry to evaluate the impact of introducing the Associate Coroner and Clinical Advisor roles. The evaluation will take place in 2024/25.

Improving the Coroners Court experience for whānau and families

Other significant achievements of the 2022-24 work programme have included:

- launching a digital reporting form and online guidance, to make it easier for health professionals to know which deaths should be reported to the coroner, and which should not
- improving performance reporting, including new case management reports and reporting platforms for the Coroners Court that show how active cases are progressing and identify where any delays occur. The new reports were available from November 2023 and are being used to drive efficiency
- improving letters generated out of the Case Management System used by the Coroners Court, resulting in more efficient processes and ensuring whānau and families receive consistent information, and in plain language. The updated letters were available from February 2024.

Measuring our success

The new roles we have introduced and the work we have undertaken, to reduce the number of cases unnecessarily entering the Coroners Court, are making a difference. The number of cases closed exceeded the number of new cases received in 2023/24. Looking ahead, we expect these changes help keep coroners' caseloads at sustainable levels and enable the timely completion of these cases.

Simplifying court proceedings for participants and their whānau

Kaiārahi Helping Whānau Navigate the Family Justice System

The Kaiārahi o te Kooti a Whānau – Family Court Navigator (Kaiārahi) service was established in 2021 and is free, confidential, and voluntary service that assists whānau in navigating the Family Court.

The service aims to remove barriers that may prevent whānau from fully engaging in Family Court proceedings, by providing information, guidance, and support (including cultural).

The Kaiārahi rōpū, made up of 46 Kaiārahi and five Kaiārahi Managers, is spread across New Zealand from Kaitiaki in the north to Invercargill in the south. They operate from courts and other co-locations, which include government agencies and community organisations. Sometimes, they will travel directly to small communities in need of help.

In the second half of the 2023/24 year, the Ministry commissioned an initial evaluation⁶ of the Kaiārahi service. The evaluation, conducted by Malatest International, aimed to assess whether the Kaiārahi service was effectively providing the intended assistance and navigation support to those engaging with, or considering applying to, the Family Court.

The evaluation shows that the service is having a positive impact in the community. It highlights that the presence of Kaiārahi in the community is viewed as a strength by whānau and community organisations. Their support helps improve access to, and the experience of, the Family Court for participants.

These impacts include their role in reducing day-to-day queries that Registry staff receive about the Family Court process and applications, as well as helping to resolve matters before they reach the Family Court. The Kaiārahi service is also a contributor to the Ministry's Strategy 2023-2027 by:

- strengthening trust by bringing community connectedness into the court
- improving participants' understanding of, and access to, available services
- minimising harm caused by extended court engagement
- integrating sector-wide responses through referrals and connections to other departments and community organisations.

For more information about the service, please read the "Our People, Our Taonga" profile on one of our Kaiārahi Rosei Leota on page 14.

Improving services in the Family Court

In June 2019, an independent panel reviewed the effects of the 2014 family justice reforms and released its final report, Te Korowai Ture ā-Whānau. Among other recommendations, the report suggested creating a new role to reduce delays in the Family Court, by easing the heavy administrative workload of judges.



Auckland Community Day in 2023. Above: Some of the Kaiārahi - Family Court Navigators. Right: Hon Justice Muir (at right) talking with a community representative.

⁶The Kaiārahi Family Court Navigator Service Evaluation Report: justice.govt.nz/family/kaiarahi-o-te-kooti-a-whanau/

Our People, Our Taonga: Rosei Leota



Rosei began as a Kaiārahi when the role was first established in 2021. She is based at one of our busiest courts,

the Manukau District Court in South Auckland. A friend referred her to the Kaiārahi role as she recognised Rosei's strong community background, her wealth of experience from working in local government and a connection to South Auckland and the many diverse communities within it. This deep connection fostered her commitment to giving back to the community.

The courts and the work undertaken within them were a new experience for Rosei. However, she quickly recognised the barriers that many members of the public face when navigating the courts and identified how she could best use her skills and experience to support them.

Supporting whānau and families in this role has been both challenging and rewarding. Rosei initially approached the role with a structured mindset, hoping to prepare templates for various scenarios. However, she found very early on that the reality of dealing with diverse family situations required a more flexible and empathetic approach.

Rosei prefers to start her engagement with clients over a phone conversation, to understand their needs without overwhelming them with emails of information. Providing options and arranging face-to-face meetings ensures that clients receive comprehensive support tailored to their specific circumstances. She finds this approach helps demystify the processes and she can better understand their circumstances, provide information on what steps could be taken, and explore if there are appropriate alternative solutions available.

A significant part of Rosei's role involves building and maintaining strong relationships, both within the court system and with external community providers, local lawyers and family court lawyers. She acknowledges that this network of support is crucial to ensuring members of the public are supported as much as they can be.

The Kaiārahi team is spread across the country and uses multiple avenues to remain connected and supportive. Regular hui, whether online or in person, provide a platform for sharing experiences, discussing and working through challenges, and celebrating each other's successes.

Rosei helped develop systems for capturing information and data on engagements with whānau and the community, ensuring all collected personal information is safeguarded. Rosei recognises the need for further improvements to ensure consistent information is captured and leads to better support for clients. Looking forward, she sees opportunities to enhance the efficiency of these processes, ensuring the information collected reveals trends and helps provide better services in the future.

Rosei recognises the importance of empowering clients with the skills and confidence to navigate processes independently. She is committed to being there for them, offering support and guidance when they need it.

Improving services in the Family Court



In June 2019, an independent panel reviewed the effects of the 2014 family justice reforms and released its final report, *Te Korowai Ture ā-Whānau*. Among other recommendations, the report suggested creating a new role to reduce delays in the Family Court by easing the heavy administrative workload of judges.

Legislation to establish the Family Court Associate, a new judicial officer in the Family Court, came into effect in October 2023, followed by Family Court Rules changes in May 2024 to give the new role more powers.

The first six Family Court Associates were appointed as judicial officers in March 2024 and commenced their roles on 2 April 2024. Four are based at the Newmarket Court Hearing Centre in Auckland and two are based at the Christchurch Justice Precinct.

Family Court Associates undertake a wide range of work, particularly across the early stages of proceedings, using their skills and knowledge to understand the dynamics of a case and progress it to the point where a substantive decision can be made. This allows judges to focus more time on substantive decisions, reducing delay in Family Court proceedings.

Family Court Associate Johan Niemand was one of the six individuals appointed.

While primarily based in the Manukau District Court, he also spends time at his secondary location, Whangarei District Court, and will occasionally travel to other courts to cover for judges or meet other demands as needed.

Associate Niemand brings a wealth of experience to the role. With nearly 20 years of post-qualification experience practicing as a lawyer, serving in executive roles on the Family Law Section and the Waikato/Bay of Plenty branch of the New Zealand Law Society, Associate Niemand has always sought diverse challenges in his career. The role of Family Court Associate offered a unique opportunity to focus on procedural aspects of the law and explore the legal system from a new perspective.

The workday can be dynamic. It usually starts with reviewing the day's files, followed by a mix of case conferences and list matters, or sometimes a full day of case conferences. Both locations where Associate Niemand works, hold community days. These events provide the judiciary an opportunity to connect with and learn about local services and gain a deeper understanding of the unique challenges faced by the community.

In just a few months since starting the role, Associate Niemand has already experienced several memorable moments that highlight the significance of their work. A recent standout moment was a settlement conference where Associate Niemand successfully mediated a resolution in a single day, for what was initially scheduled as a three-day property hearing.

Such moments are particularly impactful because they not only avoid the need for extended court proceedings but also allow families to move forward with their lives. These instances highlight the essential role Family Court Associates play in alleviating pressure on the Family Court system.

Work is underway to appoint additional Family Court Associates by early 2025.

Legislation to establish the Family Court Associate, a new judicial officer in the Family Court, came into effect in October 2023. Changes to the Family Court Rules were made, to give the new role more powers, effective from May 2024.

The first six Family Court Associates were appointed in March 2024 and began their roles in April 2024. Four are based at the Newmarket Court Hearing Centre in Auckland and two are based at the Christchurch Justice Precinct. They will primarily handle early stages of proceedings and getting cases to the point where a substantive decision can be made.

Implementing Audio-Visual technology

In 2023/24 we continued to increase the use of Audio-Visual (AV) technology across the Ministry, to support court events. A high-quality AV technology suite is a priority for our Ministry, the judiciary, justice sector partners and stakeholders, as it reduces physical barriers to justice through effective digital solutions. During the year we:

- implemented technology for pre-recording victim's evidence. This saw 61 courtrooms upgraded and 12 mobile video conferencing recording trolleys deployed across 27 court locations, with a further two court locations each receiving a mobile video conferencing recording trolley
- upgraded an additional 12 courtrooms with fixed AV technology, providing Audio-Visual Links (AVL) capability, with an additional 10 courtrooms receiving new audio technology
- built an additional six secure witness rooms with AVL technology, enabling vulnerable witnesses to give their evidence without entering the courtroom.

Increasing remote participation in courts

We are introducing some changes to the existing legislation governing remote participation in court hearings, to enable more of it. These changes are being introduced through the Courts (Remote Participation) Amendment Bill. They include:

- enabling victims and their support people to observe criminal trials and sentencing remotely, if suitable technology is available and they wish to do so, with flexibility for a judicial officer or court registrar to direct otherwise. Remote observation may not be appropriate or available in all situations
- permitting the use of AVL for criminal proceedings that defendants do not attend and for appropriate civil and family court proceedings

- making permanent the temporary amendment made during the COVID-19 pandemic, to clarify that provisions requiring criminal court proceedings to be open to the media or the public do not affect the courts' ability to conduct hearings via remote technology.

By the end of 2023/24, the Bill was on track to be enacted into legislation in 2024/25.

Enhancing the Young Adult List

The Young Adult List Court aims to improve justice outcomes for 18 to 25-year-old defendants and address the drivers of their offending. With a focus on preventing further offending and entrenchment in the criminal justice system, the List makes an important contribution to improving community safety.

Work underway includes the development of a court participation questionnaire, best practice guidance for responding to neurodiversity in court and a neurodiversity training package for court professionals. The improvements are proposed to be piloted in the Porirua Young Adult List Court from 2024/25.

By the end of 2023/24, the Young Adult List Court had been established in Porirua, Gisborne and Hamilton District Courts.

Responding to demand for legal services and support

Legal Aid

Legal aid ensures the services of a lawyer are not a financial obstacle for participants in a court or tribunal. Parliament has been strengthening this service, to enable more people to access the scheme and receive legal assistance to resolve their legal problems. This has included:

- increasing eligibility thresholds for family and civil legal aid
- changes to make it easier for people to make repayments related to this service
- removing legal aid user charges, to avoid people having to pay the charge before accessing the service
- removing interest charged on new grants.

These changes have both promoted and enabled an increased demand for this service. In 2023/24, the number of new applications across criminal, civil and family jurisdictions increased by 17.8% from 2022/2023.

Despite this increased demand, the Ministry's investment in transitioning from manual to electronic processing of applications over the last five years has meant we have been able to maintain our ability to assess these applications in a timely manner across criminal, civil and family jurisdictions:

Output Measure	2020/21 result	2021/22 result	2022/23 result	Target	2023/24 result
Legal aid applications for criminal cases assessed within one working day	99%	95%	96%	90%	93%
Legal aid applications for family cases assessed within three working days	97%	95%	93%	90%	92%
Legal aid applications for civil cases assessed within five working days – excluding Waitangi Tribunal proceedings applications	98%	93%	92%	90%	93%

Community Legal Assistance

Community law centres deliver free legal services and law-related education around New Zealand, either directly through walk-in centres or indirectly through a national website or phone number.

We manage outcome agreements with 24 community law centres and have contracted the national organisation, Community Law Centres of Aotearoa, to support this work. Community law centres provide community legal services at 140 sites across New Zealand, with three centres providing specialist services in youth law, disability law, and Māori land law.

As with legal aid, demand for community law services is high. By the end of 2023/24, 41,234 clients had been supported – higher than our anticipated target of 30,000–35,000. This higher-than-expected demand did not prevent us from providing a quality service; 99.4% of clients reported they were satisfied with the support they received – higher than our target of 95%.

Investing in infrastructure

The historical rate of investment in New Zealand's courthouses has not been sufficient to keep pace with essential maintenance. This has led to issues with the condition and fitness for purpose of many of our courthouses. We have developed and made progress on an ambitious plan to ensure our courthouses are well maintained and reduce the risk of unplanned closures. This work will improve the environment and experience for court participants, staff and the judiciary.

Maintaining existing courts and facilities

We are progressing major property projects that collectively contain over 40% of all courtrooms in New Zealand. Completing these projects, and our ongoing asset and facilities management work across all courthouses, will significantly improve the condition of the Ministry's property portfolio. This places the Ministry in a strong position to maintain the property portfolio to a higher standard, on an ongoing basis.

In 2023/24, we began 198 minor works and asset renewal projects, of which 116 are now complete. We completed a further 175 projects that were underway prior to the start of 2023/24. These projects included repairs or replacements to heating, ventilation and air conditioning systems, roofs, lifts, security upgrades and other minor repair work. This work is crucial to ensure that our property assets are well maintained, and to reduce the need for major upgrades and replacement projects in the future.

Alongside our asset management and renewal programme, we have progressed projects to address health, safety, security and capacity issues. We have also been developing business cases to build new courthouses in Papakura, Waitākere and Rotorua. During the year, construction work was completed on a \$18 million project to fix weathertightness and structural issues at the North Shore District Court.

We also began construction work on a \$34 million project to increase capacity at the Manukau District Court. The project will take 18 months and result in a new jury courtroom, two new family courtrooms, a new custodial courtroom, more facilities for victims, additional judicial chambers, more public interview rooms, new bi-lingual signage in public areas and other improvements.

Seismic strengthening

We have been working on projects to seismically strengthen four courts. In 2022/23, we received Cabinet approval to carry out \$150 million in seismic strengthening work at three major courts. Construction on Auckland District Court has begun and construction work on the Wellington High Court is expected to start in 2024/25. Construction to seismically strengthen Hamilton District Court is likely to begin in 2025/26. We have also begun work to seismically strengthen Wellington District Court, which had funding approved separately in November 2021.

Analysis and investigation carried out for the seismic strengthening works at Auckland District Court revealed that the building's pipes, heating, ventilation, air conditioning, electrical, lighting, passive fire protection and building management systems are at risk of failing and all need replacing. Through Budget 2024, the Ministry received funding to upgrade the building infrastructure, alongside the seismic strengthening work. This will minimise disruption to court operations and keep costs as low as possible.

New courthouses

Work is progressing to build new courthouses in Whanganui and Tauranga. Early construction works for the new Whanganui courthouse building began in March 2024 and will continue until November 2024. In Tauranga, the site for the new courthouse has been cleared, and the design and consenting work has progressed, with the intention of construction work starting next year.

Transforming the administration of justice

Improving case and court management

Te Au Reka (Caseflow Management) is a new digital case and court management system, led jointly by the Ministry of Justice and the judiciary. Te Au Reka will move courts and tribunals away from manually intensive, paper-based processes to a modern court and case management system. This will improve the effectiveness of courts, support access to justice and reduce the potential for harm.

In 2023/24, we concluded the procurement process and entered into an agreement with our technology partner, DXC Technology. The procurement involved novel elements that improved the quality, competitiveness and timeliness of the process. Te Au Reka was recognised for its innovative procurement approach at the 2023 New Zealand Procurement Excellence Awards: Transformation of the Year and Most Effective Team of the Year.

We are delivering Te Au Reka over three phases:

Phase 1 – District Court Family

Phase 2 – District Court Criminal, including the Youth Court, and the rest of the District Court Civil (the Family Court is part of the District Court Civil)

Phase 3 – Senior Courts (High Court, Court of Appeal and Supreme Court), as well as the Environment Court, Coroners Court and Disputes Tribunal.

Throughout 2023/24 we progressed the detailed design work (understanding what we will be building and how it will work) for Phase 1 in the Family Court. This saw us working closely with the legal profession to develop the online portal the legal profession and court participants will use to file applications, submit documents and monitor case progression.

We spent time developing proofs of concept to test areas of complexity in the District Court Family, District Court Criminal and High Court Civil. A proof of concept is a partially developed aspect of the full Te Au Reka system, which is designed with user feedback.

Changes to the Family Court Rules 2002 are required to enable Te Au Reka (Caseflow Management) to be delivered in the Family Court. A public consultation process on the areas where rules changes may be required ran from late September until early November 2023. Following this, the Ministry worked with the judiciary to refine areas that require amendment, sought Ministerial approval and instructed the Parliamentary Counsel Office.

Looking ahead, we will finalise the design work in 2024/25 and begin to build Te Au Reka for the Family Court. At the same time, we will begin the design work for Phase 2 (District Court Criminal, including the Youth Court, and the rest of the District Court Civil).

Migrating to the new Tribunals Case Management (TCM) platform

We have migrated select Ministry-administered tribunals to the Tribunals Case Management, a new platform to assist with the day-to-day management of cases. This better enables the timelier disposal of applications, enhancing the participant experience.

Online filing was also introduced for three of these tribunals (Motor Vehicle Disputes Tribunal, Social Security Appeals Authority and Legal Complaints Review Officer), providing an electronic means of filing and paying for applications and improving access to justice for participants.

Play a leading role to deliver an integrated, sector-wide response

Supporting the sector

Justice Sector Projections

In 2023/24 the Justice Sector Projections 2024–2034 were delivered. These projections provide key insights for future resourcing of courts and prison capacity planning. They note an increase in prison population, due to increases in both the remand and sentenced prison population. The remand prison population has been increasing since June 2022 and is projected to keep increasing in the next 10 years.

There are two main driving factors for this increase:

- a higher rate at which people are remanded into custody
- increased average time people spend remanded in custody.

The sentenced prison population has increased over the last year, as the rate of people being sentenced to prison has increased, as well as the number of finalised cases returning to pre-COVID-19 levels.

However, several initiatives are already in place, and several more are planned, to combat delays in courts, with a view to reducing the remand population. They include:

- the Timely Justice Action Plan, which is the consolidated justice sector programme for managing agency work to address court and remand timeliness issues
- Same Day Sentencing, which is reducing adjournments in the sentencing stage
- additional judicial resources, to handle the increased workload in the High Court and District Court.

The New Zealand Crime and Victims Survey (NZCVS)

One of our key sources of insights that can inform justice sector transformation is the NZCVS. This survey represents interviews with more than 42,000 New Zealanders. It is the only comprehensive source of data about victims of crime that includes unreported crimes. As such, it is a valuable resource for understanding the nature and level of victimisation in New Zealand.

In addition to producing the survey, we share key findings with our justice sector partners to help them understand the experiences of those affected by crime. This informs future investments and interventions to support victims. The survey also helps other agencies and organisations in their work by:

- measuring and monitoring the Prime Minister's target to reduce violent crime

- tracking the progress of, and informing, Te Aorerekura: National Strategy to Eliminate Family Violence and Sexual Violence
- including a module on tracking trust and confidence in the New Zealand Police, which is jointly produced by the Ministry of Justice and the New Zealand Police
- supporting the Ministry for Disabled People to meet its obligations under Article 318 of the United Nations Convention on the Rights of Persons with Disabilities (the Convention); this ministry summarises NZCVS data and data from other government agencies to make this happen
- providing data annually to Statistics New Zealand's Integrated Data Infrastructure, to allow researchers to conduct more in-depth research using the survey data.

In 2023/24, we commissioned and published an evaluation of the survey. The evaluation found it delivers significant value to stakeholders and the justice sector, and also made detailed recommendations on how the survey could be improved over time.

We also published infographics summarising what we know from the first five years of NZCVS, two factsheets summarising NZCVS research on highly victimised people and victimisation of disabled people, and the results from the sixth cycle of this survey; these are reported on page 25.

Delivering on Te Aorerekura actions

Te Aorerekura outlines six key changes or 'shifts' to eliminate family violence and sexual violence. These are interconnected and depend on wider changes across New Zealand that will help address the drivers of violence and barriers to safety:

Shift 1: Towards strength-based wellbeing

Shift 2: Towards mobilising communities

Shift 3: Towards skilled, culturally competent and sustainable workforces

Shift 4: Towards investment in primary prevention to protect against family violence and sexual violence

Shift 5: Towards safe, accessible and integrated responses

Shift 6: Towards increased capacity for healing.

The Interdepartmental Executive Board of Te Puna Aonui is responsible for ensuring government agencies and communities carry out specific actions outlined in Te Aorerekura Action Plan. We are responsible for two of the actions:

Action 15: Build court workforce capability under Shift Three – Towards skilled, culturally competent and sustainable workforces

Budget 2022 provided \$4.6 million over four years to deliver foundational and technical training to the court-related workforce. This funding enabled us to commission a specialised training package for our court staff, with 28 training sessions delivered in 2023/24. A further 60 to 80 training sessions are planned in 2024/25.

Action 27: Develop new practice guidelines for participants in court proceedings under Shift Five – Towards safe, accessible and integrated responses

Budget 2022 provided \$9.8 million over four years to maintain services for victims and perpetrators of family violence. This allowed us to continue improving the experience of participants involved in family violence and sexual violence proceedings in the District Court:

- The ‘Strengthening the criminal justice response to child victims of sexual violence’ pilot has been delivered in the Manukau District Court. Activity focused on enabling opportunities for child witnesses to give evidence remotely, supporting agencies to work in collaborative and joined up ways, providing specialised training for frontline staff, and improving access to services and supports. By the end of 2023/24, the pilots had closed and an evaluation was on track for being finalised in 2024/25.
- Using Budget 2023 funding, we provided greater access to safety programmes for participants in the Family Court. As part of phase 1 of this work, 178 participants have accessed this service since January 2024. We also provided flexible funding to providers delivering safety and non-violence programmes. This funding significantly increased programme engagement and participation by removing various attendance barriers. Non-violence programmes have seen a 5% increase in completion rates over July 2023 to March 2024, compared to the same time last year.
- We compared the operations of Auckland and Manukau Family Violence Courts to the operating guidelines. From this, we started work on five areas of improvement relating to access to information for participants, information sharing, and consistency of judiciary and staff.
- We developed a family violence operating model to improve the experience and safety of Family Court participants affected by violence, with guidelines on how the model would operate. The model is being piloted in the Christchurch Family Court in phases, with a final phase, to improve information sharing between court jurisdictions, planned to be introduced in 2024/25. The model will be monitored over 12 months to understand its impact on the experience and safety of Family Court participants.

Supporting the Chief Victims Advisor

We support the work of the Chief Victims Advisor to Government, Dr Kim McGregor. The Chief Victims Advisor is an independent advisor appointed by, and accountable to, the Minister of Justice. Dr McGregor provides independent advice on justice sector-wide strategies and policy relevant to victims.

This year, with our support, Dr McGregor met with the Minister of Justice quarterly and provided advice and feedback on the Timely Justice work programme, proposed sentencing reform proposals and legislating a stand-alone stalking offence.

Dr Kim McGregor also provided advice to justice sector agencies on:

- three pilots developed for the Better Outcomes for Victims work programme, and further development of six key initiatives for victims
- improving service design for victims in the justice sector and provided feedback on how agency programmes can better meet the needs of victims
- the work of Te Puna Aonui, to develop the second action plan to address family violence and sexual violence
- review of the Solicitor General’s Prosecution Guidelines
- work to improve support for victims of sexual violence in Family Group Conferences in the youth justice system.

Dr McGregor has provided expert review across a range of proposed legislative changes to ensure the needs and interests of victims are appropriately considered within those changes. This includes:

- review of the Victims Rights Act 2002
- review of the Courts (Remote Participation) Act 2010
- the Regulatory System (Justice) Amendment Bill
- sentencing reform proposals
- expanding the jurisdiction of community magistrates.

Modernising investment in the criminal justice sector

In the lead-up to Budget 2022, two cluster pilots were established as part of the work programme to modernise New Zealand’s public finance system. We are participating in the justice cluster pilot, along with the Department of Corrections, the New Zealand Police, Crown Law, and the Serious Fraud Office.

The previous Government identified four key priority areas for the justice sector:

- better outcomes for victims
- addressing issues with remand
- improved access to justice
- better enabled organisations and workforce.

Key initiatives supporting these priorities are reported on in the delivering agency's annual report.

We are delivering the following key initiatives:

- Criminal Process Improvement Programme (refer to page 10)
- Te Ao Mārama (refer to page 30)
- Te Au Reka (Caseflow Management) (refer to page 18)
- strengthening legal aid (refer to page 16)
- three multi-agency pilots aimed at improving victims' experience, focusing on victims' views on bail applications, victims' safety plans, and child victims of sexual violence (refer to page 21)
- additional funding for Victim Support and the Victim Assistance Scheme (refer to page 25)
- immediate and long-term reviews of policy and legislative settings for victims (refer to page 20)
- leading the Victims of Crime: Improving Outcomes (Victims Strategy and Operating Model) initiative. (refer to page 21).

Progressing the Victims Operating Model and operational pilots

As part of the cluster initiative, Cabinet agreed to a three-year work programme, focused on making practical changes to give victims more rights and support in the criminal justice system. This included:

- developing a new Victims Operating Model, to improve the way justice sector agencies and providers work together to support victims

- three 12-month operational pilots, which were launched at the start of 2023/24 to help inform the design of the operating model and test operational responses to address known gaps in the system.

Four high-level conceptual options for an operating model were developed. Ranging in level of investment and degree of change, these options included a foundational option, through to remediate, sustained improvement and transformation. However, a change in Government and priorities, as well as the fiscal situation, meant that work on a Victims Operating Model was halted, and focus was directed to specific initiatives.

The three place-based operational pilots closed as planned on 30 June 2024. They were an opportunity to test ways of working and consider potential operational changes within the justice system, in a local setting. A cross-agency team continues to look at what has been learnt from the pilots, which includes drawing on learnings from an independent evaluation completed towards the end of 2023/24, and how this could inform future victim-focused initiatives.

In Budget 2024, almost \$25 million was retained to support the Government's approach to improving outcomes for victims. We have been working with justice sector agencies to identify victim-focused initiatives that will contribute to the Government's focus on improving outcomes for victims and contribute towards the two 'law and order' Government targets.

Visit dpmc.govt.nz to learn more about the nine Government targets approved by Cabinet: <https://rb.gy/eoo6rp>



Improve justice outcomes for Māori

Supporting victims, Māori offenders and whānau through the court process

The Whakaoranga te Mana Tangata initiative was established in 2021/22 with the aim of contributing to better justice and wellbeing outcomes for whānau Māori, including reducing sentences of imprisonment and reoffending.

We have worked collaboratively with local iwi or iwi-mandated service providers to design and deliver a service that supports offenders, victims and whānau through the court process. The service has iwi-mandated service providers who:

- identify any factors contributing to offending and work with offenders, victims and whānau to understand their needs and circumstances
- connect whānau to the appropriate services, to address those needs and, where necessary, assist in the creation and implementation of a support plan with the whānau
- inform the Court about the circumstances and support available to address identified needs
- include and support victims to ensure their views and needs are addressed.

The initiative also involves judicial education and contributes to the realisation of the vision of Te Ao Mārama for the District Court, with services designed to meet local needs and find local solutions.

Building a foundation of trust

The intentions of Whakaoranga te Mana Tangata cannot be achieved without a genuine partnership approach between our Ministry and local iwi. Establishing the initiative starts with meeting over a few months with iwi who are mana whenua in a particular area. The aim is to ascertain their interest in partnering with our Ministry on that initiative, and to both lead the design of a service intervention specific to the needs of the local community and to deliver that service.

In some cases, iwi organisations also have a service delivery arm to undertake this work. Where they do not, iwi can endorse or mandate a service provider we can work with. Once agreement has been received from iwi to support the initiative and work in partnership to progress it, we begin work with the iwi or their mandated service provider on the design of the service intervention.

Case study: Waitomo Papakāinga (Kaitāia)

Waitomo Papakāinga is a kaupapa Māori whānau-centred organisation that has been operating in Kaitāia and the Far North for 32 years. This service provides youth, social services and justice services to whānau who come into contact with all parts of the justice system.

This makes them an ideal partner for introducing Whakaoranga te Mana Tangata in Kaitāia. It's an initiative designed according to the needs of the people going through the court system, rather than the needs of the court system. This is a fundamental shift in thinking and approach that in turn supports the needs of the courts and wider justice system. Many of these needs are often unmet and become drivers of offending.

Looking ahead, Whakaoranga te Mana Tangata will continue to be delivered in the Kaitāia District Court (and two other locations). We will monitor its uptake through regular reviews and evaluation with Waitomo Papakāinga.

“A 20-year-old male was before the court facing charges of assault on a female. The victim was his mother, who he lived with. It was not the first time he'd been before the court on such charges. The male was assessed as having the mental capacity of an eight-year-old and, when he came under stress or was agitated, he assaulted his mother. He was unable to live by himself and was dependent on his mother. No other members of his whānau were able to take him and the likelihood was that he would be sentenced to imprisonment. He was referred to the provider for assistance. The provider put together a comprehensive community support plan, involving the provider and other government and community agencies, and found a caregiver in the community who was prepared to take him. The victim's needs and perspectives were also taken into account in the development of the plan, which was endorsed by her prior to it being finalised. That plan was presented to the court and, on the strength of it, a community-based sentence was imposed.”

Once the service has been designed, agreed with our Ministry and endorsed by the judiciary if it involves working in the court, we negotiate costs to deliver the service and agree a contract price. A formal contract or Outcome Agreement is then entered into between the parties and the service is implemented from a specified date. By the end of 2023/24 this initiative had supported 833 court participants and:

- held 1,047 whānau hui to identify any factors contributing to offending and worked with offenders, victims and whānau to understand their needs and circumstances
- made 521 connections to services, to help connect whānau to the appropriate services to address those needs and, where necessary, assist in the creation and implementation of a plan with the whānau
- presented 622 verbal or written reports in courts on the circumstances and the support available to address identified needs
- provided 679 new support plans to court participants, ensuring the planned approach is fit-for-purpose, based on local solutions, and founded on local relationships.

Honouring the Treaty and our Treaty partners

Reporting on Treaty settlement commitments

The Cabinet-approved framework, He Korowai Whakamana, strengthens the Crown’s accountability for Treaty settlement commitments. It mandates core Crown agencies to monitor and report their settlement commitments annually, starting from the 2023/24 financial year. Te Arawhiti is the lead agency for this process, overseeing the Crown’s overall progress to deliver on these commitments.

In 2023/24, we began using Te Haeata – the Settlement Portal (Te Haeata), an application designed by Te Arawhiti to record its commitments into four categories: complete, on track, yet to be triggered and delivery issues.

The status of Ministry of Justice Treaty settlement commitments

Treaty settlements involve commitments made by the Crown, as redress for historical breaches of the Treaty of Waitangi. Our commitments primarily comprise relationship redress and commercial redress. Relationship redress includes entering into relationship agreements with Post Settlement Governance Entities (PSGE⁷). Commercial redress includes property transfer commitments relating to courthouses and lands within specific hapū and iwi territories.

Te Haeata only records Treaty settlement commitments. When a relationship agreement is entered into between the Ministry and a PSGE, this is marked as ‘complete’. However, it does not track the ongoing health of these relationships. Recognising this limitation, we acknowledge the need to develop, in collaboration with PSGEs, a measure that can assess the health of these Treaty settlement relationships, to ensure their continued effectiveness.

By the end of 2023/24, we were responsible for 687 Treaty settlement commitments with 61 PSGEs, and the status of these commitments is summarised in the graph below.

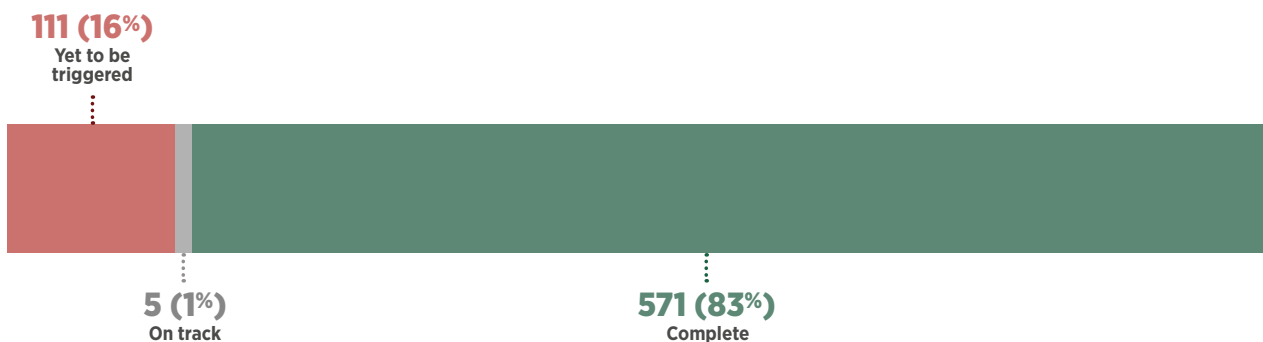
Commitments listed as ‘yet to be triggered’ are subject to the activation of another action. These commitments are all property transfer commitments and include:

- ‘deferred selection’ properties (specific lands not immediately transferred, but set aside for potential future selection by PSGEs under the terms of settlement)
- ‘right of first refusal’ properties (long-term option for PSGEs to purchase or lease specific Crown-owned lands before they are offered to other potential buyers).

Te Haeata categorises these by each stage of the property transfer process, which can involve up to 20 commitments per property.

Those marked as ‘on track’ indicate that the necessary systems or actions have been initiated. Of these, three are tied to discussions to develop a new relationship agreement.

Ministry of Justice Treaty settlement commitments



We have completed 83% of our commitments, with 16% ‘yet to be triggered’.

⁷PSGEs are legal entities created as a result of the Treaty of Waitangi settlement process in New Zealand. Their primary purpose is to hold, manage, and be responsible for the collective assets received on behalf of claimant groups, most often represented by iwi (tribes).

Informing policy advice with a Māori perspective

Te Ngira Kāpehu programme is delivered to individual groups within our Ministry, to build their understanding of Māori language, cultural practices and the applied practice of these skills in developing and maintaining relationships with Māori. The programme also examines the Treaty of Waitangi and Te Tiriti o Waitangi as the historical and contemporary context of the Māori-Crown relationship.

In 2023/24, Te Ngira Kāpehu was implemented in our Ministry's Policy and People Experience groups, with two peer coaching cohorts comprising approximately 20 staff across both groups. Each cohort participated in a wānanga, bringing the total number of wānanga delivered through this programme to six.

Te Ngira Kāpehu recognises the value of Māori staff building our Ministry's Māori-Crown relations. A specialist te ao Māori policy practitioner is embedded in the group, supporting the coaching and mentoring through current key policy projects. Māori staff from both groups have engaged with an expert Pou Tikanga to identify key issues and opportunities to strengthen cultural safety for Māori within our Ministry.

Work is underway to develop an evaluation framework for the programme, with results to be reported in 2025/26.

Looking ahead

Te Whaiao, the Ministry's Māori Outcomes Framework, was launched in October 2023 and is key to delivering on the Ministry's strategy. Implementation of Te Whaiao is being delivered in three phases, with each phase focused on two outcomes. Te Whaiao outcomes are:

- Our people, practices and processes uphold and normalise kawa, tikanga and ritenga
- Kaimahi Māori and all cultures do not experience racism
- Whānau, hapū, iwi and Māori providers lead transformative practices for improved justice outcomes for Māori
- Te ao Māori leadership is expressed, validated and increased
- Our senior and people leaders reflect kawa, tikanga and ritenga
- The Ministry works with system-level partners to disrupt the intergenerational disadvantage for Māori and it models excellence.

Phasing the framework's implementation will ensure the Ministry has adequate time and sustainable resources to meaningfully deliver on its intent. This approach does not prevent any part of the Ministry from taking action to deliver on any of the outcome statements or track current work to any of the outcome statements through business planning, activity, prioritisation and reporting.



Reduce the harm experienced by victims and their whānau

Improving victims' experience of the criminal justice system

Increased investment for supporting victims

The Victim Assistance Scheme (VAS) provides financial grants to victims of serious crimes, to cover unexpected costs as a result of the crime, or to support the victim to participate in the justice process. Victim Support administers the scheme on behalf of the Ministry. Each year, the scheme distributes grants to families bereaved by homicide, and victims of sexual violence and other serious crime.

Budget 2022 provided approximately \$4.1 million per year to increase the number of victims who could access the VAS. This enabled the Ministry to implement changes to further improve accessibility and increase uptake for victims of serious crime. This funding was from 1 July 2023. In April 2023, Cabinet agreed to a further increase. An additional \$2.2 million was added to the VAS appropriation, to a total of \$10 million from 2023/24 and outyears. This was to enable Victim Support to continue to promote VAS, to support more victims and introduce improvements.

By the end of 2023/24, the number of victims who received grants had grown to 7,221, from 4,675 in the previous financial year. This was due to the increased funding, changes to the eligibility criteria and increased promotion of the scheme.

Helping victims navigate the justice system

The Victims Information website helps them understand and navigate the criminal justice system and access the support and services they need.

In 2023/24 the Victims Information website was upgraded to make it easier for victims of crime, and those who support them, to find help and information. The website now provides clearer, dedicated information for victims, their whānau, and their advocates, such as lawyers.

The website focuses on victims' particular needs rather than the justice process. Users are guided to the most relevant information and support services. They can get advice about how to make complaints and find resources, such as the Victims Code, which sets out victims' rights and entitlements. In 2023/24, a total of 20,337 viewers accessed the site, resulting in 52,305 views.

Key findings from the New Zealand Crime and Victims Survey

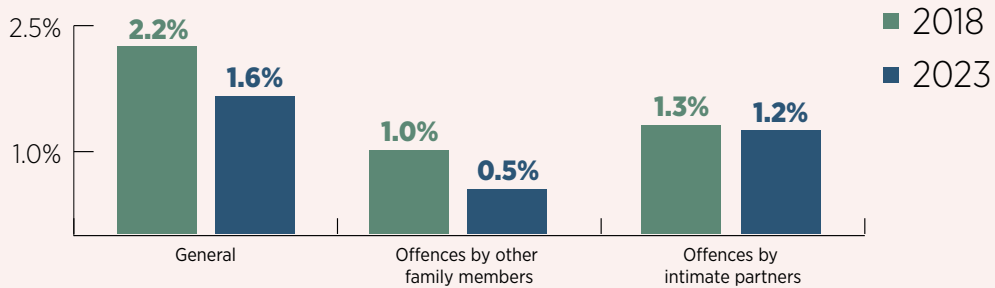
In 2023/24 we published the sixth cycle of the New Zealand Crime and Victims Survey (NZCVS), which was based on interviews with 7,134 randomly selected people between November 2022 and October 2023.

Visit justice.govt.nz to learn more about the resources and results available for Cycle 6 of the NZCVS: <https://rb.gy/1ga0of>

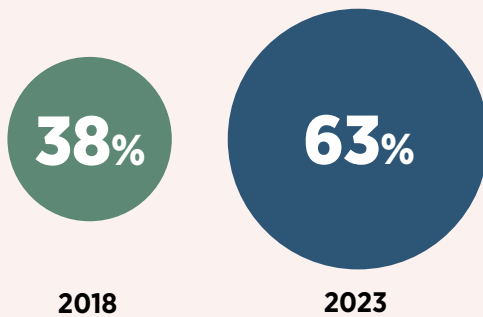


Fewer victims of family offences

'Family offences' refers to when an intimate partner or another family member commits a violent offence or harassment and threatening behaviours, or property damage.



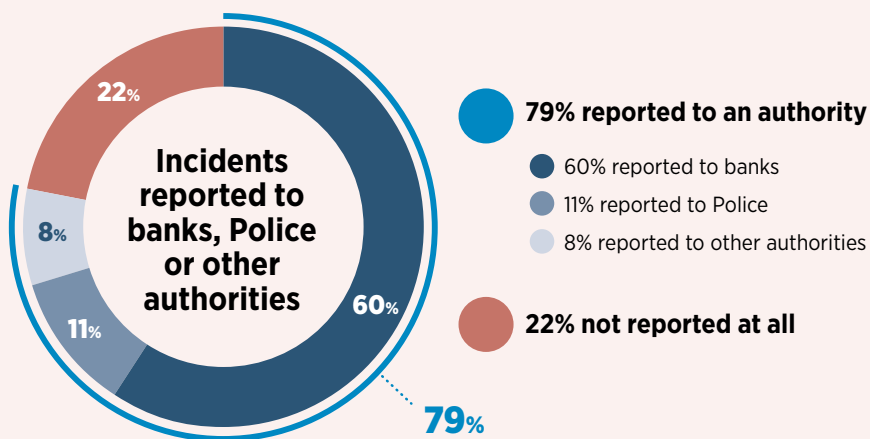
Proportion of victims reporting at least one family offence



According to the survey, the number of adults experiencing family offences decreased over the last six years, from 87,000 in 2018 to 70,000 in 2023. At the same time, the proportion of victims who reported at least one family offence to the New Zealand Police significantly increased.

Fraud remains high

The survey also indicated that, over the last six years, the proportion of adults experiencing fraud doubled. It increased from 5% in 2018 to 10% in 2023, making it the most common crime in New Zealand. Most fraud incidents are reported to the New Zealand Police, banks or other authorities.



Steward our policy and regulatory systems

Under the Public Service Act 2020, our statutory responsibilities are focused on careful and responsible management of the justice system. This includes resources, assets, legislation, institutions, and systems of governance. Being a good steward means taking a long view, exercising foresight, anticipating risks and opportunities, and acting prudently.

Improving the quality of legislation regulating justice systems

In 2023/24, we received Cabinet approval for a package of reforms, under the Regulatory Systems (Justice) Amendment Bill, to improve and enhance the following three regulatory areas:

- **The courts regulatory system** provides the operating framework for the independence, jurisdiction, procedures and powers of courts, while the tribunals regulatory system provides specialised and accessible methods for seeking binding, reasoned decisions without involving a court. In 2023/24, we:
 - › identified opportunities to improve the legislation governing these systems and address barriers to achieving the regulatory systems' intent
 - › proposed 32 amendments to 16 Acts, to improve the efficiency and operations of courts, tribunals and quasi-judicial bodies, by clarifying roles and powers, addressing legislative inconsistencies, relieving administrative burdens, and facilitating access to justice.

Looking ahead, we will work with the judiciary, justice sector agencies, professional associations, tribunals, quasi-judicial body chairs, and community providers to measure how well these amendments are achieving their intended outcome.

- **The Criminal Law (Anti-Money Laundering) regulatory area** improves New Zealand's ability to detect and deter money laundering and the financing of terrorism. This increases public confidence in the financial system, while maintaining and enhancing New Zealand's international reputation. In 2023/24, we:
 - › progressed changes needed to the Anti-Money Laundering and Countering Financing of Terrorism Act 2009 (AML/CFT Act), to clarify the roles of entities in the system, improve information sharing between agencies, increase compliance with international obligations, and support effective and consistent supervision of the system.
 - › proposed 25 amendments to the AML/CFT Act to clarify existing requirements, close loopholes in the Act, strengthen enforcement provisions, and ensure New Zealand can increase its compliance with the Financial Action Task Force (FATF) international standards.

This regulatory area has a well-established monitoring and evaluation regime that will generate feedback on the effectiveness of the proposed amendments in this Bill. Three supervising agencies (the Reserve Bank of New Zealand, Financial Markets Authority, and Department of Internal Affairs) oversee compliance with this regime. In addition, the intergovernmental FATF conducts regular assessments.

- **Occupational regulation** ensures certain services, particularly those at high risk of causing harm to consumers and the public, are performed to a reasonable standard of care and skill. The Ministry administers legislation that regulates a range of occupations and looks for opportunities to better protect consumers, while minimising compliance costs.

In 2023/24, we proposed 17 amendments to three occupational regulation regimes, as set out in the Lawyers and Conveyancers Act 2006, Real Estate Agents Act 2008, and Prostitution Reform Act 2003.

The main impacts of these amendments will be on the relevant regulators, members of the regulated professions, and consumers. Examples include amendments to the Lawyers and Conveyancers Act that will enable more efficient utilisation of resources to resolve complaints faster, and amendments to the real estate agents' regime to reduce the compliance burden on real estate agents and provide the regulator with powers to better protect consumers.

Building our regulatory maturity

We continued building our maturity as a regulatory steward by equipping our people with the tools needed to conduct this work. This included:

- delivering regular training on stewardship and systems thinking, to strengthen system fundamentals and ensure stewardship is seen as part of day-to-day work on effective functioning of the broader system
- developing system maps of the family justice and court system, to build system knowledge among individuals who perform different regulatory roles across the whole system
- delivering environment scans, to look ahead and provide advice on future challenges and opportunities arising in the justice sector and for the Ministry
- rolling out a centralised regulatory issues register in the Ministry's Policy Group, to record and report where legislation, regulations and policies are not performing well. This initiative will support future Regulatory Systems Amendment Bills and prioritisation of other legislative reform projects

- taking steps to establish and participate in cross-agency stewardship groups, including joining up with the Private Security Personnel Licensing Authority, the Department of Internal Affairs and the New Zealand Police to improve the system of regulation of private security personnel.

Responding to inquiries

We deliver on our obligations to relevant inquiries by supporting the process, providing evidence, and participating in hearings to support inquiry findings. We are also responsible for considering and implementing recommendations relevant to us.

Waitangi Tribunal inquiries

We have responsibility for co-ordinating the Crown's response to two kaupapa inquiries:

- Te Rau o Te Tika: the Justice System Kaupapa Inquiry (Wai 3060)
- Tomokia ngā tatau o Matangireia: the Constitutional Kaupapa Inquiry (Wai 3300).

We also participated in the following Waitangi Tribunal inquiries:

- Urgent inquiry into the Treaty Principles Bill and Treaty Clause Review Policies (Wai 3300)
- Urgent inquiry into Te Reo in the Public Sector (Wai 3327)
- Mana Wāhine Kaupapa Inquiry (Wai 2700).

In 2023/24 we considered the findings and recommendations from Whakatika ki Runga - the Tribunal's mini-inquiry into claimant funding (part of the Justice System Kaupapa Inquiry). In response to the inquiry's findings, an interim funding policy for claimants in the Tribunal was put into place. This has supported claimants to attend events across a range of Waitangi Tribunal inquiries. Work has begun on recommendations to support te reo Māori translations and legal aid in the Tribunal.

Statutory inquiries

We also participated in two statutory inquiries:

- Royal Commission of Inquiry into COVID-19 Lessons
- Government Inquiry into the Response to North Island Severe Weather Events. By the end of 2023/24, we were considering the findings from this inquiry.

Maintaining New Zealand's reputation internationally

Delegation to the United Nations Human Rights Council and positive feedback for promoting human rights

New Zealand participated in its fourth Universal Periodic Review (UPR) before the United Nations Human Rights Council (UNHRC) in April 2024. The UPR is a five-yearly review of United Nations (UN) member states' human rights records. Attending the UPR provides an opportunity for New Zealand to demonstrate its commitment to human rights and engage constructively in peer scrutiny of its progress.

The feedback received from other countries was positive and New Zealand was praised for its commitment to promoting human rights. New Zealand's National Mechanism for Human Rights, and the development of its online monitoring tool, the Human Rights Monitor, were praised as good practice. Member states also appreciated the honesty with which we acknowledged issues that require further work.

At the review, other UN member states made 259 recommendations to New Zealand, highlighting areas where more work could be done. New Zealand is required to consider these recommendations and submit a formal response indicating whether we support, support in part, or note each one.

The Human Rights Monitor will provide the platform to record and monitor progress implementing the recommendations over the next reporting period.

Achieving EU Adequacy Status under the European Union General Data Protection Regulation (GDPR)

In January 2024, the European Union (EU) confirmed that New Zealand would continue to be afforded 'EU adequacy status' under the EU GDPR. This status recognises that New Zealand's privacy regime provides an equivalent level of protection for personal data as the EU.

Only a small number of countries have achieved EU adequacy status. This adequacy recognition is important for New Zealand companies in a global business environment (especially in the software industry), as it means they will not need to take additional steps to navigate GDPR compliance, which can be an arduous and expensive process.

Adequacy means New Zealand is a good place for the world to do business. It also demonstrates the importance, both at home and internationally, that New Zealand places on having strong privacy protections.

The confirmation of EU adequacy status is the culmination of several years of cross-agency policy work, by the Ministry, the Office of the Privacy Commissioner and the Ministry of Foreign Affairs and Trade.

Independent review of electoral law

The Independent Electoral Review, established in May 2022 to consider parliamentary electoral laws, released its final report in January 2024. The Review was supported by an independent secretariat, provided by the Ministry. The final report has over 140 recommendations that cover almost all aspects of New Zealand's electoral laws.

Following the completion of this Review, and two further reports completed following the 2023 General Election (the General Election 2023: Independent review of counting errors covered by the Auditor-General and the Electoral Commission's Report on the 2023 General Election), we are working on changes to our electoral processes. This policy work is focused on legislative improvements that could be made for future elections, particularly considering the errors discovered in the official vote count, and changes to support operational improvements to the enrolment and voting processes.

Anti-money laundering and countering financing of terrorism (AML/CFT)

To disrupt financiers of terrorism and make it harder for criminals trying to disguise the illegal sources of their money, we improved the tools our enforcement agencies have at their disposal. The second tranche of amendments to the AML/CFT regulations came into force in June 2024. They included changes to AML/CFT Act obligations for businesses, which addressed several technical deficiencies identified by the AML/CFT international watchdog, Financial Action Taskforce. The second tranche follows an initial tranche to provide regulatory relief that came into force in July 2023.

The regulations were developed in a wider collaborative policy process, which was a finalist in the Public Sector Commission's Spirit of Service Awards in 2023. This inclusive approach to policy has enabled the Ministry to build enduring relationships with industry and the community sector to achieve system outcomes and avoid unintended consequences of regulatory settings.

Progressing other priority policy areas

Over the course of 2023/24, we continued to undertake policy analysis and provide advice across the seven regulatory areas we are responsible for (courts and tribunals, criminal justice and victims, criminal law, family, civil law, constitutional and occupational regulation). Some specific areas of focus included progressing legislation on:

- protecting victims of family violence
- the sale and supply of alcohol
- access to firearms.



Bring the strength of communities into courts and tribunals

Working with local communities to grow the Te Ao Mārama vision

In November 2020, Chief District Court Judge Heemi Taumaunu announced the Te Ao Mārama vision for change for the District Court. The vision is about an enlightened world, where all people can come to court to seek justice and be seen, understood and meaningfully participate. The change Te Ao Mārama creates will see the District Court become more equitable, people-centred, and better serving of its communities.

Te Ao Mārama is being implemented by taking best practice approaches and processes from the existing specialist courts (for example, from Rangatahi, Matariki, Young Adult List, and Family Violence courts) and integrating them throughout the District Court. This is done by bringing the strength of iwi and communities into the court, through local partnerships to design and develop whānau-centred wraparound court services tailored to meet each community's diverse needs. As well, the programme develops and distributes guidelines and training to court staff to support them to implement and embed changes.

The eight best practice approaches are:

- enhancing connections with local communities
- improving the quality of information judicial officers receive to inform their decisions
- improving processes for victims and complainants
- encouraging people to feel heard in the courtroom
- establishing alternative courtroom layouts
- using plain language
- toning down formalities
- adopting solution-focused judging approaches.

Incorporating Te Ao Mārama into District Court locations across New Zealand is an important step to improving access to justice for all people.

Progress with expanding Te Ao Mārama

Our progress continued in 2023/24, with the expansion of Te Ao Mārama into five additional locations: Kaikohe, Whangārei, Tauranga, Napier, and Hastings.

Whangārei

In Whangārei, we partnered with Tai Timu Tai Pari to design and develop a wraparound court service for the criminal Family Violence Court. This service moved into a 16-week test-and-learn design phase in 2023/24. Lessons from this phase will inform and improve the final service model.

Whangārei District Court is also preparing to introduce a Young Adult List focused on driving offences in 2024/25. Judges have started testing the Care and Protection List and alternative courtroom layout options on their judge-directed days, with an official start planned for 2024/25.

Gisborne

The Young Adult List court and Whakaoranga te Mana Tangata initiative, which both contribute to Te Ao Mārama, have been implemented in the District Court. We are working with Te Rūnanga o Tūranganui a Kiwa to design and deliver a whānau-centred, wraparound court service in the Family Court.

Kaitiāia

Our primary engagement with iwi in the Kaitiāia rohe is through Te Hiku Development Trust. At the suggestion of Te Hiku, we are partnering with Oi Collective to progress whānau-centred design and development of a wraparound court service. In October 2023, Oi Collective ran a series of community design workshops to understand Te Ao Mārama for Kaitiāia District Court. In December 2023, they presented the 'Te Hiku Action Plan', which is the output of these engagements. The action plan identifies bringing the support of whānau into the Family Court as the focus area for Kaitiāia. We are exploring the wraparound service options presented in their action plan.

The Care and Protection List and Young Adult List are also planned for Kaitiāia District Court.

Kaikohe

For Kaikohe, we have partnered with Ngāpuhi Iwi Social Services. In 2023/24, they provided a proposal for a wraparound service for Kaikohe District Court. We are working through the detail of this proposal with Ngāpuhi Iwi Social Services.

Kaikohe District Court will also be introducing a Care and Protection List and Young Adult List.

Napier and Hastings

We have partnered with Ngāti Kahungunu Iwi Inc to design and develop a wraparound court service for the Napier and Hastings District Court locations. In 2023/24, Ngāti Kahungunu Iwi Inc formally presented their 'Te Ao Mārama ki Te Matau a Māui – Undiluted Voices of Whānau' report to senior judicial and Ministry of Justice leaders.

This report is the output of whānau and community engagements, held in September 2023, with more than 100 people with experience of the justice system. The report gathers their insights of and potential aspirations for the District Court. These are focused on improving wellbeing, supporting whānau to navigate and understand court processes, facilitating access to services, and humanising court spaces.

Hamilton

In 2023/24, Waikato-Tainui endorsed Waahi Paa Marae, as our design partner to progress a whānau-centred, wraparound court service. We are continuing discussions with Waahi Paa Marae to progress Te Ao Mārama in Hamilton.

Hamilton District Court has also started exploring new ways of working in Family Court proceedings.

Tauranga

We recently partnered with Te Rūnanga o Ngāti Ranginui to progress Te Ao Mārama in the Tauranga District Court. We will be working closely with them to design and develop a whānau-centred, wraparound court service.

Supporting our people to implement Te Ao Mārama

We are developing and distributing guidelines, education and training to support our people to implement and embed Te Ao Mārama, including:

- a 12-week learning journey for court staff, focused on building and/or deepening their understanding of te ao and tikanga Māori, cultivating effective work habits, and understanding of self. This has been completed in Gisborne, Kaitiāia, Kaikohe and Whangārei, and has commenced in Napier and Hastings, Tauranga and Hamilton
- a five-workshop series for local court leaders, to support them to lead, embed, and sustain Te Ao Mārama changes. These have commenced in all eight locations: Kaitiāia, Kaikohe, Whangārei, Gisborne, Napier and Hastings, Tauranga and Hamilton
- an online forum for judges to share their experiences and best practice application, discuss international experience and research, and develop tools and resources

- 'common room' sessions with local judges to identify education needs and thoughts on delivery format, to inform overall judicial education
- nationally consistent resources and information, which will be made available to the judiciary and court staff in all District Court locations.

Building a community and wellbeing vision for Whanganui

We are working to develop Te Puna Hapori, an iwi and hapū-led community and wellbeing vision for Whanganui that will provide a new courthouse, a new Police hub and space for other community services alongside the existing Rangahaua Marae in one central location. We are doing this work together with:

- Tupoho Trust – the legal entity and administrative arm of Te Runanga o Tupoho, a collective group of hapū (sub-tribes) of the Whanganui iwi (tribe)
- New Zealand Police
- Whanganui District Council.

In 2023/24, construction company Naylor Love and local Whanganui company W&W Construction were contracted to partner in the build of Te Puna Hapori. Early construction works have begun, to prepare the site for the new buildings. Subject to an implementation business case being approved by Cabinet, construction is expected to begin in 2024/25.

The relationship agreement formalising this collaborative, community-focused approach extends beyond the construction of the courthouse. It formalises our ongoing ties with Whanganui iwi and provides a platform for strengthening the relationship between Whanganui iwi and our Ministry.



Build a Ministry where all our people thrive

We want the Ministry of Justice to be a place where our people feel connected, valued and part of a strong and positive culture. We encourage our people to reach their potential and to play their part in our Ministry's successes. We want our Ministry to be a place where our people can come to work feeling safe and supported to be themselves.

Our efforts to make this happen are guided by the Public Service Commission's Papa Pounamu framework, which helps public service organisations achieve their inclusion and diversity goals and obligations.

Visit publicservice.govt.nz to learn more about Papa Pounamu priorities: <https://rb.gy/vyxv4r>

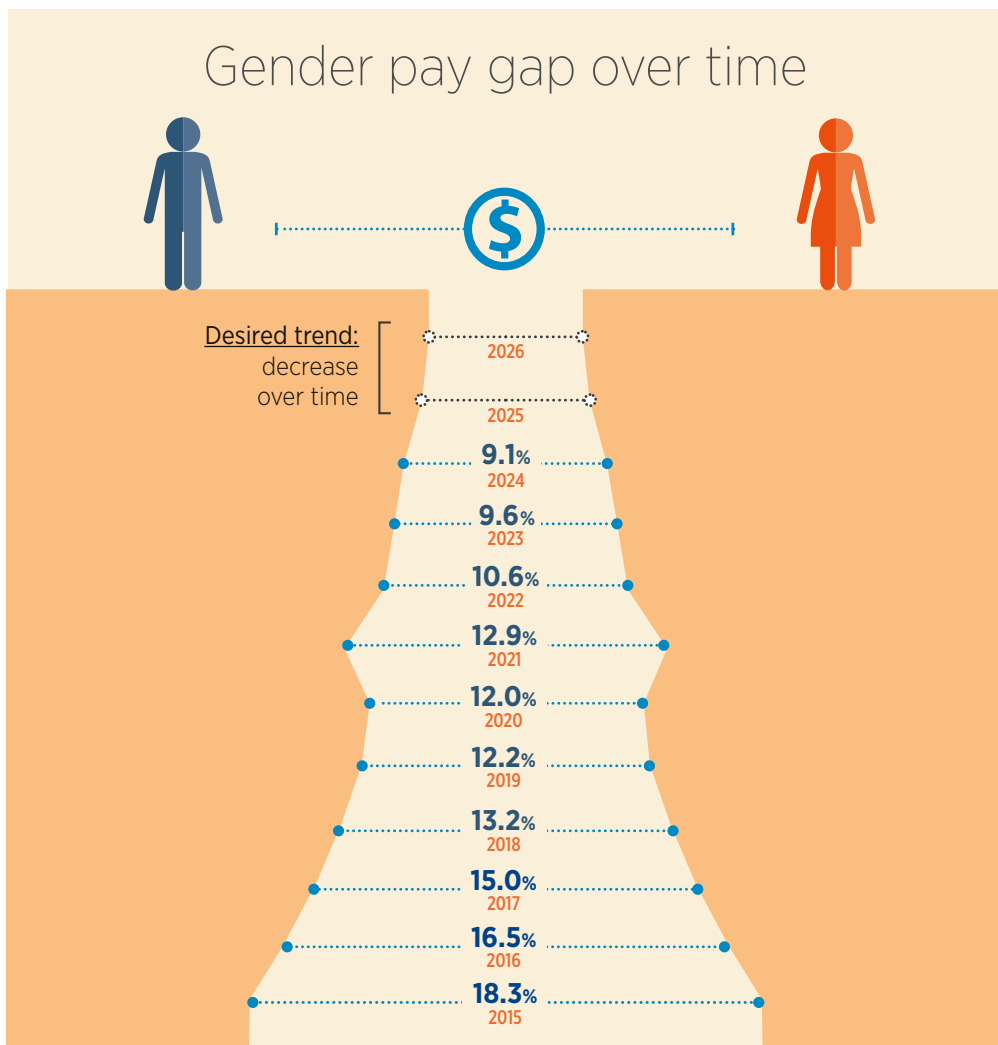
Enabling the potential of our people

Closing our gender pay gap

We are committed to Kia Toipoto⁸, a directive from Te Kawa Mataaho Public Service Commission. The Kia Toipoto goals are:

- make substantial progress toward closing gender, Māori, Pacific and ethnic pay gaps
- accelerate progress for wāhine Māori, Pacific women and women from ethnic communities
- create fairer workplaces for all, including disabled people and members of the rainbow community.

Our Kia Toipoto Pay Gaps Action Plan formalises our commitments and progress with delivering on these goals. In 2023/24, our published plan highlighted progress to date and identified the next steps in our journey of delivering on Kia Toipoto.



⁸Kia Toipoto comes from the saying "Waiho i te toipoto, kaua i te toiroa - let us be united, not wide apart." The name speaks to closing gaps and creating unity and fairness for all peoples.

Kia Toipoto, and its intent to close pay gaps and create unity and fairness for all our staff, is integral to the Ministry's strategy and our priority of building a Ministry where all our people thrive.

We are proud of our diverse workforce and want to ensure we are creating equitable opportunities and outcomes for all.

By the end of 2023/24, our average gender pay gap was 9.1% - a decrease of half a percentage point over the last financial year.

Pay gaps for Māori, Pacific peoples and Asian people at the Ministry are all lower than pay gaps for these groups across the public service: Māori 2.5% for the Ministry vs 5.4% for the public service, Pacific peoples 14.2% vs 16.6%, and Asian people 10.4% vs 13%, respectively.

Visit publicservice.govt.nz to learn more about the goals of Kia Toipoto: <https://rb.gy/b4atfi>

Visit justice.govt.nz to access our Ministry's action plan: <http://surl.li/clakmi>

Growing inclusive and diverse leadership

Leadership programmes help participants deepen their self-awareness, mindsets and skills to unlock their leadership effectiveness and impact. They also equip people with the skills and tools needed to step up into leadership roles and gain the inspiration to take the next step in their career.

In 2023/24, the Ministry began hosting Te Kaitaki New Leader of Leaders, an online programme delivered in collaboration with Ara Poutama - Department of Corrections. This is an eight month, cross-agency programme designed to develop leadership skills such as strategic and systems thinking, as well as Māori-Crown capability and a unified and inclusive leadership mindset.

In addition, 23 Ministry people attended other formal leadership programmes, focusing on emerging Māori and Pacific leaders, and women's leadership development.

Growing our people networks

Our eight Employee-led Networks (ELNs) play a vital role in bringing our workforce together and fostering a culture of inclusion, where our people can thrive. ELNs give staff the opportunity to connect through events, awareness days and other initiatives. They also support the Ministry to achieve our strategic priorities and work that relates to organisational development.



Our eight Employee-led Networks (ELNs)



- Celebrated New Zealand Sign Language (NZSL) Week by providing NZSL classes online and in person for staff to attend. Also founded a staff NZSL group 'Talk to the Hand', which meets weekly.
- Network co-chairs attended and participated in the Disability Inclusive Pathways Conference.
- Produced informative and entertaining quarterly Disability Network newsletters.



- Launched the Mana Wāhine Webinar Talk Series, with sessions on Breast Cancer Awareness, White Ribbon Day and International Women's Day.
- Hosted a Pink Ribbon Breakfast to raise awareness about breast cancer and funds for the Breast Cancer Foundation NZ.
- Continued to promote the Period Justice Project, raising awareness and improving access to sustainable period products.
- Supported two members to attend the Women in Public Service Summit.



- Set up 'Container Libraries' on all floors at National Office, to promote the use of sustainable and reusable items, such as keep cups.
- Hosted a shared lunch to raise money for Kaibosh Food Rescue, an organisation that rescues and redistributes surplus food.
- Set up and ran a speaker series, with talks from Organic Wealth (composting solutions), Kaibosh Food Rescue and the Ministry's Sustainability team.
- Promoted Plastic Free July and ran a competition to encourage people to use sustainable food packaging.



- Previously the Young Professional Network, this year re-branded to Early Professionals, to be more inclusive and open to all who are interested in professional development, regardless of age or role within the Ministry.



- Actively observed and promoted key rainbow dates and milestones on the Ministry's intranet, including International Coming Out Day and Transgender Awareness Week.
- Supported members to take part in Sweat with Pride, to raise funds for LGBTTQIA+ charities.
- Established a Rainbow Book Club.



- Hosted several events to celebrate and raise awareness of significant cultural events, including Diwali and Ramadan.
- Produced several informative Ethnic Network newsletters, which provided profiles of members and educational information about different cultural celebrations.



- Maintained engagements with all Ministry staff in mātauranga Māori, opening and closing the work week with online karakia.
- Promoted cultural events for Matariki and Puanga, and Te Wiki o te Reo Māori.
- Supported Ātea-a-rangi with Kaimahi Māori Regional Wānanga.



- Promoted nine Pacific Language Weeks and organised cultural events at Ministry locations across the country.
- Hosted a Professional & Personal Growth Session for members, with Pasefika leadership coach Eddie Rakanui.
- Supported two network members' applications to participate in the Pasefika Leadership programme Tū Mau Mana Moana.

Wellbeing support

Wellbeing support is delivered in line with Hei Puāwatanga Mō Tātou Katoa - Flourishing for All (the Ministry's Mental Health and Wellbeing Strategy 2022-2025). This reflects the Ministry's key strategic priorities of Build a ministry where all our people thrive and Improve justice outcomes for Māori.

Āwhina mai, āwhina atu	Cultural safety
Everyone should 'see the person' not merely focusing on the role and task; to acknowledge that people have personal lives, individual circumstances, and life events that may require a personalised plan and support response.	The Ministry must provide staff of all cultures the safety to express themselves without fear of retribution, and not feel they must conform or be told cultural expression is inappropriate eg, wearing customary dress, using their language, or practising tikanga.
Wellbeing by default	Safe to speak
Normalising the discussion and practice of wellbeing means we see examples all around the organisation, from the top down, of leaders and staff prioritising individual wellbeing. When role modelling is consistent, we start to shift behaviour and mindsets.	When our people have something to offer, they should feel that it will be heard, respected, and listened to. Everyone should feel able to say when something doesn't look or feel right, without fear of consequences for speaking up.

Examples of support, provided to our people throughout the year, include Employee Assistance Programme (EAP) counselling, professional supervision, onsite pastoral support, family violence support, critical incident/trauma support, well-checks and manager support.

The uptake of EAP counselling sessions increased 21 percent from the previous year. The largest total increase was in the last half of the financial year (January to June). During this period, there was a 33 percent increase in uptake of EAP, compared to the same period the previous year. Of the issues addressed by EAP during 2023-24, 74 percent were classified as 'personal' and 26 percent as 'work related'.

New initiatives launched in 2023/24 to support the wellbeing of our staff include:

- providing Rongoā Māori – culturally affirming wellbeing support in the form of traditional Māori medicine and system of healing, for all staff
- supporting all staff through the Ministry's organisation restructure, through workshops, webinars, onsite support, toolkits and guidance
- greater promotion of wellbeing content on the Ministry's intranet, resulting in a 2,000% increase in views and engagement for the January to June 2024 period from the previous year
- broadening the scope of our wellbeing support services to staff by transitioning to a new service provider
- opening professional supervision to a wider range of business units. Professional supervision is an important debrief process which focuses on reflection, work-life interaction, professional development, and wellbeing, and is mandatory for some roles like Coroners, Family Court Co-ordinators, Victim Advisors and Kaiārahi Family Court Navigators exposed to distressing work
- delivering a programme of wellbeing support to all staff at the Coronial and Whakaari White Island hearings.

Supporting and protecting our people from domestic violence

Our workplace family violence programme recognises that a variety of situations may impact our people and those close to them. We know that what happens in our personal lives can have an impact at work (and vice versa). Good progress was made with delivering and developing this programme. In 2023/24 we:

- retained our DVFREE tick⁹ with Shine, a specialist domestic violence service provider that has been helping people who experience domestic violence to become safe. By the end of 2023/24, 75% of our people leaders had completed DV Free manager training, positioning them to better support their teams when needed

⁹The DVFREE Tick is a mark of confidence that an employer has taken meaningful steps to achieve goals of a DVFREE workplace.

- raised awareness and improved visibility of the family violence support available, so all staff know where to turn for help
- reviewed our Workplace Family Violence Policy to make it more inclusive and connected, to ensure the Ministry is a safe environment for everyone.

Lifting our Māori Crown relations and cultural capability

Progressing the intentions of Whāinga Amorangi

Whāinga Amorangi: Transforming Leadership is a multi-year, cross-agency work programme, designed to lift the Māori Crown relations capability of the public service. Created by Te Arawhiti, the programme aims to help chief executives of public service departments meet their responsibility under the Public Service Act 2020, to lift and maintain the capability of their people to engage with Māori.

We are progressing several initiatives linked to Whāinga Amorangi, that focus on enhancing specific capabilities within the framework. The capabilities include te reo Māori, Te Tiriti o Waitangi/the Treaty of Waitangi, Māori history and tikanga (Māori protocols). These specific initiatives included:

- 348 staff participating in the Wall Walk, meaning around 2,000 Ministry people have participated in the Wall Walk since February 2022. The Wall Walk is an interactive, half day workshop on the history of Māori-Crown relations. Participants increase their knowledge of racial equity, institutional racism and the relationship between Māori and the justice system over 170 years
- 55 staff participating in Rea Wānanga, an online te reo Māori programme delivered in four-week cohorts
- 60 Māori staff, predominantly in frontline roles, attending four Regional Kaimahi Māori Wānanga. These three-day, marae-based wānanga are locally designed, regionally supported and nationally delivered, and support Māori staff with implementing their culture into their work
- 30 people leaders participating in Te Pou Whakamanawa – a 12-week coaching programme to develop confidence in using and understanding te reo and tikanga Māori, to enable them to incorporate this into their everyday work and to model the use of this at the Ministry
- 186 staff completing at least one of three Te Tiriti o Waitangi/the Treaty of Waitangi online learning modules
- 768 staff completing at least one of seven Te Rito bicultural competency e-learning modules
- 38 staff taking part in Te Kaihautū, a programme for anyone promoted into a people leader role with less than 12 months experience in the role. The programme helps them identify the skills, behaviours, and mindset needed to succeed in their new role.

Visit tearawhiti.govt.nz to learn more about Whāinga Amorangi: <https://shorturl.at/dmDgT>

Celebrating our people

Te Rā Ratonga Tūmatanui - The Public Service Day Awards

These awards are an opportunity to recognise public servants who exemplify spirit of service and are making a real difference, through their everyday work for New Zealand or New Zealanders. Two of our people received Te Tohu Ratonga Tūmatanui o Aotearoa – the New Zealand Public Service Medal in 2023/24.

Ms Judith Forman
Senior Library Advisor

Described as a guardian and unsung hero of the public service, Ms Forman devotes herself to preserving the records that tell the history of our justice system. Judith is always eager to help, and totally committed to finding the best quality information for decision-makers across the sector.

Mrs Elspeth McNeile
Judge's Associate

As Auckland High Court's longest serving Judge's Associate, Mrs McNeile has navigated a multitude of high profile and ground-breaking cases to the highest standards. She has contributed to maintaining open justice in New Zealand and assisting those who interact with this system.

Our People, Our Taonga: Dick Williams

In 2024, we joined with one of our longest serving people in celebrating his 60-year career in the public service.

Dick Williams dedicated his entire career to the Ministry of Justice, either working on the frontline or supporting those on the frontline to deliver important services to the public.

Dick was 15 when he began his public service career as a Cadet in the New Plymouth Supreme Court. It was 1964, and everything was written by hand, using a fountain pen. He then progressed to roles such as Clerk, Deputy Registrar, Registrar and Executive Officer in a range of courts, including Wellington, Hamilton, Westport and Tokoroa.

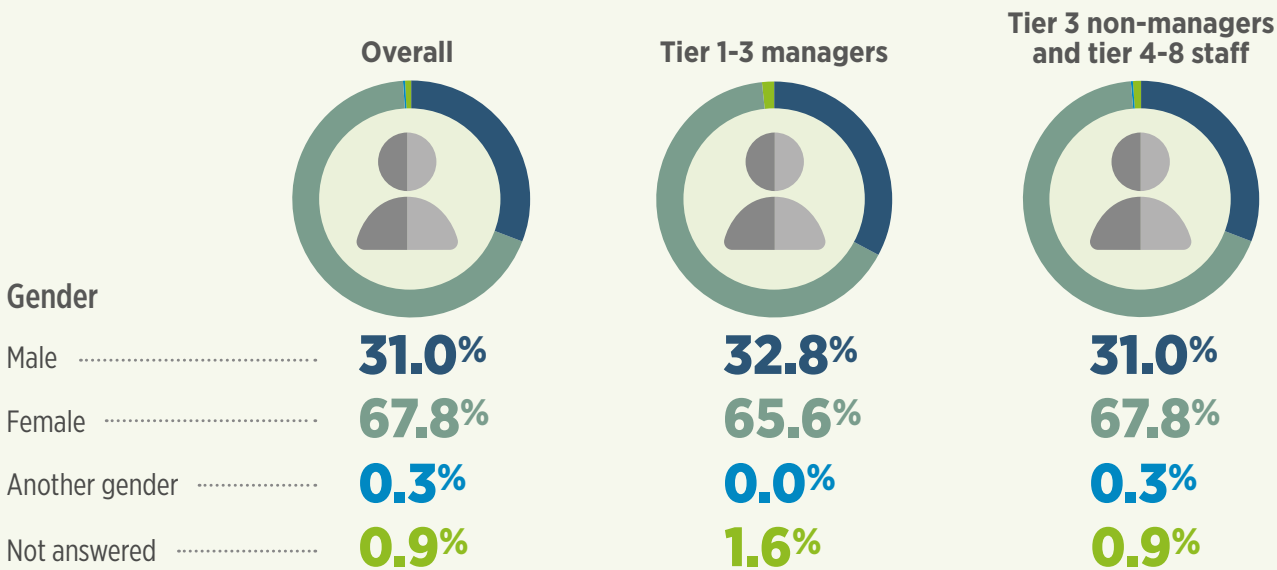
In 1979, Dick brought his extensive frontline experience to the then Head Office of the Department of Justice, where he progressed to the senior executive position of Assistant Secretary for Courts in 1989. His most recent roles were Manager Applications Support, from 2005 to 2022, and then Manager Continuous Improvement, Case Services, from 2022 up until his retirement.

Dick received a Commendation for Service from Public Service Commissioner Peter Hughes, as a gesture of appreciation for choosing public service as his career and for the spirit of service he brought to it. He was the first public servant to receive a 60-year commendation. Dick was also awarded a Queen's Service Medal, for Services to the State, in 2018.



Dick Williams (right) with Andrew Kibblewhite (left), Secretary for Justice and Chief Executive

OUR PEOPLE






4,773 people work at our **Ministry**

FTE (full-time equivalent)

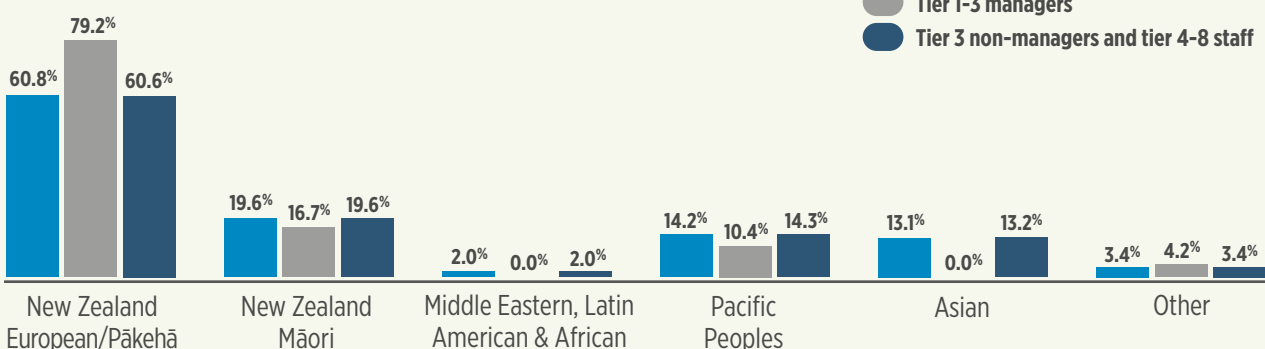
4,640.8

77%

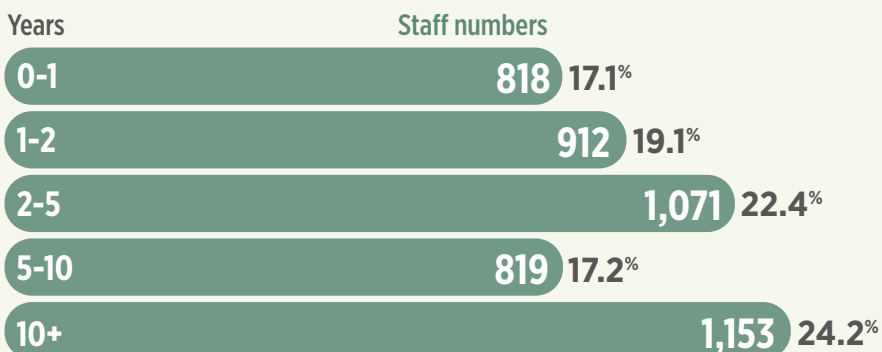
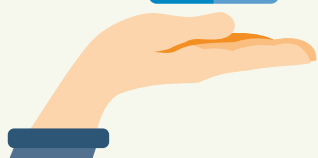
of our people work in Operations and Service Delivery, and Public Defence Service



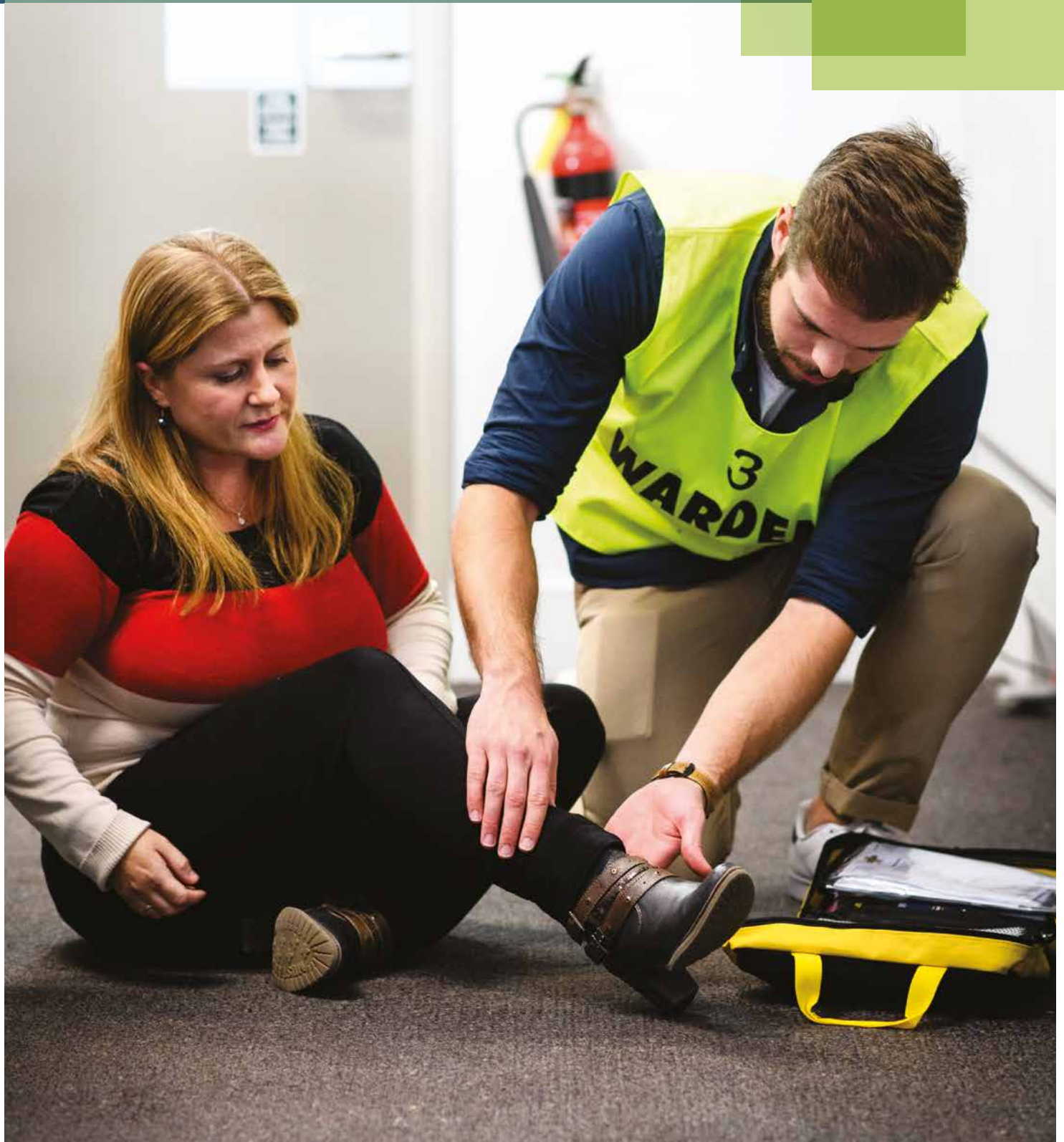
Ethnicity (self-reported)



Breakdown of staff length of service



Managing our corporate responsibilities



Providing governance

The Strategic Leadership Team (SLT) is collectively responsible for the Ministry's organisational performance. SLT sets out our long-term strategic direction, ensuring good foundations, aligned investment decision-making, and assurance over operational performance, so we can meet our strategic objectives.

The Risk and Assurance Committee provides independent advice and observations to the Secretary for Justice on the quality of our risk management processes; internal control mechanisms; internal and external audit functions; integrity of performance information; business improvement initiatives; governance framework and processes; and policies and processes adopted to ensure compliance with legislation, policies, and procedures. Our governance model is made up of the following:

- **Board** – responsible for setting and monitoring progress towards our strategic direction and priorities.
- **Business Committee** – provides 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** – 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.
- **Investment Committee** – helps ensure that investment in projects is made visible and governed in a consistent way across the organisation. It oversees the delivery of projects and sub portfolios, to support the realisation of our strategic priorities.

Managing risk

Effective risk management is critical to achieving our strategic objectives and responsibilities to New Zealand. We recognise the importance of aligning our strategic risks with our refreshed strategy, to ensure we remain focused on the most important risks to delivering on our priorities.

Business groups manage operational risks, and projects manage risks associated with transformational initiatives. SLT has set up dedicated Investment and Health, Safety & Security committees to review risks in those areas. The enterprise risk framework ensures this all happens in a clear, consistent and holistic manner.

We collaborate with our justice sector partners to understand, monitor and manage sector-wide risks, while our continuous improvement approach to risk management sees us regularly refreshing our risk framework, and related policies and processes.

Our internal audit programme provides independent assurance to the Secretary for Justice and senior managers that our system of internal control is operating effectively.

The Ministry operates a Security Operations Centre function, which makes use of security technologies and automated processes to prevent and detect anomalies, and to monitor and respond to cyber security threats and incidents.

Improving our critical digital and cyber security infrastructure

Progressing our Digital Strategic Plan

Our Digital Strategic Plan is our vision for technology. It outlines the integration of digital services and innovative work methods to enable our Ministry strategy. It is being delivered over three horizons covering the short, medium and long-term:

- **Horizon 1: Operational Excellence** – progressing us towards operational excellence by establishing the digital foundation necessary to underpin the skills and ways of working needed to deliver digital services across the Ministry.
- **Horizon 2: Innovation and Agility** – collaborating with business groups within the Ministry to understand what they need, and providing innovative and agile digital solutions to meet those needs.
- **Horizon 3: Aspirational** – we remain adaptive to evolving factors and requirements, employing agility and digital expertise to collaborate seamlessly throughout the Ministry. Our technology stays current, allowing us to embrace emerging technologies for strategic delivery and operational enhancements.

Since the Digital Strategic Plan was approved in 2021, the Ministry has made good progress over the last two and a half years. It is on track with the majority of initiatives identified on the strategic roadmap.

Overall, the strategy has been positively received and has enabled:

- better engagement with Treasury and the wider government
- more strategic focus for Investment Committee, moving away from legacy technology
- delivery of foundational initiatives, and a focus on operations and continual improvement.

As we transition to Horizon 2, we will be refreshing the Digital Strategy Plan to incorporate the Ministry's Information Strategy. The scope of our digital strategic roadmap will incorporate the initiatives in the judiciary's Digital Strategy for Courts and Tribunals. The advent of generative artificial intelligence capabilities, and how these may be leveraged, is also being considered within our strategic thinking.

Managing our health and safety obligations

Health, safety and wellbeing governance arrangements

The Senior Leadership Team (SLT), as Officers under the Health and Safety at Work Act 2015, continues to develop and improve its understanding of the Ministry's critical risks to worker health and safety. These risks cover:

- onsite violence, particularly within the courthouse environment
- offsite violence
- driving, including staff travelling between court locations, and bailiffs operating a vehicle in the course of their duties
- musculoskeletal (muscle, joint or bone) conditions that arise gradually over time and include back pain, strains and sprains and gradual process injuries
- communicable diseases
- psychosocial harm associated with how the surrounding environment impacts on the physical and mental wellness of staff and their ability to perform necessary tasks
- SLT holds regular governance meetings, focused on key findings and recommendations from the Ministry's Health and Safety Representatives¹⁰, as well as from the following health and safety assessments and investigations:

Safe365

To better understand our health and safety environment, we began conducting Safe365 assessments nationwide in 2023/24. Safe365 facilitates benchmarking of organisational performance against health and safety best practices. While the assessments highlighted areas of the health and safety management system needing improvement, they also demonstrated that the Ministry is a place where workers feel safe to raise health and safety concerns at all levels.

Incident Cause Analysis Method (ICAM)

This best practice approach to investigation of serious incidents has allowed for effective root cause analysis – leading to clear and concise initiatives with a clear focus on mitigating risk of harm for all court users.

In 2023/24, an ICAM investigation was conducted following an assault on a lawyer at Whangārei District Court. This led to the decision to extend a series of workshops on managing threatening and abusive behaviour to lawyers nationwide. By the end of the year, 231 lawyers had attended the workshops. During the year, ICAMs were also completed for serious safety incidents at the Napier and Wellington High Courts. Recommendations from these ICAMs are in the process of being implemented.

Wellbeing, safety and health management activities

Some of the ways we respond to the wellbeing and health management of our people include:

- free flu vaccinations: staff have been offered access through onsite clinics and vouchers. This has mitigated our critical risk of communicable diseases. By the end of 2023/24:
 - › onsite clinics had been set up on 45 Ministry of Justice sites across the country
 - › 1,509 staff had been vaccinated onsite and 586 had been vaccinated offsite (through the voucher system), bringing the total number of vaccinated staff to 2,095.
- annual rounds of training for Health and Safety Representatives, to meet our obligations under the Health and Safety at Work Act 2015
- procuring ergonomic equipment to mitigate musculoskeletal injury.

Our Court Security Officers (CSOs) work in a frontline role and provide one of the key controls to our on and off site violence risks. There are 358 CSOs deployed across our sites nationwide, providing security within and at the entrances to our courthouses. This role requires a high level of trust within the team, and attention to detail, to ensure people accessing the courts are safe. We support these officers with regular training that includes:

- a three-week training course when starting, and yearly refreshers, to help mitigate the risk of on-site violence. Bailiffs receive similar training to reduce the critical risk of off-site violence
- CSOs who regularly drive judges, or drive longer distances to satellite courts, receive advanced driving training to help mitigate the critical risk of driving.

In addition, our focus on safety sees us provide:

- courses for external lawyers on managing abusive and threatening behaviour, to increase their safety in courts and reduce the critical risk of on-site violence
- First Aid and Fire Warden training for staff elected to these roles
- regular system updates to mobile duress alarms, for groups at-risk from offsite violence (eg, judges, bailiffs, kaiārahi). In 2023/24, these updates were implemented in anticipation of Spark switching off its 3G network in 2025.

¹⁰These representatives are empowered under the Health and Safety at Work Act 2015 to invoke powers to ensure the health and safety of workers.

Carbon Neutral Government Programme

In 2020 the Carbon Neutral Government Programme (CNGP) was launched to accelerate emissions reductions across the public sector.

We are committed to reducing emissions across Ministry operations.

Independent verification

Our emissions have been independently verified by Toitū Envirocare (Toitū) since 2020/21 through an audit that examines our methods of measuring and reporting on greenhouse gas inventory. We will continue to measure, manage, and aim to reduce our emissions in line with international standard ISO14064-1:2018.

Total annual emissions

MOJ mandatory emissions and reduction targets



Figure 1

In our 2020/21 base year, we emitted 8,947 tonnes of carbon dioxide equivalent (tCO₂-e). In the following year our emissions decreased to 8,165 tCO₂-e as our operations were further impacted by COVID-19 due to regional lockdowns. In 2022/23 our emissions grew to 9,605 tCO₂-e as the impacts of COVID-19 receded. This year, our emissions decreased to 7,123 tCO₂-e.

Restatement of historical emissions

Previously, judiciary emissions were included in the Ministry’s emissions reporting. From 2023/24 onwards, the judiciary are excluded from the Ministry’s emissions reporting and will be excluded on an ongoing basis. This decision was made in agreement between the Ministry, the judiciary and the CNGP, as the judiciary are independent to the Ministry. We have restated our emissions for 2020/21, 2021/22, and 2022/23 to exclude the judiciary’s emissions.

Emissions intensity by FTE and expenditure¹¹

KPI	Unit	2020/21	2021/22	2022/23	2023/24
Emissions per full-time equivalent	tCO ₂ -e per FTE	2.37	1.98	2.38	1.53
Total gross greenhouse gas emissions per Operating revenue (\$Millions)	tCO ₂ -e per million (\$)	13.12	10.23	13.05	10.7

Table 1

¹¹KPIs calculated using mandatory sources only. Additional sources are excluded.

Emissions by category

Category	Activities	Emissions (tCO ₂ -e)				
		2020/21	2021/22	2022/23	2023/24	
					CNGP Mandatory boundary (tCO ₂ -e)	Additional emissions (tCO ₂ -e)
Category 1	Direct emissions:	1,642	2,340	2,516	2,026	0
	• Natural Gas					
	• LPG					
	• Mobile combustion – Petrol & Diesel					
	• Stationary combustion – Diesel					
	• Refrigerants leakage					
Category 2	Indirect emissions from imported energy:	3,943	3,972	3,979	2,434	0
	• Electricity					
Category 3	Indirect emissions from transportation:	2,789	1,327	2,415	2,158	3,475
	• Air travel					
	• Freight					
	• Rental cars					
	• Taxis					
	• Public transport					
	• Accommodation					
Category 4	Indirect emissions from products used by the organisation:	573	526	695	506	17
	• Waste to landfill					
	• Electricity transmission & distribution losses					
	• Natural gas transmission & distribution losses					
	• Paper use					
	• Water supply					
	• Wastewater treatment					
	• Cloud computing					
Category 5: Indirect emissions associated with the use of products from the organisation	None measured	0	0	0	0	0
Category 6: Indirect emissions from other sources	None measured	0	0	0	0	0
Total gross emissions		8,947	8,165	9,605	7,123	3,493
Change in gross emissions from previous year			-8.7%	17.6%	-25.8%	
Change in gross emissions since base year			-8.7%	7.4%	-20.4%	

Table 2

Table 2 shows our greenhouse gas emissions broken down by the four categories¹² applicable to the Ministry. Emissions from electricity (Category 2) are consistently our largest mandatory emissions source due to our large number of sites.

We have measured and reported on our cloud computing and employee commuting for the first time this year. These are ‘additional’ or non-mandatory sources and are not part of our reduction targets as we have less direct control over them.

MOJ mandatory emissions by source

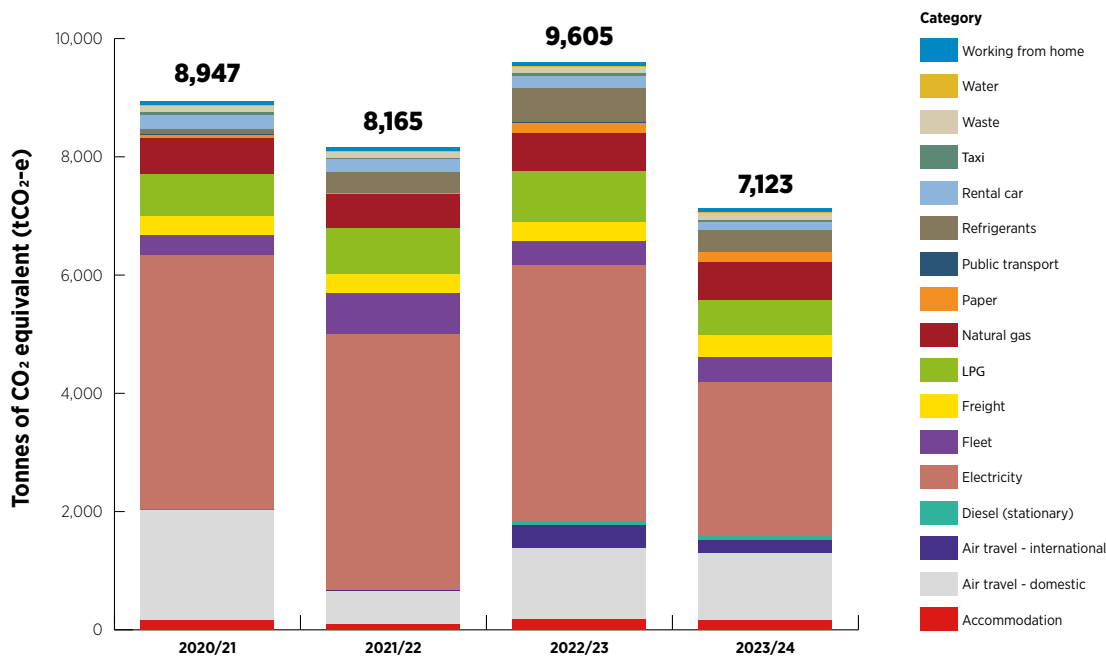


Figure 2

Figure 2 shows our mandatory emissions for the past four years broken down by emissions source. The increase between 2021/22 and 2022/23 was mostly due to operational travel resuming to close to pre-COVID-19 levels.

The reductions in 2023/24 come from several key sources. Electricity emissions have significantly reduced due to the electricity grid being cleaner following high rainfall and increased hydro power. Air travel emissions, both international and domestic, reduced because of reduced travel budgets. LPG emissions dropped by 33% due to optimisation at one of our sites.

Our emissions reduction targets

We have set the following gross emissions reduction targets, as shown in Figure 1:

- Reduce gross emissions by 21% by June 2025 (from 2020/21 baseline year).
- Reduce gross emissions by 42% by June 2030 (from 2020/21 baseline year).

Our targets are in line with New Zealand’s international commitment to limiting the global average temperature increase to 1.5 degrees Celsius above pre-industrial levels.

In 2023/24 we saw a decrease in overall mandatory emissions of 20.4% from our 2020/21 base year and a decrease of 25.8% from 2022/23. This year, our mandatory emissions were 0.78% over our 2024/25 target.

¹²The terminology of ‘categories’ is used in ISO 14064-1:2018, to add further definition to the different ‘scopes’ that are used in the Greenhouse Gas Protocol. Scope 1 and 2 are the same as categories 1 and 2, respectively. Scope 3 includes categories 3, 4, 5 and 6.



Our Emissions Reduction Plan

Last year, we published the second version of our Emissions Reduction Plan. It sets out our intentions and areas of focus for reducing emissions across our operations. We are a large ministry with complex operational functions.

The majority of our emissions are from the energy required to power our large portfolio of courthouses and buildings. This makes our energy emissions a critical area of focus for reductions going forward. Air travel emissions reductions is another key focus area.

We have several projects currently underway or completed that will contribute to emissions reductions, including:

- Energy audits at 12 sites with funding from the Energy Efficiency and Conservation Authority (EECA). These audits have identified changes we can make to reduce energy consumption and emissions.
- LED lighting upgrade at our National Office and several medium-sized court buildings.
- Upgrades to Building Management Systems (BMS) for better energy management.
- Feasibility studies on replacing fossil fuel boilers.
- Electrification of our vehicle fleet.

We are committed to ongoing improvements in our emissions reporting and implementing emissions reduction initiatives across the Ministry.

Budget-significant initiatives



Since 2022/23, Treasury has required Departments to provide information that sets out their Budget-significant initiatives from at least the three previous Budgets, and where information on them can be found in the Annual Report. Departments are asked to use their judgement in selecting the most important initiatives.

Given the size and number of the Ministry's appropriations significant initiatives have been selected using the following criteria:

- have funding of \$5 million or more in 2023/24
- are for the delivery of new services or increase the level of service provided.

Initiatives where our role is to administer funding, including the provision of funding to Crown entities, have been excluded as reporting against appropriations are completed in another entities annual report or the appropriations are exempt from performance reporting.

VOTE JUSTICE					
Name of Initiative	Description	Budget	Year/s funded	Funding commitment for 2023/24 (\$000)	Location of performance information
Better Outcomes for Victims of Crime	The initiative aims to create and implement a sector-wide Victims Strategy and Operating Model to improve the experience of victims of crime going through the criminal justice system.	Budget 2023	2023/24 ongoing	5,625	Page 21

VOTE JUSTICE CAPITAL					
Name of Initiative	Description	Budget	Year/s funded	Funding commitment for 2023/24 (\$000)	Location of performance information
Wellington District Courthouse Remediation Project	The Wellington District Courthouse Remediation Project will seismically strengthen the courthouse.	Budget 2021	2020/21 to 2025/26	19,239 ¹³	Page 18
Seismic Strengthening of Ministry of Justice Courthouses	This initiative aims to seismically strengthen four courts.	Budget 2024	2023/24 to 2027/28	22,578	Page 18
Te Au Reka - Digital Case Management Solution for Courts and Tribunals	This new digital case and court management system will move courts and tribunals away from manually intensive, paper-based processes to a modern court and case management system. This will improve the effectiveness of courts, support access to justice and reduce the potential for harm.	Budget 2024	2023/24 and 2024/25	11,102	Page 18

¹³2023/24 funding includes amounts transferred from other years.

VOTE COURTS					
Name of Initiative	Description	Budget	Year/s funded	Funding commitment for 2023/24 (\$000)	Location of performance information
Coronial Services - Improving the Coronial System for Bereaved Families and Whanau	This initiative will help to improve the coronial system for bereaved families and whānau. The package includes funding to appoint four new permanent coroners and support staff and establish new Coronial Registrar and Clinical Advisor positions. It will ensure that bereaved families and whānau receive the coroner's findings sooner, reduce the number of cases unnecessarily coming into the coronial jurisdiction, reduce and maintain the coronial caseload at a sustainable level, and ensure that families and whānau receive culturally appropriate information and support to understand the coronial process and their rights.	Budget 2022	2022/23 ongoing	8,268	Page 12
Whakaari/White Island Criminal Prosecution – Ensuring Access to Justice	This initiative will enable an effective criminal process for the WorkSafe New Zealand prosecution into the Whakaari/White Island eruption. This will mean that defendants, victims and their families will be able to fully engage in the court process to access fair and open justice. Funding will provide for the physical and technological requirements to support the participants' involvement in the prosecution proceedings.	Budget 2022	2022/23 and 2023/24	5,800	Not reported
Te Ao Marama - Partnering with Iwi to Design New Solutions for People Going Through the District Court	This initiative provides funding to design and deliver Te Ao Mārama, the new model for the District Court, by partnering with iwi and engaging with communities to co-design and deliver services that better reflect the diversity, strengths and needs of each community. It also provides funding to deliver cultural capability training for the District Court to respond to each community's diverse needs. This initiative will support mainstreaming best practice knowledge, skills and approaches learned from the existing District Court therapeutic and solution-focused courts.	Budget 2023	2022/23 ongoing	11,679	Page 30

VOTE COURTS

Name of Initiative	Description	Budget	Year/s funded	Funding commitment for 2023/24 (\$000)	Location of performance information
Te Au Reka - Digital Case Management Solution for Courts and Tribunals	This new digital case and court management system will move courts and tribunals away from manually intensive, paper-based processes to a modern court and case management system. This will improve the effectiveness of courts, support access to justice and reduce the potential for harm.	Budget 2023	2022/23 ongoing	10,062 ¹⁴	Page 18

¹⁴2023/24 funding includes amounts transferred from and to other years.

Risk and Assurance Committee report for the Period of 1 July 2023 to 30 June 2024

Background

The Ministry's Risk and Assurance Committee is a key mechanism to support the Chief Executive and Strategic Leadership Team to manage and improve the Ministry's corporate governance environment.

The Committee provides independent critical review, insights and advice on:

- strategic thinking
- key business initiatives
- transformation projects
- risk management processes
- internal control mechanisms
- responsible resource management
- internal and external audit functions
- integrity of performance information
- governance framework and processes
- compliance with legislation, policies, and procedures.

The Committee has an advisory role only. Primary responsibility for the matters mentioned above and for resolving issues and implementing the Committee's recommendations sits with the Chief Executive and Strategic Leadership Team.

Current Members

The Committee comprises four independent external members:

- Lyn Provost (Chair)
- Traci Houpapa
- Brendan Boyle
- Phil Royal

Jim Donovan completed his tenure at the end June 2024 meeting and has been replaced by Phil Royal. Jim's valuable contribution to the Committee is acknowledged and appreciated.

The Ministry's Chief Executive and/or Deputy Secretary Strategy, Governance & Finance attended all Committee meetings. A representative from Audit New Zealand (the Ministry's external auditor) provided an update to the Committee at each meeting. The Committee is supported by the Ministry's Governance team and the Manager Risk & Internal Audit.

Report of the Audit and Risk Committee

Between 1 July 2023 and 30 June 2024, the Committee met formally on five occasions to fulfil its duties and responsibilities.

There were four regular meetings and a meeting on the 14th of September 2023 to consider the Ministry's draft annual report prior to it being signed by the Chief Executive.

The Committee provided critical review and insights on:

- key parts of the Ministry's programme of work and responsibilities, including:
 - › Coronial services (September 2023)
 - › Chief Executive's accountabilities for related public service agencies (September 2023)
 - › Control framework: board culture, control activities, and policies (September 2023)
 - › Treasury ICAT results (September 2023)
 - › Criminal Process Improvement Programme benefits logic map (September 2023)
 - › Justice Sector Leadership Board (December 2023)
 - › Te Puna Aonui¹⁵ (March 2023)
 - › Effectiveness and Sustainability programme (March and June 2023)
- Te Au Reka – the Ministry's project to implement a digital case management system within the Courts.
- strategic and operational risks
- the internal audit work programme and internal audit reports
- progress on resolving findings from internal audit reports
- the legislative compliance programme and mitigation of fraud risks
- external auditors audit planning and reporting
- the Ministry's annual report and provided advice to the Chief Executive and CFO on content and disclosure.

In addition to its formal meetings, the Committee Chair liaised directly with our Chief Executive on relevant matters as appropriate. A key matter for the Committee has been the need for greater clarity on the accountability requirements between the Ministry, Te Arawhiti¹⁶ and Te Puna Aonui.

The Committee regularly reviews its own performance to ensure that it continues to be focused, effective, and providing a quality service to the Chief Executive.

¹⁵An Interdepartmental Executive Board under the Public Service Act 2020 responsible for implementing Te Aorerekura – the National Strategy to Eliminate Family Violence and Sexual Violence.

¹⁶The Office for Māori Crown Relations.

Section Three:

Reporting on financial and performance information

Statement of responsibility

I am responsible, as Secretary for Justice and Chief Executive of the Ministry of Justice (the Ministry), for:

- the preparation of the Ministry's financial statements, and statements of expenses and capital expenditure, and for the judgements expressed in them
- having in place a system of internal controls designed to provide reasonable assurance as to the integrity and reliability of financial reporting
- ensuring that end-of-year performance information on each appropriation administered by the Ministry is provided in accordance with sections 19A to 19C of the Public Finance Act 1989, whether or not that information is included in this annual report
- the accuracy of any end-of-year performance information prepared by the Ministry, whether or not that information is included in the annual report.

In my opinion:

- the annual report fairly reflects the operations, progress, and the organisational health and capability of the Ministry
- the financial statements fairly reflect the financial position of the Ministry as at 30 June 2024 and its operations for the year ended on that date
- the forecast financial statements fairly reflect the forecast financial position of the Ministry as at 30 June 2025 and its operations for the year ending on that date.



Andrew Kibblewhite

Secretary for Justice and Chief Executive
30 September 2024

Independent Auditor's report

To the readers of the Ministry of Justice's annual report for the year ended 30 June 2024

The Auditor-General is the auditor of the Ministry of Justice (the Ministry). The Auditor-General has appointed me, Kelly Rushton, using the staff and resources of Audit New Zealand, to carry out, on his behalf, the audit of:

- the financial statements of the Ministry on pages 78 to 105, that comprise the statement of financial position, statement of commitments, statement of contingent liabilities and contingent assets as at 30 June 2024, the statement of comprehensive revenue and expense, statement of changes in equity, and statement of cash flows for the year ended on that date and the notes to the financial statements that include accounting policies and other explanatory information;
 - the performance information for the appropriations administered by the Ministry for the year ended 30 June 2024 on pages 57 to 59 and 61 to 76;
 - the statement of budgeted and actual expenses and capital expenditure incurred against appropriation of the Ministry for the year ended 30 June 2024 on pages 127 to 136; and
 - the schedules of non-departmental activities which are managed by the Ministry on behalf of the Crown on pages 106 to 122 that comprise:
 - › the schedules of assets; liabilities; commitments; and contingent liabilities and assets as at 30 June 2024;
 - › the schedules of expenses; and revenue for the year ended 30 June 2024;
 - › the statement of trust monies for the year ended 30 June 2024; and
 - › the notes to the schedules that include accounting policies and other explanatory information.
- the performance information for the appropriations administered by the Ministry for the year ended 30 June 2024:
 - › presents fairly, in all material respects:
 - what has been achieved with the appropriation; and
 - the actual expenses or capital expenditure incurred as compared with the expenses or capital expenditure that were appropriated or forecast to be incurred; and
 - › complies with generally accepted accounting practice in New Zealand.
 - the statement of budgeted and actual expenses and capital expenditure incurred against appropriation of the Ministry are presented, in all material respects, in accordance with the requirements of section 45A of the Public Finance Act 1989.
 - the schedules of non-departmental activities which are managed by the Ministry on behalf of the Crown present fairly, in all material respects, in accordance with the Treasury Instructions:
 - › the assets; liabilities; commitments; and contingent liabilities and assets as at 30 June 2024; and
 - › expenses and revenue for the year ended 30 June 2024; and
 - › the statement of trust monies for the year ended 30 June 2024.

Our audit was completed on 30 September 2024. This is the date at which our opinion is expressed.

The basis for our opinion is explained below. In addition, we outline the responsibilities of the Secretary of Justice and Chief Executive (the Secretary) and our responsibilities relating to the information to be audited, we comment on other information, and we explain our independence.

Basis for our opinion

We carried out our audit in accordance with the Auditor General's Auditing Standards, which incorporate the Professional and Ethical Standards and the International Standards on Auditing (New Zealand) issued by the New Zealand Auditing and Assurance Standards Board. Our responsibilities under those standards are further described in the Responsibilities of the auditor section of our report.

We have fulfilled our responsibilities in accordance with the Auditor-General's Auditing Standards.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion:

- the financial statements of the Ministry:
 - › present fairly, in all material respects:
 - its financial position as at 30 June 2024; and
 - its financial performance and cash flows for the year ended on that date; and
 - › comply with generally accepted accounting practice in New Zealand in accordance with Public Benefit Entity Reporting Standards.

Responsibilities of the Secretary for the information to be audited

The Secretary is responsible on behalf of the Ministry for preparing:

- Financial statements that present fairly the Ministry's financial position, financial performance, and its cash flows, and that comply with generally accepted accounting practice in New Zealand.
- Performance information that presents fairly what has been achieved with each appropriation, the expenditure incurred as compared with expenditure expected to be incurred, and that complies with generally accepted accounting practice in New Zealand.
- Statement of budgeted and actual expenses and capital expenditure incurred against appropriation of the Ministry, that are presented fairly, in accordance with the requirements of the Public Finance Act 1989.
- Schedules of non-departmental activities, in accordance with the Treasury Instructions, that present fairly those activities managed by the Ministry on behalf of the Crown.

The Secretary is responsible for such internal control as is determined is necessary to enable the preparation of the information to be audited that is free from material misstatement, whether due to fraud or error.

In preparing the information to be audited, the Secretary is responsible on behalf of the Ministry for assessing the Ministry's ability to continue as a going concern. The Secretary is also responsible for disclosing, as applicable, matters related to going concern and using the going concern basis of accounting, unless there is an intention to merge or to terminate the activities of the Ministry, or there is no realistic alternative but to do so.

The Secretary's responsibilities arise from the Public Finance Act 1989.

Responsibilities of the auditor for the information to be audited

Our objectives are to obtain reasonable assurance about whether the information we audited, as a whole, is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit carried out in accordance with the Auditor-General's Auditing Standards will always detect a material misstatement when it exists. Misstatements are differences or omissions of amounts or disclosures, and can arise from fraud or error. Misstatements are considered material if, individually or in the aggregate, they could reasonably be expected to influence the decisions of readers, taken on the basis of the information we audited.

For the budget information reported in the information we audited, our procedures were limited to checking that the information agreed to the Ministry's statement of intent.

We did not evaluate the security and controls over the electronic publication of the information we audited.

As part of an audit in accordance with the Auditor-General's Auditing Standards, we exercise professional judgement and maintain professional scepticism throughout the audit. Also:

- We identify and assess the risks of material misstatement of the information we audited, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- We obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Ministry's internal control.
- We evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Secretary.
- We evaluate the appropriateness of the reported performance information for the appropriations administered by the Ministry.
- We conclude on the appropriateness of the use of the going concern basis of accounting by the Secretary and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Ministry's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the information we audited or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Ministry to cease to continue as a going concern.
- We evaluate the overall presentation, structure and content of the information we audited, including the disclosures, and whether the information we audited represents the underlying transactions and events in a manner that achieves fair presentation.

We communicate with the Secretary regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Our responsibilities arise from the Public Audit Act 2001.

Other information

The Secretary is responsible for the other information. The other information comprises the information included on pages 1 to 56, 60, 77, 123 to 126, 137 to 215 but does not include the information we audited, and our auditor's report thereon.

Our opinion on the information we audited does not cover the other information and we do not express any form of audit opinion or assurance conclusion thereon.

Our responsibility is to read the other information. In doing so, we consider whether the other information is materially inconsistent with the information we audited or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on our work, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Independence

We are independent of the Ministry in accordance with the independence requirements of the Auditor-General's Auditing Standards, which incorporate the independence requirements of Professional and Ethical Standard 1: International Code of Ethics for Assurance Practitioners (including International Independence Standards) (New Zealand) (PES 1) issued by the New Zealand Auditing and Assurance Standards Board.

In addition to the audit we have carried out engagements in the area of Assurance over procurement tender processes for courthouse development, which are compatible with those independence requirements. Other than the audit and these engagements, we have no relationship with or interests in the Ministry.



Kelly Rushton
Audit New Zealand
On behalf of the Auditor-General
Wellington, New Zealand

Our Performance

Disclosure of Judgements

Reporting entity

The Ministry of Justice (the Ministry) is a government department as defined by section 5 of the Public Service Act 2020. The relevant legislation governing the Ministry's operations includes the Public Finance Act 1989 (PFA), Public Service Act 2020, and the Public Accountability Act 1998.

The Ministry's primary objective is to provide services to the Government and the New Zealand public. The Ministry does not operate to make a financial return. The Ministry has designated itself as a public benefit entity (PBE) for performance reporting purposes. The Ministry is responsible for the following core functions:

- the delivery of operational services, including court and tribunal-related services, collections and electoral services
- the provision of support to the judiciary
- the provision of policy advice
- leadership of the justice sector.

The Ministry administers these functions under two primary Votes: Vote Justice and Vote Courts.

The Executive Board for the Elimination of Family Violence and Sexual Violence – Te Puna Aonui

Te Puna Aonui was established on 24 March 2022 by Orders in Council under the Public Service Act 2020 and the Ombudsmen Act 1975.

From 1 July 2022, Te Puna Aonui has administered the Elimination of Family Violence and Sexual Violence appropriation in Vote Justice. As such, performance information for Te Puna Aonui is disclosed in its own annual report.

The Office for Māori Crown Relations – Te Arawhiti (Te Arawhiti)

In January 2019, the Office for Māori Crown relations – Te Arawhiti was established as a departmental agency, as defined by section 2 of the PFA, and is hosted within the Ministry. Performance information for Te Arawhiti can be found within Te Arawhiti's annual report (later in this document).

Crown entity monitoring

The Ministry monitors seven Crown entities. These are the Office of the Privacy Commissioner, Law Commission, Independent Police Conduct Authority, Human Rights Commission, Real Estate Agents Authority, Criminal Cases Review Commission, and the Electoral Commission.

The Crown Entities Act sets out the requirements of monitoring agencies, most of which orient around monitoring agencies' responsibilities to their respective Ministers, holding the entities accountable to the government and the overarching provisions of their appropriations. The Ministry also administers and annually evaluates the Memorandums of Understanding (MoUs) between the Ministry and the entities.

These MoUs establish the standard requirements under the Crown Entities Act, particularly concerning the independent entities (excluding the Real Estate Authority) and their receipt of Crown payments throughout the fiscal year.

Performance information for these Crown Entities can be found in each Crown entity's respective annual report.

Statement of compliance

The Ministry's performance information has been prepared in accordance with Tier 1 Public Benefit Entity (PBE) reporting standards and Generally Accepted Accounting Practice (GAAP), both of which have been applied consistently throughout the report.

The Ministry's outputs are specified in the 2023/24 Estimates of Appropriations and the 2023/24 Supplementary Estimates of Appropriations across Vote Justice and Vote Courts.

Purpose and strategic priorities

In February 2023, the Ministry refreshed its strategy, and redeveloped the performance framework at the outcome level to align with the refreshed strategy. The Ministry's purpose statement was updated as part of the refresh – To strengthen people's trust in the law of Aotearoa New Zealand.

Trust in the law (and other public institutions) is critical to maintain and enhance our democracy. This provides the context to the refreshed seven strategic outcomes that help us work towards achieving this purpose:

- improve justice outcomes for Māori
- build a Ministry where all our people thrive
- bring the strength of communities into courts and tribunals
- reduce the harm experienced by victims and their whānau
- steward our policy and regulatory systems
- improve access and experiences for participants in courts and tribunals
- play a leading role to deliver an integrated sector-wide response.

These outcomes represent what the Ministry seeks to uphold and strengthen within New Zealand for the benefit of its people. They broadly focus on New Zealand's constitutional arrangements, the legitimacy of the justice system, human rights, and shifting the justice system to better serve communities.

The Ministry is committed to achieving positive outcomes for New Zealand, through its own work and collaborative efforts with the justice sector. Although the Ministry cannot control these outcomes, it plays an important leadership role across the sector to shape, guide and influence their achievement.

The outcome-oriented indicators and desired trends the Ministry uses are consistent with, and clearly linked to, its overall purpose and strategic priorities. Outcomes are long-term in nature, and within each outcome, there are measures and associated indicators that track the Ministry's progress towards achieving them.

To broadly describe our functions and services, the Ministry has grouped its activities under the following:

- the Ministry's report on strategic outcome measures can be found on pages 138-141
- the Ministry's report on appropriation measures can be found on pages 60-76
- the Minister's report on non-departmental appropriation measures can be found on pages 149-157.

Critical Reporting Judgements, Estimates and Assumptions

The performance information of the Ministry is for the year ended 30 June 2024. Performance measures have been selected for activities the Ministry performs.

The performance information reported is consistent with that used by the entity for internal decision making and judgement has been used in selecting, aggregating and presenting performance measures to determine which aspects of performance information are relevant to the users of the annual report.

Performance measures have been aggregated by core functions, such as court services and policy advice in alignment with the Ministry's structure and funding under Vote Justice and Vote Courts. This ensures that the most relevant information is grouped together to provide users with a clear view of the Ministry's service performance across its key responsibilities.

The Ministry sets targets for output and asset performance measures based on historical performance and forecasted performance, with consideration of factors that may impact future performance and opportunities for improvement. As such, future performance may differ from budgeted performance.

The Ministry has also used judgement when identifying factors that have had the most substantial influence over performance information.

This includes the extent to which external and internal dynamics have affected the performance information, the extent to which consultation with users influenced the performance information, the extent to which qualitative characteristics and pervasive constraints influenced performance information, as well as the impact of significant external events such as COVID-19 and extreme weather conditions.

Some of the judgements that have had the most significant impacts are disclosed below.

Other judgements include those made in determining the cost of outputs. These can be found within the statement of cost allocation accounting policies on page 126.

Judicial Independence

The impartiality of judicial decisions, free from executive influence, is critical when assessing performance of the courts. The Statement of Principles for the Judiciary and the Ministry of Justice in the Administration of the Courts¹ notes that the Judiciary holds exclusive responsibility for the management and efficient conduct of court business, including scheduling and supervision of judicial staff.

The Ministry of Justice provides essential administrative support. Its role does not extend to measuring judicial performance, due to the constitutional principle of separation of powers. Instead, the Ministry is accountable for managing public funds, court infrastructure, and supporting shared responsibilities, ensuring a fair and effective justice system without compromising judicial autonomy.

¹[The Statement of Principles — Courts of New Zealand \(courtsofnz.govt.nz\)](https://www.courtsofnz.govt.nz/the-statement-of-principles)

Assessing Court Performance and Service Delivery

Some of our performance measures, particularly within the courts, are demand driven measures which focus on throughput, timeliness and volume. These measures are important for monitoring the uptake and use of services. They provide crucial insights into how well the system is operating and help identify areas for improvement, even if we do not have full control over demand dynamics.

The Ministry contracts service providers to deliver justice services, such as legal aid, Community Law Centres, community safety programs, and restorative justice services. Performance in these areas is evaluated through customer satisfaction measures and the uptake and use of these services.

Satisfaction Surveys

To understand public trust in the law and justice system, the Ministry has incorporated additional measures at the outcome level, derived from external surveys and studies, often internationally, such as the World Justice Project.

Surveys are also used for appropriation measures, where appropriate, as they provide direct feedback, quantifiable data, and actionable insights to improve Ministry processes, services and experiences.

Some of the key surveys used are detailed below. All survey participation is voluntary and anonymous. Methodology, analysis and limitations are detailed in each survey's report.

Key Surveys:

Juror Satisfaction Survey²: Conducted annually in the District Court and the High Court since 2008, to understand jurors' satisfaction with Ministry-provided services and facilities. It provides valuable information for any improvements the Ministry could make to future jurors' experiences.

Court User Survey³: Conducted biennially in the District Court and the High Court. This survey measures user experience and satisfaction with frontline services and facilities.

Restorative Justice Victim Satisfaction Survey⁴: Conducted biennially, it gathers information from victims who took part in a restorative justice conference and their experiences of the service.

New Zealand Crime and Victims Survey⁵: Conducted annually by Ipsos (formally CBG) on behalf of the Ministry, to collect information about New Zealanders' experiences of crime and provide critical insights to help government agencies create safer communities. From June 2025, a new public perception module will be included to better understand trust and confidence in the justice system.

General Social Survey (GSS)⁶: Conducted biennially by Reach Aotearoa (formerly CBG Health Research) on behalf of Stats NZ. The survey provides information on the wellbeing of New Zealanders aged 15 years and over. It covers a wide range of social and economic outcomes.

Policy Advice and Ministerial Satisfaction Measures

The Ministry uses the Department of the Prime Minister and Cabinet's Ministerial Policy Satisfaction Survey⁷ to assess ministerial satisfaction with the Ministry's policy advice.

The Survey asks each Minister to answer questions about general satisfaction, quality of policy advice, and overall performance using a 1-5 Likert scale, as well as three free-text questions about satisfaction. Only the rating scales are used to calculate the ministerial satisfaction score.

Quality of policy advice

To show a fuller picture, the Ministry has also adopted measures regarding the distribution of scores, to offer a more comprehensive assessment of the quality of policy advice.

Policy advice is assessed by a Policy Advice Quality Review Panel. The assessment is against the Department of the Prime Minister and Cabinet's Policy Quality Framework⁸, which sets out 17 elements of quality policy advice, organized under four standards: context, analysis, advice and action. The Department of the Prime Minister and Cabinet's Policy project provides a scoring template with a scale from a score of 1 (unacceptable) through to 5 (outstanding). 46 randomly selected policy papers were assessed in 2023/24, including Ministerial briefings, Select Committee briefings, Cabinet papers and Aide Memoires.

Measure Notes

In the Ministry's 2022/23 annual report under the Public Defence Service Appropriation, it was noted that the measure *'Number of new cases accepted during the financial year'* was intended to be replaced with *'Number of new cases received during the year'*. However, after further analysis, it was determined that the measure cases *'accepted'* would provide a more accurate reflection of the volume of cases undertaken for reporting to Legal Aid Services. As a result, the current measure will be retained.

In the Ministry's 2022/23 annual report, there was a transposition error with the property asset 'Condition' performance measure results. The correct results have been added to the table for 2020/21, 2021/22 and 2022/23. The result now includes both the Condition Grade Index (CGI) figure and the percentage change against the baseline condition (which is used as the Measure and target) from the previous year. CGI represents the overall state of the owned property portfolio with a number from 1 (very good) to 5 (very poor).

Under the appropriation 'Sector Leadership and Support' the measure *'Publish two reports to inform debate'* was removed in 2023/24 as it did not provide a meaningful account of performance. The existing measures cover the core activities involved under this appropriation.

²For review (justice.govt.nz)

³Court Users Survey 2023 (justice.govt.nz)

⁴Market Research Report (justice.govt.nz)

⁵New Zealand Crime & Victims Survey (NZCVS) | New Zealand Ministry of Justice

⁶About the General Social Survey | Stats NZ

⁷Guide to the Ministerial Policy Satisfaction Survey (dpmc.govt.nz)

⁸Policy quality | Department of the Prime Minister and Cabinet (DPMC)

Reporting against appropriations

For the year ended 30 June 2024

Our outputs are specified in the 2023/24 Estimates of Appropriations and the 2023/24 Supplementary Estimates of Appropriations across Vote Justice and Vote Courts.

Explanations are provided for performance measure variances where applicable, including negative variances exceeding 5% and positive variances exceeding 10%. For year-on-year comparisons, explanations are provided for significant variances of 10% or more between 2022/23 and 2023/24. For variance information relating to earlier years, please refer to past annual reports.

MINISTRY OF JUSTICE

Vote Justice

Administration of legal services

This appropriation supports the administration of legal services, including legal aid and related schemes, and the management and collection of legal aid debt.

What is intended to be achieved with this appropriation

This appropriation is intended to achieve increased trust in the justice system by providing responsive and accessible legal services.

Contribution to our strategic priorities

This appropriation contributes to our purpose, to strengthen people's trust in the law of New Zealand, by providing responsive and accessible legal services.

It also contributes to our strategic priority to improve access and experiences for participants in courts and tribunals, achieved through supporting operational and legislative enhancements to the legal aid system.

How we performed

Performance measure	Actual 2020/21	Actual 2021/22	Actual 2022/23	Standard 2023/24	Actual 2023/24	Variance explanation
Number of legal aid applications processed	83,480	70,131	80,488	80,000-90,000	88,446	Legal aid applications are demand driven. There was a 9.9% increase in new applications across criminal, civil, and family jurisdictions compared to 2022/23. As part of the Budget 2022 changes to strengthen the legal aid scheme, eligibility thresholds for family and civil legal aid were increased by 15% on 1 January 2023. This resulted in more New Zealanders being eligible for legal aid.
Legal aid applications for criminal cases assessed within one working day (see Note 1)	99%	95%	96%	90%	93%	
Legal aid applications for family cases assessed within three working days (see Note 1)	97%	95%	93%	90%	92%	
Legal aid applications for civil cases assessed within five working days - excluding Waitangi Tribunal proceedings applications (see Note 1)	98%	93%	92%	90%	93%	

Note 1 - Applications that are incomplete when received are excluded from this measure.

Output class statement – Administration of legal services

Actual 2023 \$000	Revenue and expenses	Actual 2024 \$000	Unaudited budget 2024 \$000	Unaudited supplementary estimate 2024 \$000	Unaudited forecast 2025 \$000
31,785	Crown	34,789	34,386	34,789	34,626
129	Departmental	113	93	93	93
67	Other	204	24	24	24
31,981	Total revenue	35,106	34,503	34,906	34,743
31,531	Total expenses	33,178	34,503	34,906	34,743
450	Net surplus/(deficit)	1,928	-	-	-

Justice and emergency agencies property and shared services

This appropriation supports the provision of property and shared services to other agencies in Christchurch. The Precinct brings together all justice and emergency services in one purpose-built, leading-edge precinct in central Christchurch.

What is intended to be achieved with this appropriation

This appropriation is intended to achieve improved joint outcomes and service delivery.

Contribution to our strategic priorities

This appropriation contributes to our strategic priority to play a leading role in delivering an integrated sector-wide response. We do this through providing better public services, through innovation and new ways of collaborating. Shared communications and a shared emergency operations centre makes coordinated responses to emergencies easier to achieve.

How we performed

Performance measure	Actual 2020/21	Actual 2021/22	Actual 2022/23	Standard 2023/24	Actual 2023/24	Variance explanation
Services meet the standards agreed with the other agencies ⁹	Achieved	Achieved	Achieved	Achieved	Achieved	

Output class statement – Justice and emergency agencies property and shared services

Actual 2023 \$000	Revenue and expenses	Actual 2024 \$000	Unaudited budget 2024 \$000	Unaudited supplementary estimate 2024 \$000	Unaudited forecast 2025 \$000
26,547	Crown	28,109	26,609	28,109	28,103
8,108	Departmental	10,270	9,583	10,583	10,583
3,567	Other	3,466	3,339	3,339	3,339
38,222	Total revenue	41,845	39,531	42,031	42,025
39,273	Total expenses	39,055	39,531	42,031	42,025
(1,051)	Net surplus/(deficit)	2,790	-	-	-

⁹The standards agreed between the Ministry of Justice and the other agencies are set out in co-location agreements with these agencies.

Justice policy advice

This appropriation supports the provision of advice (including second opinion advice and contributions to policy advice led by other agencies) to assist decision-making by Ministers on government policy matters relating to civil, criminal and constitutional law and the justice sector.

What is intended to be achieved with this appropriation

This appropriation is intended to achieve efficient and effective policy advice, legal and ministerial services to support Ministers in discharging their portfolio responsibilities.

Contribution to our strategic priorities

This appropriation contributes to our strategic priority to steward our policy and regulatory systems. We do this through providing efficient and effective policy advice, legal and ministerial services to support Ministers in achieving positive outcomes for the justice sector.

How we performed

Performance measure	Actual 2020/21	Actual 2021/22	Actual 2022/23	Standard 2023/24	Actual 2023/24	Variance explanation
The satisfaction of the Minister of Justice ¹⁰ with the policy advice service, as per the common satisfaction survey (see Note 1)	4.6/5	Not measured (see Note 2)	4.3/5	At least 4.0/5	4.0/5	
Average score for policy advice papers that are assessed (see Note 3)	3.6/5	3.6/5	3.7/5	3.5/5	3.6/5	
Percentage of policy advice papers that are assessed score 3 or higher out of 5 (see Note 3)	93%	93%	93%	85% (see Note 4)	98%	In 2023/24, only one paper scored less than 3. There was a concerted focus on improving policy quality assurance over the year, including capability training for panel chairs. An increased proportion of papers included in the review had been reviewed by internal quality assurance panels during their development.
Percentage of policy advice papers that are assessed score 4 or higher out of 5 (see Note 3)	43%	45%	40%	40%	41%	
Percentage of policy advice papers that are assessed score 2.5 or less out of 5 (see Note 3)	7%	7%	6.7%	<15% (see Note 4)	2.2%	In 2023/24, only one paper scored 2.5 or less. There was a concerted focus on improving policy quality assurance over the year, including capability training for panel chairs. An increased proportion of papers included in the review had been reviewed by internal quality assurance panels during their development.

Note 1 – The Ministry uses the Department of the Prime Minister and Cabinet’s Ministerial Policy Satisfaction Survey¹¹ to assess ministerial satisfaction with the Ministry’s policy advice.

Note 2 – The Ministerial Policy Satisfaction Survey results are unavailable for 2021/22 as the survey was not completed.

Note 3 – Policy advice is assessed by a Policy Advice Quality Review Panel using the Department of the Prime Minister and Cabinet’s Policy Quality Framework¹². 46 randomly selected policy papers were assessed in 2023/24 compared to 45 in 2022/23.

Note 4 – The standard for these two measures were updated in 2023/24 to increase the proportion of advice that meets the ‘acceptable’ standard, with a corresponding decrease to the proportion of advice that does not meet the standard. This change reflects the Ministry’s steady performance in excess of the target and ongoing commitment to ensuring that most policy advice is ‘acceptable’ or higher.

¹⁰While not a Vote Justice non-financial measure, the Ministry also surveyed the Minister for Courts and the Associate Minister of Justice (Firearms); the end-of-year result for the Minister for Courts was 4.9/5 in 2023/24 compared to 3.9/5 in 2022/23. The Associate Minister of Justice (Firearms) score for 2023/24 was 4.4/5. Previous scores for the Associate Minister of Justice (Firearms) were unable to be provided, as 2023/24 was the first year the Ministry has extended the survey to this portfolio.

¹¹[Guide to the Ministerial Policy Satisfaction Survey \(dpmc.govt.nz\)](#)

¹²[Policy quality | Department of the Prime Minister and Cabinet \(DPMC\)](#)

Output class statement – Justice policy advice

Actual 2023 \$000	Revenue and expenses	Actual 2024 \$000	Unaudited budget 2024 \$000	Unaudited supplementary estimate 2024 \$000	Unaudited forecast 2025 \$000
42,846	Crown	40,099	38,769	40,099	38,286
726	Departmental	82	113	113	113
17	Other	111	75	75	75
43,589	Total revenue	40,292	38,957	40,287	38,474
40,342	Total expenses	37,188	38,957	40,287	38,474
3,247	Net surplus/(deficit)	3,104	-	-	-

Public Defence Service

This appropriation supports the provision of legal services by the Public Defence Service.

What is intended to be achieved with this appropriation

This appropriation is intended to achieve increased trust in the justice system by providing a high quality, responsive, accessible and cost effective Public Defence Service to the New Zealand public.

Contribution to our strategic priorities

This appropriation contributes to our purpose, to strengthen people's trust in the law of Aotearoa New Zealand and our strategic priority, to improve access and experiences for participants in courts and tribunals. We do this by providing a high quality, responsive, accessible and cost-effective Public Defence Service to the New Zealand public.

How we performed

Performance measure	Actual 2020/21	Actual 2021/22	Actual 2022/23	Standard 2023/24	Actual 2023/24	Variance explanation
Number of hours per year the Public Defence Service provides duty lawyer supervision and duty lawyer service in courts where it operates (see Note 1)	20,085 hours	20,904 hours	23,033 hours	21,500 - 22,500 hours (see Note 2)	22,499 hours	
Average cost of PAL 1 cases (see Notes 3 and 4)	\$1,150.00	\$1,144	\$1,272.00	<=\$1,400.00	\$1,271	
Number of new cases accepted during the year (see Note 5)	14,110	10,886	11,214	12,000- 13,000	11,973	

Note 1 – The Public Defence Service provides independent criminal defence services to legally aided clients and duty lawyer services in 10 major metropolitan centres throughout New Zealand. This includes 15 District Courts and their related High Courts, the Court of Appeal, the Supreme Court and the Parole Board. In addition, Public Defence Service services the family violence courts in five locations and three therapeutic courts in four locations across the country.

Note 2 – The standard increased in 2022/23 by 3,000 hours and again in 2023/24 by 2,500 hours to align to the actual hours that have been completed over the last two financial years.

Note 3 – PAL 1 cases are less serious charges, usually heard by a judge alone. PAL is the Provider/Lawyer Approval Level of a case. Cost is accounted for using criminal legal aid fixed fee rates.

Note 4 – The standard increased in 2022/23 by \$200, to align with the recent changes to hourly rates paid to legal aid private providers. Any further changes to recruitment, retention, the legal aid fixed fee framework, provider hourly rates, court delays, changes in judicial behaviour or charge input will impact this measure.

Note 5 – In the Ministry's 2022/23 annual report under the Public Defence Service Appropriation, it was noted that the measure 'Number of new cases accepted during the financial year' was intended to be replaced with 'Number of new cases received during the year'. However, after further analysis, it was determined that the measure cases 'accepted' would provide a more accurate reflection of the volume of cases undertaken for reporting to Legal Aid Services. As a result, the current measure will be retained.

Output class statement – Public Defence Service

Actual 2023 \$000	Revenue and expenses	Actual 2024 \$000	Unaudited budget 2024 \$000	Unaudited supplementary estimate 2024 \$000	Unaudited forecast 2025 \$000
45,051	Crown	47,423	48,326	47,423	47,850
26	Departmental	106	98	98	98
39	Other	144	16	16	16
45,116	Total revenue	47,673	48,440	47,537	47,964
44,788	Total expenses	45,334	48,440	47,537	47,964
328	Net surplus/(deficit)	2,339	-	-	-

Sector leadership and support

This appropriation supports the provision of advice and services that focus on the Ministry's leadership role in the justice sector. This includes enhancing the Ministry's coordination with other sector and Government agencies, provision of advice and information about judicial and statutory appointments and monitoring specific Crown entities.

What is intended to be achieved with this appropriation

This appropriation is intended to achieve timely advice and support by the Ministry of Justice to the Justice Sector.

Contribution to our strategic priorities

This appropriation contributes to our strategic priority to play a leading role in delivering an integrated sector-wide response. We do this by working closely with justice sector partners and government agencies. Additionally, by sharing evidence and data proactively, we contribute to public discussions and help inform the delivery of justice services.

How we performed

Performance measure ¹³	Actual 2020/21	Actual 2021/22	Actual 2022/23	Standard 2023/24	Actual 2023/24	Variance explanation
The satisfaction of the Justice Sector Leadership Board with the leadership, advice and support provided by the Ministry	6.8/10	6.9/10 (see Note 1)	8.0/10 (see Note 1)	At least 8/10	8.5/10	
An annual prison population projection report is published on the Ministry of Justice website	Achieved	Achieved	Achieved	Achieved	Achieved	

Note 1 – The score detailed does not include the results from one of the representatives of the Board as they did not respond.

¹³Under the appropriation 'Sector Leadership and Support' the measure 'Publish two reports to inform debate' was removed in 2023/24 as it did not provide a meaningful account of performance. The existing measures cover the core activities involved under this appropriation.

Output class statement – Sector leadership and support

Actual 2023 \$000	Revenue and expenses	Actual 2024 \$000	Unaudited budget 2024 \$000	Unaudited supplementary estimate 2024 \$000	Unaudited forecast 2025 \$000
11,304	Crown	13,075	13,075	13,075	11,998
474	Departmental	34	142	142	28
9	Other	46	23	23	23
11,787	Total revenue	13,155	13,240	13,240	12,049
11,774	Total expenses	12,859	13,240	13,240	12,049
13	Net surplus/(deficit)	296	-	-	-

Establishment of Inspector-General of Defence (multi-category appropriation)

This appropriation supports the establishment and ongoing operations of the Inspector-General of Defence.

What is intended to be achieved with this appropriation

This appropriation is intended to support the establishment and ongoing operations of an independent Inspector-General of Defence to facilitate independent oversight of the activities of the New Zealand Defence Force.

Contribution to our strategic priorities

This appropriation contributes to our strategic priority, to play a leading role in delivering an integrated sector-wide response, by supporting the establishment and ongoing operations of an independent Inspector-General of Defence to facilitate independent oversight of the activities of the New Zealand Defence Force.

How we performed – Performance of the multi-category appropriation as a whole

Performance measure	Actual 2020/21	Actual 2021/22	Actual 2022/23	Standard 2023/24	Actual 2023/24	Variance explanation
The appointment of the Inspector-General of Defence and Deputy Inspector-General of Defence is on track to be operational by 26 January 2025 (see Note 1)	N/A	N/A	New measure	Achieved	Achieved	

Established the Inspector General of Defence

Performance measure	Actual 2020/21	Actual 2021/22	Actual 2022/23	Standard 2023/24	Actual 2023/24	Variance explanation
The appointment of the Inspector-General of Defence and Deputy Inspector-General of Defence is on track to be operational by 26 January 2025 (see Note 1)	N/A	N/A	New measure	Achieved	Achieved	

Note 1 – This new appropriation commenced in 2023/24. These new performance indicators were selected as they represent the immediate area of focus for this work.

Output class statement – Establishing the Inspector-General of Defence

	Actual 2023 \$000	Revenue and expenses	Actual 2024 \$000	Unaudited budget 2024 \$000	Unaudited supplementary estimate 2024 \$000	Unaudited forecast 2025 \$000
- Crown			930	-	930	930
- Departmental			-	-	-	-
- Other			-	-	-	-
- Total revenue			930	-	930	930
- Total expenses			158	-	930	930
- Net surplus/(deficit)			772	-	-	-

MINISTRY OF JUSTICE

Vote Courts

Courts, tribunals and other authorities' services, including the collection and enforcement of fines and civil debts services (multi-category appropriation)

The appropriation provides courts, tribunals and other authorities services, including the collection and enforcement of fines and civil debts services.

What is intended to be achieved with this appropriation

The single overarching purpose of this appropriation is to provide courts, tribunals and other authorities services, including the collection and enforcement of fines and civil debts services.

Contribution to our strategic priorities

This appropriation contributes to our strategic priority to improve access and experiences for participants in courts and tribunals, by providing efficient, accessible, and responsive courts services that are trusted by the public.

The categories under this appropriation purchase services for the collection and enforcement of fines and civil debts, provide services for the District Court (including the Youth Court and the Family Court), support international jurisdictions, and provide services for the Supreme Court, Court of Appeal, High Court, and New Zealand's specialist courts, tribunals, and authorities.

How we performed

Performance measure	Actual 2020/21	Actual 2021/22	Actual 2022/23	Standard 2023/24	Actual 2023/24	Variance explanation
Satisfaction of court users with court services and facilities	80%	Not measured (see Note 1)	76%	80%	Not measured (see Note 1)	The next survey will take place in 2024/25.
Percentage of juror survey responses that rate overall juror satisfaction as "satisfied" or better	89%	Not measured (see Note 2)	89%	90%	93%	
Percentage of category 3 and 4 criminal cases disposed within 12 months (see Note 3)	80%	77%	74%	90%	75%	Cases are demand driven. In 2023/24, there was a 1.1% increase in new cases compared to 2022/23. The Chief District Court Judge has issued a new Timely Access to Justice Protocol. It sets out a timely access to justice standard, which is that 90% of criminal cases are disposed of within category-based timeliness thresholds. This will be in effect from 2024/25.

Note 1 – The Court User Survey was not measured in 2023/24, as this survey is measured biennially.

Note 2 – The uncertainty of COVID-19 presented a challenge for achieving a satisfactory sample size in 2021/22. Surveying jurors under the new court protocols was unlikely to achieve a result that was comparable with previous non-pandemic years.

Note 3 – For procedural purposes, there are four categories of offences, as set out in the Criminal Procedure Act 2011. Cases are categorised based on the offences they involve, with category 3 and 4 offences becoming category 3 and 4 cases respectively. A category 3 offence is punishable by a term of imprisonment of two years or more. A category 4 offence is an offence listed in Schedule 1 of the Act (these are the most serious offences).

Collection and enforcement of fines and civil debts services

Performance measure	Actual 2020/21	Actual 2021/22	Actual 2022/23	Standard 2023/24	Actual 2023/24	Variance explanation
Total amount of fines collected	\$212 million	\$165.5 million	\$172 million	>\$180 million	\$215 million	In 2021/22, activities to collect and enforce fines were reduced, due to ongoing COVID-19 restrictions. From 2022/23, collections refocused on collecting the increased amount of debt to recover. Impositions have also increased by \$50 million, meaning there is more debt to collect.
Civil enforcement applications processed in three days	87%	72%	75%	90%	62%	Over 2022/23 and 2023/24, there was a 34% increase in application volumes, with capacity and resourcing limitations to process these applications. The application processing time will be updated to six days in 2024/25, to bring it in line with other Central Registry application types.
Percentage of Offender Levy collected or placed under arrangement within four months (see Note 1)	79%	66%	59%	75%	71%	In 2021/22, activities to collect and enforce offender levies were reduced due to the ongoing COVID-19 restrictions. From 2022/23, collections refocused on collecting the increased amount of debt to recover.
Percentage of debt that is under arrangement	48%	37%	39%	45%	39%	The debt book value increased by \$21 million in 2023/24, including a higher volume and value of impositions. This means the overall percentage rate of debt under arrangement is lower. The value of debt under arrangement increased by \$11 million in 2023/24. This measure should be considered in conjunction with the total amount of fines collected.
Average time to answer calls to the Collections Contact Centre (mm:ss)	1:32	1:04	0:39	1:30	1:26	Over 2023/24 the Contact Centre received a 13.2% increase in calls compared to 2022/23.

Note 1 - The offender levy is a \$50 levy that any person or company sentenced in the District Court or High Court must pay. It is used to fund services for victims of serious crime and ensures that offenders pay to help address the harm their crimes cause.

Output class statement – Collection and enforcement of fines and civil debts services

Actual 2023 \$000	Revenue and expenses	Actual 2024 \$000	Unaudited budget 2024 \$000	Unaudited supplementary estimate 2024 \$000	Unaudited forecast 2025 \$000
53,305	Crown	57,180	56,765	57,180	54,199
92	Departmental	283	534	534	534
2,060	Other	4,850	4,496	4,496	8,128
55,457	Total revenue	62,313	61,795	62,210	62,861
62,889	Total expenses	69,417	61,795	62,210	62,861
(7,432)	Net surplus/(deficit)	(7,104)	-	-	-

District Court services

Performance measure	Actual 2020/21	Actual 2021/22	Actual 2022/23	Standard 2023/24	Actual 2023/24	Variance explanation
Percentage of Care of Children Act cases disposed within 12 months in the Family Court	69%	69%	68%	75%	70%	Cases are demand driven. More applications are being defended, which is increasing the amount of time and effort required to resolve cases. Family Court Associates have been introduced in the Family Court to take on some of the Family Court judges' workload. This will enable judges to focus on progressing substantive matters. The first six Family Court Associates were introduced into the roster and national schedule in late May 2024.
Percentage of category 2 criminal cases disposed within three months (see Note 1)	65%	60%	63%	70%	61%	Cases are demand driven. In 2023/24, inflow to the District Court for category 2 criminal cases increased by 4%. The focus has been on progressing or disposing older and more complex cases, which has resulted in fewer category 2 offences being disposed within three months. The Chief District Court Judge has issued a new Timely Access to Justice Protocol. It sets out a timely access to justice standard: that 90% of criminal cases are disposed of within category-based timeliness thresholds. This will take effect from 2024/25.
Number of District Court criminal cases (including youth) disposed	117,778	91,989	105,793	>110,000	112,244	
Number of civil cases disposed	17,079	15,736	20,502	>16,000	24,260	Cases are demand driven. Increased expansion of major debt collection agencies' operations resulted in more proceedings being lodged in 2022/23 and 2023/24.
Number of Family Court substantive applications disposed (see Note 2)	62,009	54,661	57,671	>55,000	58,858	
Number of calls received by the 0800 victims of crime information line	26,720	17,636	15,299	17,000-19,000	15,129	Since 2022/23 Victim Support has implemented processes which have enabled callers' questions to be answered on initial engagement and reduced the number of call backs.
Percentage of calls answered by the 0800 Victims of Crime information line answered within 30 seconds	76%	67%	73%	80%	77%	
Average time to answer calls to the Registry Contact Centre (mm:ss)	2:14	2:51	1:57	2:00 (see Note 3)	1:16	In 2023/24, the Registry Contact Centre received 1.5% fewer calls compared to 2022/23.

Performance measure	Actual 2020/21	Actual 2021/22	Actual 2022/23	Standard 2023/24	Actual 2023/24	Variance explanation
Dissolution of marriage applications processed within six days	91%	67%	75%	90%	73%	Despite a 5.7% decrease in dissolution of marriage applications in 2023/24 compared to 2022/23, there was an increase in the overall volume of applications received in 2023/24 by the Central Registry paired with capacity and resourcing limitations in the unit that processes these applications.
Applications to commence civil proceedings processed within six days	94%	58%	71%	90%	69%	Applications are demand driven. Over 2023/24, there was a 23% increase in the volume of applications received compared to 2022/23, with capacity and resourcing limitations to process these applications.

Note 1 – For procedural purposes, there are four categories of offences, as set out in the Criminal Procedure Act 2011. Cases are categorised based on the offences they involve, with category 2 offences becoming category 2 cases respectively. A category 2 offence refers to an offence that is punishable by a term of imprisonment of less than 2 years.

Note 2 – A substantive application is an application that initiates the proceedings and identifies the issue that the court is asked to determine.

Note 3 – The standard was increased in 2023/24 by 00:30 seconds, due to a reduction in staffing levels in the Registry Contact Centre.

Output class statement – District Court Services

Actual 2023 \$000	Revenue and expenses	Actual 2024 \$000	Unaudited budget 2024 \$000	Unaudited supplementary estimate 2024 \$000	Unaudited forecast 2025 \$000
334,840	Crown	389,955	378,612	389,955	376,642
479	Departmental	915	1,252	1,252	1,252
21,068	Other	21,759	18,307	18,307	19,549
356,387	Total revenue	412,629	398,171	409,514	397,443
333,621	Total expenses	376,372	398,171	409,514	397,443
22,766	Net surplus/(deficit)	36,257	-	-	-

New Zealand support of international jurisdictions

Performance measure	Actual 2020/21	Actual 2021/22	Actual 2022/23	Standard 2023/24	Actual 2023/24	Variance explanation
Milestones delivered as agreed in the Pacific Justice Sector Programme memorandum of understanding between the Ministry of Justice and the Ministry of Foreign Affairs and Trade (see Note 1)	New measure	92%	94%	90%	92%	

Note 1 - The Pacific Justice Sector Programme (PJSP) is a development initiative supported by the Ministry of Foreign Affairs and Trade and the Ministry of Justice. It is managed by Te Kura Kaiwhakawā – Institute of Judicial Studies, on behalf of Te Tari Toko i te Tumu Whakawā – The Office of the Chief Justice, and the New Zealand judiciary. The PJSP provides leadership development, training and tools and support for judicial officers, court staff and legal advocates across 15 Pacific nations.

Output class statement – New Zealand support of international jurisdictions

Actual 2023 \$000	Revenue and expenses	Actual 2024 \$000	Unaudited budget 2024 \$000	Unaudited supplementary estimate 2024 \$000	Unaudited forecast 2025 \$000
84	Crown	190	190	190	190
2,764	Departmental	3,317	2,500	3,867	2,500
1	Other	-	-	-	-
2,849	Total revenue	3,507	2,690	4,057	2,690
3,164	Total expenses	3,936	2,690	4,057	2,690
(315)	Net surplus/(deficit)	(429)	-	-	-

Senior Court services

Performance measure	Actual 2020/21	Actual 2021/22	Actual 2022/23	Standard 2023/24	Actual 2023/24	Variance explanation
Number of Supreme Court civil and criminal applications for leave to appeal and appeals disposed	160	175	150	100-200	161	
Number of Court of Appeal civil and criminal appeals disposed	645	608	629	570-730	629	
Number of High Court civil and criminal appeals disposed	1,673	1,545	1,703	1,500-1,750	2,051	Appeals are demand driven. In 2023/24, there was an 18% increase in bail appeals filed and disposed of in the High Court, compared to 2022/23. Factors such as the type, length and complexity of the case will impact the number of cases disposed.
Number of High Court civil and criminal cases disposed	2,472	1,953	2,176	2,100-2,700	2,302	

Output class statement – Senior Court services

Actual 2023 \$000	Revenue and expenses	Actual 2024 \$000	Unaudited budget 2024 \$000	Unaudited supplementary estimate 2024 \$000	Unaudited forecast 2025 \$000
89,466	Crown	93,369	91,035	93,369	90,473
110	Departmental	228	680	680	680
10,830	Other	10,250	10,221	10,221	11,821
100,406	Total revenue	103,847	101,936	104,270	102,974
103,865	Total expenses	115,453	101,936	104,270	102,974
(3,459)	Net surplus/(deficit)	(11,606)	-	-	-

Specialist courts, tribunals and other authorities services

Performance measure	Actual 2020/21	Actual 2021/22	Actual 2022/23	Standard 2023/24	Actual 2023/24	Variance explanation
Accident Compensation Appeals District Court Registry (ACA DCR)						
Percentage of Accident Compensation Appeals District Court Registry cases disposed	146%	160%	162%	85%	99%	Cases are demand driven. Over 2022/23 and 2023/24, the Registry disposed of more cases than it received. This is due to some cases being settled before they progressed to the hearing stage and, older cases from prior years being disposed of as well as cases from 2022/23. Cases that are withdrawn are still considered disposed.
Alcohol Regulatory Licensing Authority						
Percentage of Alcohol Regulatory Licensing Authority appeals and enforcements disposed within six months	74%	79%	75%	75%	66%	Appeals and enforcements are demand driven. In 2023/24, there was a 58% increase in new cases received compared to 2022/23. This meant fewer appeal and enforcement cases were disposed of within six months.

Performance measure	Actual 2020/21	Actual 2021/22	Actual 2022/23	Standard 2023/24	Actual 2023/24	Variance explanation
Coronial Services Unit						
Number of coronial cases closed	3,300	2,942	3,342	>3,100	4,259	In 2023/24, the number of cases closed exceeded the number of new cases received. Efforts through the Ministry's coronial work programme such as the appointment of eight Associate Coroners and work to reduce the number of cases unnecessarily entering the Coroners Court is designed to help maintain the caseload at a sustainable level and contribute to improved timeliness over time.
Percentage of coronial cases on hand aged under 12 months	45%	44%	42%	60%	42%	<p>The Coroners Court continues to focus on cases aged over 12 months.</p> <p>It is important to note that every death reported to the Coroner is different, and the circumstances of some deaths mean they may take longer to investigate. Coroners consider evidence from a range of sources and may consult with multiple agencies. Depending on the circumstances of the death, a Coroner may put their inquiry on hold pending the outcome of another agency's investigation or any criminal proceedings. This means coronial investigations may take longer, with some investigations not completed until sometime after a person has died.</p>
Disputes Tribunal						
Number of Disputes Tribunal claims disposed	12,524	10,476	11,019	>12,000	13,030	Dispute Tribunal claims are demand driven. A bi-monthly scheduling roster was introduced in 2022/23 to provide more hearing date options for cases to be set down without delay. At the end of the 2022 calendar year there were 49 Disputes Tribunal Referees, which increased to 60 at the end of the 2023 calendar year, improving capacity.
Percentage of Disputes Tribunal claims disposed within three months	60%	65%	61%	70%	55%	In 2023/24, the Principal Disputes Tribunal Referee and the Disputes Tribunal Registrar continued to focus on ensuring older Tribunal proceedings were scheduled and heard as a priority. This is intended to reduce the overall average age of all Disputes Tribunal cases over time.
Disputes Tribunal applications processed within six days	98%	80%	83%	85%	95%	A process change to reduce manual paper-based applications occurred in 2023/24. This resulted in increased efficiency when processing applications, despite a 6.5% increase in the volume of applications received, compared to 2022/23.

Performance measure	Actual 2020/21	Actual 2021/22	Actual 2022/23	Standard 2023/24	Actual 2023/24	Variance explanation
Employment Court						
Number of Employment Court cases disposed	226	202	203	>150	192	Cases are demand driven. In 2023/24, there was a 20% increase in the number of new cases filed compared to 2022/23. Case disposals in the Employment Court have kept up with this increase.
Percentage of Employment Court cases on hand aged under 12 months	59%	72%	73%	75%	79%	
Environment Court						
Number of Environment Court cases disposed	364	301	407	>350	592	Cases are demand driven. In 2022/23, the Environment Court returned to a full complement of judges, which contributed to an increase in disposals. In 2023/24, a high number of aged appeals there was also disposed. Council plans are subject to review every 10 years.
Percentage of Environment Court cases on hand aged under 18 months	38%	38%	40%	75%	58%	In 2023/24, the reduction in the number of cases over 18 months, compared to 2022/23, is due to the successful disposal of a high number of aged plan appeals. However, the target was not met due to a number of council plan appeals that are over two years old.
Human Rights Review Tribunal						
Percentage of Human Rights Review Tribunal cases disposed	70%	117%	94%	80%	110%	Cases are demand driven. The Tribunal issued a direction that from 1 April 2023 onwards, the Tribunal will release 75% of decisions within 6 months of the final day of hearing or receipt of final submissions.
Immigration and Protection Tribunal						
Percentage of Immigration and Protection Tribunal cases disposed	95%	95%	98%	90%	72%	Cases are demand driven. In 2023/24, there was a 9.9% increase in the number of new cases received. Increased decision making from Immigration New Zealand and the Refugee Status Branch continues to result in more cases entering the Tribunal.
Māori Land Court						
Number of Māori Land Court and Māori Appellate Court applications disposed	5,547	5,088	3,950	>5,000	3,722	Applications are demand driven. The timeliness of applications disposed within 12 months was impacted by significant change, including a new process, operating model and technology solution for the Court. A work programme is being established to address these delays.
Percentage of Māori Land Court and Māori Appellate Court applications disposed within 12 months	75%	67%	60%	80%	35%	The timeliness of applications disposed within 12 months was impacted by significant change, including a new process, operating model and technology solution for the Court. A work programme is being established to address these delays.

Performance measure	Actual 2020/21	Actual 2021/22	Actual 2022/23	Standard 2023/24	Actual 2023/24	Variance explanation
Tenancy Tribunal						
Number of Tenancy Tribunal applications disposed	12,431	9,718	11,536	>18,300	12,911	Applications are demand driven. In 2023/24, the Tenancy Tribunal disposed of more applications than it received. The number of disposals correlates with the number of new cases received.
Waitangi Tribunal						
Percentage of Waitangi Tribunal claims processed within 30 days	91%	93%	46%	90%	88%	Not all applications received by the Waitangi Tribunal are registered as a claim. A claim must meet certain criteria, under section 6 the Treaty of Waitangi Act 1975, and be approved by a judge. The low volume of claims registered means the percentage of claims processed can vary significantly. The Tribunal's ability to process claims within 30 days is influenced by the volume and complexity of claims received, judicial availability, and the number of applications for urgent hearing under consideration.

Output class statement – Specialist Courts, tribunals and other authorities services

Actual 2023 \$000	Revenue and expenses	Actual 2024 \$000	Unaudited budget 2024 \$000	Unaudited supplementary estimate 2024 \$000	Unaudited forecast 2025 \$000
115,968	Crown	123,359	117,034	123,359	111,242
157	Departmental	2,241	2,282	2,282	2,282
11,699	Other	11,520	12,709	13,714	15,970
127,824	Total revenue	137,120	132,025	139,355	129,494
128,910	Total expenses	139,589	132,583	138,708	129,597
(1,086)	Net surplus/(deficit)	(2,469)	(558)	647	(103)

Our financial statements

Departmental financial statements

Statement of comprehensive revenue and expense

For the year ended 30 June 2024

Actual 2023 \$000		Notes	Actual 2024 \$000	Unaudited budget 2024 \$000	Unaudited supplementary estimate 2024 \$000	Unaudited forecast 2025 \$000
Revenue						
805,947	Crown		883,788	855,045	883,788	845,046
33,299	Department		35,217	39,293	36,660	38,483
49,403	Other revenue	2	53,150	49,245	50,250	58,980
888,649	Total revenue		972,155	943,583	970,698	942,509
Expenses						
474,291	Personnel costs	3	518,457	506,338	518,269	498,756
230,043	Operating costs	4	241,462	263,769	255,318	247,423
76,403	Capital charge	6	81,153	77,113	81,153	83,799
89,806	Depreciation, amortisation and impairment	8,9	102,912	96,921	110,421	112,634
870,543	Total expenses		943,984	944,141	965,161	942,612
18,106	Net surplus/(deficit)		28,171	(558)	5,537	(103)
Other comprehensive revenue and expense						
<i>Item that will not be reclassified to net surplus/(deficit)</i>						
80,805	Gain on property revaluations		(16,325)	-	-	-
80,805	Total other comprehensive revenue and expense		(16,325)	-	-	-
98,911	Total comprehensive revenue and expense		11,846	(558)	5,537	(103)

Explanations of significant variances against budget are detailed in note 17.

The accompanying notes form part of these financial statements.

Statement of financial position

As at 30 June 2024

Actual 2023 \$000		Notes	Actual 2024 \$000	Unaudited budget 2024 \$000	Unaudited supplementary estimate 2024 \$000	Unaudited forecast 2025 \$000
Assets						
Current assets						
37,729	Cash and cash equivalents		69,853	44,747	50,359	47,598
214,727	Receivables	7	241,175	189,200	156,687	139,990
5,795	Prepayments		5,432	5,703	5,795	5,795
258,251	Total current assets		316,460	239,650	212,841	193,383
Non-current assets						
1,439,491	Property, plant and equipment	8	1,439,569	1,333,313	1,529,858	1,608,455
77,826	Intangible assets	9	76,313	87,123	74,341	69,731
1,517,317	Total non-current assets		1,515,882	1,420,436	1,604,199	1,678,186
1,775,568	Total assets		1,832,342	1,660,086	1,817,040	1,871,569
Liabilities						
Current liabilities						
67,594	Payables and deferred revenue	10	66,227	40,070	67,594	67,594
50,769	Employee entitlements	11	51,805	43,386	51,483	53,083
1,265	Provisions	12	9,920	885	1,265	1,265
17,698	Return of operating surplus	13	26,784	-	4,890	-
137,326	Total current liabilities		154,736	84,341	125,232	121,942
Non-current liabilities						
11,264	Employee entitlements	11	13,044	10,502	11,265	11,265
1,740	Provisions	12	1,343	2,866	1,740	1,740
13,004	Total non-current liabilities		14,387	13,368	13,005	13,005
150,330	Total liabilities		169,123	97,709	138,237	134,947
1,625,238	Net assets		1,663,219	1,562,377	1,678,803	1,736,622
Equity						
962,778	Taxpayers' funds	14	1,016,497	982,393	1,018,014	1,075,833
1,669	Memorandum accounts	14	2,256	-	-	-
660,791	Property revaluation reserves	14	644,466	579,984	660,789	660,789
1,625,238	Total equity		1,663,219	1,562,377	1,678,803	1,736,622
1,775,568	Total equity and liabilities		1,832,342	1,660,086	1,817,040	1,871,569

Explanations of significant variances against budget are detailed in note 17.

The accompanying notes form part of these financial statements.

Statement of changes in equity

For the year ended 30 June 2024

Actual 2023 \$000		Notes	Actual 2024 \$000	Unaudited budget 2024 \$000	Unaudited supplementary estimate 2024 \$000	Unaudited forecast 2025 \$000
1,529,819	Equity as at 1 July		1,625,238	1,543,696	1,625,237	1,678,803
98,911	Total comprehensive revenue and expense		11,846	(558)	5,537	(103)
Owner transactions						
14,206	Capital contribution from the Crown		52,919	19,239	52,919	57,922
(17,698)	Return of operating surplus to the Crown	13	(26,784)	-	(4,890)	-
1,625,238	Equity as at 30 June	14	1,663,219	1,562,377	1,678,803	1,736,622

Explanations of significant variances against budget are detailed in note 17.

The accompanying notes form part of these financial statements.

Statement of cash flows

For the year ended 30 June 2024

Actual 2023 \$000	Notes	Actual 2024 \$000	Unaudited budget 2024 \$000	Unaudited supplementary estimate 2024 \$000	Unaudited forecast 2025 \$000
Cash flows from operating activities					
805,031	Receipts from the Crown	862,432	847,810	935,788	862,046
27,129	Receipts from departments	31,359	39,999	42,700	38,180
50,033	Receipts from other revenue	51,445	49,245	50,250	58,980
(1,416)	Goods and services tax (net)	11,220	-	-	-
(463,981)	Payments to employees	(505,892)	(506,373)	(517,555)	(497,156)
(228,283)	Payments to suppliers	(251,613)	(263,769)	(255,348)	(247,423)
(76,403)	Payments for capital charge	(81,153)	(77,113)	(81,153)	(83,799)
112,110	Net cash flows from operating activities	117,798	89,799	174,682	130,828
Cash flows from investing activities					
-	Receipts from sale of property, plant and equipment	416	-	-	-
(96,925)	Purchase of property, plant and equipment	(105,220)	(82,860)	(180,170)	(168,945)
(23,575)	Purchase of intangible assets	(16,091)	(23,542)	(17,103)	(17,676)
(120,500)	Net cash flows from investing activities	(120,895)	(106,402)	(197,273)	(186,621)
Cash flows from financing activities					
14,206	Capital injections	52,919	19,239	52,919	57,922
(15,894)	Return of operating surplus	(17,698)	(2,000)	(17,698)	(4,890)
(1,688)	Net cash flows from financing activities	35,221	17,239	35,221	53,032
(10,078)	Net increase/(decrease) in cash held	32,124	636	12,630	(2,761)
47,807	Cash and cash equivalents at the beginning of the year	37,729	44,111	37,729	50,359
37,729	Cash and cash equivalents at the end of the year	69,853	44,747	50,359	47,598

Explanations of significant variances against budget are detailed in note 17.

The accompanying notes form part of these financial statements.

Reconciliation of net surplus/(deficit) to net cash flows from operating activities

Actual 2023 \$000		Actual 2024 \$000
18,106	Net surplus/(deficit)	28,171
Add/(less) non-cash items		
89,806	Depreciation, amortisation and impairment	102,912
89,806	Total non-cash items	102,912
Add/(less) items classified as investing and financing activities		
-	Net (gains)/losses on disposal of property, plant and equipment, and intangibles	(260)
-	Total movement in investing and financing activities	(260)
Add/(less) movements in statement of financial position items		
(6,456)	(Increase)/decrease in receivables	(26,449)
(92)	(Increase)/decrease in prepayments	363
2,680	Increase/(decrease) in payables and deferred revenue	1,987
9,112	Increase/(decrease) in employee entitlements	2,816
(1,046)	Increase/(decrease) in provisions	8,258
4,198	Total movements in statement of financial position items	(13,025)
112,110	Net cash flows from operating activities	117,798

The accompanying notes form part of these financial statements.

Statement of commitments

As at 30 June 2024

Commitments

Capital commitments

Capital commitments are the aggregate amount of capital expenditure contracted for the acquisition of property, plant and equipment, and intangible assets, that have not been paid for or not recognised as a liability at balance date.

Cancellable capital commitments that have penalty or exit costs explicit in the agreement on exercising that option to cancel are reported below, at the lower of the remaining contractual commitment and the value of those penalty or exit costs (that is, the minimum future payments).

Non-cancellable operating lease commitments

The Ministry leases property in the normal course of its business.

The Ministry's non-cancellable operating leases have varying terms, escalation clauses, and renewal rights.

The majority of these leases are for premises that have a non-cancellable leasing period, ranging from 1 to 33 years, with regular rent reviews.

There are no restrictions placed on the Ministry by any of its leasing arrangements.

The total of minimum future sublease payments expected to be received under non-cancellable subleases at balance date is \$0.788 million (2023: \$1.650 million).

Actual 2023 \$000		Actual 2024 \$000
Capital commitments		
5,129	Buildings	23,829
3,534	Fitout/leasehold improvements	3,160
2,327	Furniture and fittings, office equipment	-
284	Computer equipment	-
546	Intangibles - software	-
11,820	Total capital commitments	26,989
Operating leases as lessee		
The future aggregate minimum lease payments to be paid under non-cancellable operating leases are as follows:		
26,748	Not later than one year	30,753
79,469	Later than one year and not later than five years	92,946
105,549	Later than five years	98,989
211,766	Total non-cancellable operating lease commitments	222,688
223,586	Total commitments	249,677

The accompanying notes form part of these financial statements.

Statement of contingent liabilities and contingent assets

As at 30 June 2024

Quantifiable contingent liabilities

Actual 2023 \$000		Actual 2024 \$000
30	Personal grievances	30
295	Legal proceedings and disputes	205
325	Total quantifiable contingent liabilities	235

Personal grievances

Personal grievances represent amounts claimed by employees for personal grievance cases.

Legal proceeding and disputes

Legal proceedings and disputes represent the amounts claimed by plaintiffs in relation to the performance of the Ministry's statutory role and estimated associated legal costs. The Ministry is currently disputing these claims.

Unquantifiable contingent liabilities

The Ministry has no unquantifiable contingent liabilities (2023: nil).

Contingent assets

The Ministry has no contingent assets (2023: nil).

The accompanying notes form part of these financial statements.

Notes to the financial statements

Note 1 Statement of accounting policies

Reporting entity

The Ministry of Justice (the Ministry) is a government department as defined by section 5 of the Public Service Act 2020. The relevant legislation governing the Ministry's operations includes the Public Finance Act 1989 (PFA), Public Service Act 2020, and the Public Accountability Act 1998. The Ministry's ultimate parent is the New Zealand Crown. Office for Māori Crown relations - Te Arawhiti (Te Arawhiti) is a departmental agency, as defined by section 2 of the PFA, which is hosted within the Ministry. Unless explicitly stated, references to the Ministry cover both the Ministry and Te Arawhiti.

The Ministry is domiciled and operates in New Zealand. These financial statements have been prepared pursuant to section 45B of the PFA.

In addition, the Ministry has reported on Crown activities and trust monies that it administers in the non-departmental statements and schedules on pages 106 to 122.

The Ministry's primary objective is to provide services to the New Zealand public. The Ministry does not operate to make a financial return.

The Ministry has designated itself as a public benefit entity (PBE) for the purposes of complying with generally accepted accounting practice (GAAP).

The Ministry is responsible for the following core functions:

- the delivery of operational services, including court and tribunal-related services, collections and electoral services
- the negotiations for settling historical Treaty of Waitangi claims
- the provision of support to the judiciary
- the provision of policy advice
- leadership of the justice sector

The Ministry administers these functions in three Votes: Justice, Courts and Te Arawhiti.

The financial statements of the Ministry are for the year ended 30 June 2024, and were authorised for issue by the Chief Executive on 30 September 2024.

Basis of preparation

The financial statements have been prepared on a going-concern basis, and the accounting policies have been applied consistently throughout the period.

Statement of compliance

The financial statements of the Ministry have been prepared in accordance with the requirements of the PFA, which includes the requirement to comply with New Zealand generally accepted accounting practices (NZ GAAP) and Treasury instructions.

The financial statements have been prepared in accordance with, and comply with, Tier 1 PBE accounting standards.

Presentation currency and rounding

The financial statements are presented in New Zealand dollars, and all values are rounded to the nearest thousand dollars (\$000). The functional currency of the Ministry is New Zealand dollars.

Measurement base

The financial statements have been prepared on an historical cost basis, modified by the revaluation of land and buildings and certain financial instruments at fair value.

New or amended standards adopted

Amendment to IPSAS 19 Provisions, Contingent Liabilities and Contingent Asset

The amendment to PBE International Public Sector Accounting Standard 19 Provisions, Contingent Liabilities and Contingent Assets (PBE IPSAS 19) clarifies the costs of fulfilling a contract that an entity includes when assessing whether a contract will be loss-making or onerous, and therefore whether a provision needs to be recognised. The Ministry has adopted the amendment to PBE IPSAS 19 for the first time this year. There has been no change as a result of adopting the amendment as the Ministry does not have any onerous contracts.

Other changes in accounting policies

There have been no other changes in the Ministry's accounting policies since the date of the last audited financial statements.

Comparatives

When presentation or classification of items in the financial statements is amended or accounting policies are changed voluntarily, comparative figures are restated to ensure consistency with the current period, unless it is impracticable to do so.

Standards issued and not yet effective and not adopted early

Standards and amendments, issued but not yet effective, that have not been early adopted, and which are relevant to the Ministry are:

Disclosure of fees for audit firms' services

An amendment to PBE International Public Sector Accounting Standard 1 Presentation of Financial Reports (PBE IPSAS 1) requires entities to disclose the fees incurred for services received from audit or review firms, and a description of each service, using the specified categories. The amendment is effective for the year ending 30 June 2025, with early application permitted. This amendment will result in additional disclosures. The Ministry does not intend to early adopt the amendment.

Summary of significant accounting policies

Significant accounting policies are included in the notes to which they relate.

Significant accounting policies that do not relate to a specific note are outlined below.

Revenue Crown

The Ministry is primarily funded from the Crown. Revenue from the Crown is measured based on the Ministry's funding entitlement for the reporting period. The funding entitlement is established by Parliament when it passes the Appropriation Acts for the financial year. The amount of revenue recognised takes into account any amendments to appropriations approved in the Appropriation (Supplementary Estimates) Act for the year and certain other unconditional funding adjustments formally approved prior to balance date.

There are no conditions attached to the funding from the Crown. However, the Ministry can incur expenses only within the scope and limits of its appropriations.

The fair value of Revenue Crown has been determined to be equivalent to the funding entitlement.

Cash and cash equivalents

Cash and cash equivalents include cash on hand, cash in transit and funds held in bank accounts. All cash held in bank accounts is held in on demand accounts. The Ministry is only permitted to expend its cash and cash equivalents within the scope and limits of its appropriations.

Goods and services tax (GST)

The statement of financial position is exclusive of GST, except for receivables and payables, which are GST inclusive. All other statements are GST exclusive.

The amount of GST owed to or from the Inland Revenue Department at balance date, being the difference between output GST and input GST, is shown as a current asset or current liability as appropriate in the statement of financial position.

The amount of GST paid to, or received from, the Inland Revenue Department, including GST relating to investing and financing activities, is classified as a net operating cash flow in the statement of cash flows.

Commitments and contingencies are disclosed exclusive of GST.

Income tax

Government departments are exempt from income tax as public authorities. Accordingly, no charge for income tax has been provided for.

Critical accounting estimates and assumptions

In preparing these financial statements, the Ministry has made estimates and assumptions about the future. These estimates and assumptions may differ from the subsequent actual results. Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amount of assets and liabilities within the next financial year are as follows:

- Estimating the fair value of land and buildings – see note 8.
- Assessing the useful lives of software – see note 9.
- Accounting for Software-as-a-Service contracts – see note 9.
- Measuring long service leave and retirement gratuities – see note 11.

Budget and forecast figures

Basis of the budget and forecast figures

The 2024 budget figures are for the year ended 30 June 2024 and were published in the 2023 annual report. They are consistent with the Ministry's best estimate financial forecast information submitted to The Treasury for the Budget Economic and Fiscal Update (BEFU) for year ended 30 June 2024.

In addition, the financial statements also present the updated budget information for 2024 submitted to The Treasury for the Supplementary Estimates.

The 2025 forecast figures are for the year ending 30 June 2025, which are consistent with the best estimate financial forecast information submitted to The Treasury for the BEFU for the year ending 30 June 2025.

The forecast financial statements have been prepared as required by the PFA to communicate forecast financial information for accountability purposes, and have been prepared in accordance with PBE FRS 42 Prospective Financial Statements, and comply with PBE FRS 42.

The budget and forecast figures are unaudited and have been prepared using the accounting policies adopted in preparing these financial statements.

The forecast financial statements were approved for issue by the Chief Executive on 17 April 2024. The Chief Executive is responsible for the forecast financial statements, including the appropriateness of the assumptions underlying them and all other required disclosures.

While the Ministry regularly updates its forecasts, updated forecast financial statements for the year ending 30 June 2025 will not be published.

Significant assumptions used in preparing the forecast financials

The forecast figures contained in these financial statements reflect the Ministry's purpose and activities, and are based on a number of assumptions on what may occur during the 2025 year. The forecast figures have been compiled on the basis of existing government policies and Ministerial expectations at the time the Budget was finalised.

The main assumptions, which were adopted as at 17 April 2024, were as follows:

- The Ministry's activities and output expectations will remain substantially the same as the previous year, focusing on the Government's priorities.
- Personnel costs were based on over 5,100 full-time equivalent staff, which takes into account staff turnover.

- Operating costs were based on historical experience and other factors that are believed to be reasonable in the circumstances, and are the Ministry's best estimate of future costs that will be incurred.
- Remuneration rates are based on current wages and salary costs, adjusted for anticipated remuneration changes.
- Due to uncertainty and volatility in the New Zealand property market, it is difficult to accurately budget for movements in the value of Ministry property. It is therefore assumed, when preparing the forecast, that there will be no gain or loss from property revaluations.
- Estimated year-end information for 2024 was used as the opening position for the 2025 forecasts.

The actual financial results achieved for 30 June 2025 are likely to vary from the forecast information presented, and the variations may be material.

Since the approval of the forecasts, the only significant change or event that would have a material impact on the forecasts has been the revaluation of land and buildings at 30 June 2024. This resulted in a revaluation decrease of approximately 1%.

Note 2 Other revenue

Other revenue

Departmental and other revenues are from the supply of goods and services to other government departments and third parties. This revenue is exchange revenue, whereby the Ministry receives assets or services, or has liabilities extinguished, and directly gives approximately equal value (primarily in the form of cash, goods, services or use of assets) to another entity in exchange.

Revenue from filing and similar fees is recognised when the obligation to pay the fee is incurred. Rental income is recognised on a straight-line basis over the term of the lease. Lease incentives granted are recognised evenly over the term of the lease as a reduction in total rental income.

Interest revenue

Interest revenue is accrued using the effective interest rate method.

Actual 2023 \$000		Actual 2024 \$000
29,723	Filing fees	33,318
18,052	Other	17,110
1,628	Interest	2,722
49,403	Total other revenue	53,150

Note 3 Personnel costs

Salaries and wages

Salaries and wages are recognised as an expense, as employees provide services.

Superannuation schemes

Obligations for contributions to the State Sector Retirement Saving Schemes, KiwiSaver and the Government Superannuation Fund are accounted for as defined contribution schemes, and are expensed in the surplus or deficit as incurred.

Actual 2023 \$000		Notes	Actual 2024 \$000
410,542	Salaries and wages		468,390
30,931	Contractors	5	17,222
12,131	Employer contributions to defined contribution plans		13,859
-	Restructuring expenses		6,481
6,935	Increase/(decrease) in employee entitlements		2,596
13,752	Other		9,909
474,291	Total personnel costs		518,457

Note 4 Operating costs

Operating leases

An operating lease is a lease that does not transfer substantially all the risks and rewards incidental to ownership of an asset. Lease payments under an operating lease are recognised as an expense, on a straight-line basis, over the lease term. Lease incentives received are recognised in the surplus or deficit as a reduction of rental expense over the lease term.

Other expenses

Other expenses are recognised as goods and services are received.

Actual 2023 \$000		Notes	Actual 2024 \$000
65,714	Computer and telecommunications		71,575
35,216	Professional services		40,067
31,117	Property related costs		34,314
24,338	Property operating lease expense		26,481
15,895	Maintenance of facilities		19,635
18,043	Staff and judicial travel		14,795
8,184	Printing, stationery and postage		8,803
7,530	Consultants	5	6,289
5,298	Judicial library and information services		5,437
2,128	Ministry library and information services		1,935

Actual 2023 \$000		Notes	Actual 2024 \$000
620	Audit fees for financial statements audit		697
-	Audit fees for other services ¹		51
61	Allowance for credit losses on receivables		210
15,899	Other operating costs		11,173
230,043	Total operating costs		241,462

¹Audit fees for other services include procurement consultancy work for the Tauranga Moana Courthouse and the Manukau District Court Level Two Development.

Note 5 Contractors and consultants

The Ministry uses contractors and consultants to provide backfill for vacant positions or cover short-term demand, where specialist skills or independent external advice are needed (such as for specific programmes or projects), and in periods of peak demand.

A contractor is a person who is not considered an employee, providing backfill or extra capacity in a role that exists within the Ministry or acts as an additional resource for a time-limited piece of work.

A consultant is a person or firm who is not considered a contractor or employee, engaged to perform a piece of work with a clearly defined scope and provide expertise, in a particular field, not readily available from within the Ministry.

Actual 2023 \$000		Notes	Actual 2024 \$000
Operating expense			
30,931	Contractors	3	17,222
7,530	Consultants	4	6,289
38,461	Total operating expense - contractors and consultants		23,511
Capital expense			
8,056	Contractors and consultants capitalised to assets		4,944
46,517	Total contractors and consultants		28,455

Note 6 Capital charge

The capital charge is recognised as an expense in the financial year to which the charge relates.

The Ministry pays a capital charge to the Crown on its equity (adjusted for memorandum accounts and the retention of \$500,000 of the 2013 surplus) as at 31 December and 30 June each year. The capital charge rate for the year ended 30 June 2024 was 5% (2023: 5%).

Note 7 Receivables

Short-term receivables are recorded at the amount due, less an allowance for expected credit losses (ECL). The Ministry applies the simplified ECL model of recognising lifetime ECLs for short-term receivables.

In measuring ECLs, short-term receivables have been assessed on a collective basis because they possess shared credit risk characteristics. They have then been grouped, based on the days past due.

Short-term receivables are written off when there is no reasonable expectation of recovery. Indicators that there is no reasonable expectation of recovery include the debtor being in liquidation.

Actual 2023 \$000		Actual 2024 \$000
203,848	Debtor Crown	225,204
10,963	Other receivables	16,255
(84)	Less: allowance for credit losses	(284)
10,879	Total other receivables	15,971
214,727	Total receivables	241,175
Total receivables comprise:		
10,879	Receivables from exchange transactions	15,971
203,848	Receivables from non-exchange transactions	225,204
214,727	Total receivables	241,175

The allowance for credit losses was determined as follows:

Gross 2023 \$000	Life time expected credit loss 2023 \$000	Expected credit loss rate 2023 %	Receivable days past due	Gross 2024 \$000	Life time expected credit loss 2024 \$000	Expected credit loss rate 2024 %
212,289	-	0.0%	Current	233,262	(1)	0.0%
1,419	(1)	0.1%	Receivables < 6 months	6,560	(8)	0.1%
509	(9)	1.7%	Receivables > 6 months but < 1 year	785	(9)	1.1%
555	(57)	10.3%	Receivables > 1 year but < 2 year	615	(152)	24.7%
39	(17)	43.3%	Receivables > 2 years	237	(115)	48.3%
214,811	(84)		Total	241,459	(284)	

The movement in the allowance for credit losses is as follows:

Actual 2023 \$000		Actual 2024 \$000
32	Balance as at 1 July	84
66	Additional provisions made during the year	216
(4)	Less: reversal of prior year provision	(6)
(10)	Less: receivables written off during the year	(10)
84	Balance as at 30 June	284

Note 8 Property, plant and equipment

Property, plant and equipment consist of the following asset classes: land, buildings, fitout/leasehold improvements, computer equipment, furniture and fittings, office equipment and motor vehicles. Assets under construction are included in the relevant asset class.

Land is measured at fair value. Buildings, excluding assets under construction, are measured at fair value less accumulated depreciation and impairment losses. All other asset classes are measured at cost, less accumulated depreciation and impairment losses.

Asset revaluation

Land and buildings are revalued with sufficient regularity to ensure that the carrying amount does not differ materially from their fair value. Land and buildings are valued annually by a registered valuer. Land and buildings are inspected by the valuer on a rolling three yearly basis. For the remaining properties, a desktop valuation is undertaken.

Land and building revaluation movements are accounted for on a class-of-asset basis. The net revaluation results are credited or debited to other comprehensive revenue and expense, and are accumulated to an asset revaluation reserve in equity for that class of asset. Where this would result in a debit balance in the asset revaluation reserve, this balance is not recognised in other comprehensive revenue and expense but is recognised in the surplus or deficit. Any subsequent increase on revaluation that reverses a previous decrease in value, recognised in the surplus or deficit, will be recognised first in the surplus or deficit up to the amount previously expensed, and then recognised in other comprehensive revenue and expense.

Accumulated depreciation at revaluation date is eliminated against the gross carrying amount, so that the carrying amount after revaluation equals the revalued amount.

Additions

The cost of an item of property, plant and equipment is recognised as an asset only when it is probable that future economic benefits or service potential associated with the item will flow to the Ministry and the cost of the item can be measured reliably.

Assets under construction are recognised at cost less impairment, and are not depreciated.

In most instances, an item of property, plant, and equipment is initially recognised at its cost. Where an asset is acquired through a non-exchange transaction, it is recognised at its fair value as at the date of acquisition.

Individual assets are capitalised if their cost is \$5,000 or more. Grouped assets are capitalised if their cost is \$5,000 or more.

Disposal of property, plant and equipment

Gains and losses on disposals are determined by comparing the disposal proceeds with the carrying amount of the asset. Gains and losses on disposals are included in the surplus or deficit. When a revalued asset is sold, the amount included in the property revaluation reserve in respect of the disposed asset is transferred to taxpayers' funds.

Subsequent costs

Costs incurred subsequent to initial acquisition are capitalised only when it is probable that future economic benefits or service potential associated with the item will flow to the Ministry and the cost of the item can be measured reliably.

The costs of day-to-day servicing of property, plant, and equipment are recognised in the surplus or deficit as they are incurred.

Depreciation

Depreciation is provided on a straight-line basis on all property, plant and equipment, other than land and artwork, at rates that will write off the cost (or valuation) of the assets to their estimated residual values over their useful lives.

The useful lives and associated depreciation rates of major classes of property, plant and equipment have been estimated as follows:

Asset class	Asset life (years)	Residual value
Buildings	Up to 100	Nil
Fit-out/leasehold improvements	Lesser of the lease term or the remaining life, up to 25	Nil
Computer equipment	Up to 7	Nil
Furniture and fittings, office equipment (excluding artwork)	Up to 10	Nil
Motor vehicles	Up to 7	10 % of cost

The residual value and useful life of an asset is reviewed at each financial year end and adjusted, if applicable.

Impairment

The Ministry does not hold any cash-generating assets. Assets are considered cash-generating where their primary objective is to generate a commercial return.

The carrying amounts of property, plant and equipment, and intangible assets are reviewed at least annually to determine if there is any indication of impairment. Where an asset's recoverable amount is less than its carrying amount, it will be reported at its recoverable amount and an impairment loss will be recognised. Losses resulting from impairment are reported in the surplus or deficit, unless the asset is carried at a revalued amount, in which case any impairment loss is treated as a revaluation decrease.

	Land \$000	Buildings \$000	Fitout/ leasehold improvements \$000	Computer equipment \$000	Furniture and fittings, office equipment \$000	Motor vehicles \$000	Total \$000
Year ended 30 June 2024							
Cost	261,785	1,087,108	39,260	72,405	128,691	11,422	1,600,671
Accumulated depreciation	-	-	(34,000)	(49,193)	(74,323)	(3,664)	(161,180)
Opening net book value	261,785	1,087,108	5,260	23,212	54,368	7,758	1,439,491
Additions	7,230	71,010	6	10,319	11,406	603	100,574
Net transfers	(414)	(9,677)	10,772	2,520	(667)	-	2,534
Revaluation	(17,256)	(61,406)	-	-	-	-	(78,662)
Disposals	-	(410)	(56)	(6,319)	(2,901)	(1,379)	(11,065)

	Land \$000	Buildings \$000	Fitout/ leasehold improvements \$000	Computer equipment \$000	Furniture and fittings, office equipment \$000	Motor vehicles \$000	Total \$000
Depreciation and impairment	(370)	(62,915)	(1,859)	(8,418)	(11,556)	(1,428)	(86,546)
Depreciation on disposals	-	401	56	6,321	2,904	1,224	10,906
Accumulated depreciation reversed on revaluation	-	62,337	-	-	-	-	62,337
Cost	250,975	1,086,448	50,094	78,925	136,593	10,646	1,614,052
Accumulated depreciation and impairment	-	-	(35,915)	(51,290)	(83,039)	(3,868)	(174,483)
Closing net book value	250,975	1,086,448	14,179	27,635	53,554	6,778	1,439,569
Includes assets under construction	-	88,901	113	7,501	12,853	1,024	110,392
Year ended 30 June 2023							
Cost	241,448	1,007,602	58,709	78,781	148,200	6,790	1,541,530
Accumulated depreciation	-	-	(52,139)	(56,928)	(99,131)	(2,689)	(210,887)
Opening net book value	241,448	1,007,602	6,570	21,853	49,069	4,101	1,330,643
Additions	18,866	55,197	7	10,926	15,812	6,176	106,984
Net transfers	(830)	733	507	(1,427)	1,238	(1,544)	(1,323)
Revaluation	2,301	24,429	-	-	-	-	26,730
Disposals	-	-	(19,958)	(15,874)	(36,543)	-	(72,374)
Depreciation and impairment	-	(54,928)	(1,824)	(8,140)	(11,751)	(975)	(77,619)
Depreciation on disposals	-	-	19,958	15,874	36,543	-	72,375
Accumulated depreciation reversed on revaluation	-	54,075	-	-	-	-	54,075
Cost	261,785	1,087,108	39,260	72,405	128,691	11,422	1,600,671
Accumulated depreciation and impairment	-	-	(34,000)	(49,193)	(74,323)	(3,664)	(161,180)
Closing net book value	261,785	1,087,108	5,260	23,212	54,368	7,758	1,439,491
Includes assets under construction	295	78,382	108	4,664	20,934	5,019	109,402

There are no restrictions over the title of the Ministry's property, plant and equipment, nor are any of these assets pledged as security for liabilities.

The Ministry has assets valued at \$175.234 million listed under the Heritage New Zealand Pouhere Taonga Act 2014 (2023: \$190.106 million), which are included in the assets above.

Land at 46 Cameron Road and 26 McLean Street, Tauranga, 200 Bridge Street, Nelson, and 57 Campbell Street, Whanganui will be transferred upon enactment of a Treaty settlement.

Impairment

The Ministry has recognised an impairment loss of \$0.494 million (2023: \$0.875 million) for assets under construction. The impairment relates to project investigation and other costs that were identified as operational in nature and projects that will no longer proceed.

Critical accounting estimates and assumptions

The land and buildings were valued at fair value as at 30 June 2024 by an independent valuer, Grant Austin, MPINZ, NZIV Registered Valuer, Senior Valuer.

Land fair value

Land is valued at fair value using market-based evidence, based on its highest and best use, with reference to comparable land values. Adjustments have been made to the unencumbered land value, where there is a designation against the land, or the use of the land is restricted because of reserve or endowment status.

These adjustments are intended to reflect the negative effect on the value of the land, where a potential owner or buyer is unable to use the land more intensely.

Restrictions on the Ministry's ability to sell land would normally not impair the value of the land, because the Ministry has operational use of the land for the foreseeable future and will substantially receive the full benefits of outright ownership.

Buildings fair value

Where an active market is present, the Ministry's buildings are valued at fair value, using market-based evidence. Market rents and capitalisation rate methodologies were applied in determining the fair value of buildings across the Ministry's national portfolio.

- Market rents range from \$85 to \$719 per square metre.
- Capitalisation rates are market-based rates of return, and range from 6.25% to 10%.

Where there is no active market, the Ministry's remaining buildings (including specialised buildings) have been valued at fair value, using depreciated replacement cost, because no reliable market data is available for such buildings. This approach is used for buildings which are deemed to be seldom traded on an open market or have a restricted market for the use of the asset.

Depreciated replacement cost is determined using a number of significant assumptions, including:

- The replacement asset is based on the replacement with modern equivalent assets, with adjustments where appropriate for optimisation due to over-design or surplus capacity.
- The replacement cost is derived from recent construction contracts of similar assets. Construction costs range from \$6,500 to \$24,375 per square metre, depending on the nature of the specific asset valued.
- The remaining useful life of assets is estimated after considering factors such as the condition of the asset, future maintenance and replacement plans, and experience with similar buildings.
- Straight-line depreciation has been applied in determining the depreciated replacement cost value of the asset.

A comparison of the carrying value of buildings using depreciated replacement cost, and buildings valued using market-based evidence is as follows:

Actual 2023 \$000		Actual 2024 \$000
755,680	Depreciated replacement cost	854,017
331,428	Market-based evidence	232,431
1,087,108	Total carrying value of buildings	1,086,448

Note 9 Intangible assets

Intangible assets are initially recorded at cost. Acquired computer software licenses are capitalised on the basis of the costs incurred to acquire and bring to use the specific software. Costs that are directly associated with the development of software for internal use by the Ministry are recognised as an intangible asset. Direct costs include the costs of services, software development employee costs, and an appropriate portion of relevant overheads. Staff training costs are recognised as an expense when incurred.

Costs associated with maintaining computer software are recognised as an expense when incurred. Costs of software updates or upgrades are only capitalised when they increase the usefulness or value of the software. Costs associated with development and maintenance of the Ministry's website are recognised as an expense when incurred.

Intangible assets with finite lives are subsequently recorded at cost, less any amortisation and impairment losses. Amortisation is charged to the surplus or deficit on a straight-line basis over the useful life of the asset. Estimated useful lives are:

Asset category	Asset life (years)
Acquired software	Up to 7
Internally generated software	Up to 7

Impairment

Note 8 contains the impairment approach for both property, plant and equipment, and intangible assets.

	Acquired software \$000	Internally generated software \$000	Total \$000
Year ended 30 June 2024			
Cost	60,219	230,029	290,248
Accumulated amortisation	(38,136)	(174,286)	(212,422)
Opening net book value	22,083	55,743	77,826
Additions	5,983	11,402	17,385
Net transfers	(4,521)	1,987	(2,534)
Disposals	(561)	(10,066)	(10,627)
Amortisation and impairment	(834)	(15,532)	(16,366)
Amortisation on disposals	563	10,066	10,629
Cost	61,120	233,352	294,472
Accumulated amortisation & impairment	(38,407)	(179,752)	(218,159)
Closing net book value	22,713	53,600	76,313
Includes assets under construction	8,079	11,981	20,060

	Acquired software \$000	Internally generated software \$000	Total \$000
Year ended 30 June 2023			
Cost	76,621	234,687	311,308
Accumulated amortisation	(39,023)	(205,952)	(244,975)
Opening net book value	37,598	28,735	66,333
Additions	10,914	11,444	22,358
Net transfers	(25,373)	26,696	1,323
Disposals	(1,448)	(42,402)	(43,850)
Amortisation and impairment	(1,056)	(11,132)	(12,188)
Amortisation on disposals	1,448	42,402	43,850
Cost	60,219	230,029	290,248
Accumulated amortisation & impairment	(38,136)	(174,286)	(212,422)
Closing net book value	22,083	55,743	77,826
Includes assets under construction	6,792	8,279	15,071

There are no restrictions over the title of the Ministry's intangible assets, nor are any intangible assets pledged as security for liabilities.

Impairment

The Ministry has recognised an impairment loss of \$0.310 million for acquired software and \$0.427 million for internally generated software (2023: \$0.495 million for acquired software and \$0.396 million for internally generated software). The impairment relates to projects costs that were identified as operational in nature, and projects that will no longer proceed.

Critical accounting estimates and assumptions

Useful life of software

The useful life of software is determined at the time the software is acquired and brought into use, and is reviewed at each reporting date for appropriateness. For computer software licenses, the useful life represents management's view of the expected period over which the Ministry will receive benefits from the software, but not exceeding the licence term. For internally generated software, developed by the Ministry, the useful life is based on historical experience with similar systems as well as anticipation of future events that may impact the useful life, such as changes in technology.

Software-as-a-Service

Software-as-a-Service (SaaS) arrangements are service contracts providing the Ministry with the right to access the cloud provider's application software over the contract period. Costs incurred to configure or customise, and the ongoing fees to obtain access to the cloud provider's application software, are recognised as operating expenses when the services are received.

Some of these costs incurred are for the development of software code that enhances or modifies, or creates additional capability to existing on-premises systems, and meets the definition of and recognition criteria for an intangible asset. These costs are recognised as intangible assets.

Judgement has been applied in determining whether contracts are SaaS arrangements, and if configuration and customisation costs associated with the arrangement meet the asset recognition criteria under PBE IPSAS 31 Intangible Assets. Contract terms and conditions are reviewed to determine the accounting treatment.

Note 10 Payables and deferred revenue

Short-term creditors and other payables are recorded at the amount payable.

Actual 2023 \$000		Actual 2024 \$000
Payables and deferred revenue under exchange transactions		
23,646	Creditors and other payables	17,731
36,260	Accrued expenses	26,703
-	Deferred revenue for cost recovered services	2,348
59,906	Total payables and deferred revenue under exchange transactions	46,782
Payables and deferred revenue under non-exchange transactions		
7,688	Taxes payable ¹	19,445
67,594	Total payables and deferred income	66,227

¹The 2023 comparatives have been restated to include all tax types payable to the Inland Revenue in taxes payable, aligning with the 2024 classification.

Note 11 Employee entitlements

Short-term employee entitlements

Employee entitlements that are expected to be settled before 12 months after the end of the reporting period in which the employee renders the related service are measured based on accrued entitlements at current rates of pay.

These include salaries and wages accrued up to balance date, annual leave earned but not yet taken at balance date, retiring and long service leave entitlements expected to be settled within 12 months, and sick leave.

The Ministry recognises a liability and an expense for performance payments where it is contractually obliged to pay them, or where there is a past practice that has created a constructive obligation.

Long-term employee entitlements

Employee entitlements that are not expected to be settled before 12 months after the end of the reporting period in which the employee renders the related service, such as long service leave and retiring leave, are calculated on an actuarial basis.

The calculations are based on:

- likely future entitlements accruing to staff, based on years of service, years to entitlement, the likelihood that staff will reach the point of entitlement and contractual entitlements information; and
- the present value of the estimated future cash flows.

Presentation of employee entitlements

Vested and non-vested long service leave and retirement gratuities expected to be settled after 12 months of balance date are classified as a non-current liability. All other classifications of employee entitlements are classified as a current liability.

Actual 2023 \$000		Actual 2024 \$000
Current liabilities		
35,139	Annual leave	34,946
10,586	Salaries	11,401
5,044	Retirement and long-service leave	5,458
50,769	Total current liabilities	51,805
Non-current liabilities		
11,264	Retirement and long-service leave	13,044
11,264	Total non-current liabilities	13,044
62,033	Total provision for employee entitlements	64,849

Critical accounting estimates and assumptions

The present value of the retirement and long service leave obligations depends on a number of factors that are determined on an actuarial basis using a number of assumptions. Two key assumptions used in calculating this liability include the discount rate and the salary inflation factor. Any changes in these assumptions will impact on the carrying amount of the liability. Expected future payments are discounted using discount rates derived from the yield curve of New Zealand government bonds. The discount rates used have maturities that match, as closely as possible to, the estimated future cash outflows. The discount rate used was 5.30% with 3.32% salary inflation for year one of the projection (2023: 5.28% with 4.26% salary inflation).

If the discount rate was 1% lower from the Ministry's estimates, with all other factors held constant, the carrying amount of the liability would be an estimated \$835,000 higher.

If the salary inflation factor was 1% higher from the Ministry's estimates, with all other factors held constant, the carrying amount of the liability would be an estimated \$841,000 higher.

The valuations of long service leave and retirement leave as at 30 June 2024 were conducted by an independent actuary, Saffron Sweeney, FIAA FNZSA, on behalf of AON New Zealand.

Note 12 Provisions

The Ministry recognises a provision for future expenditure of uncertain amount and timing, when there is a present obligation (either legal or constructive) as a result of a past event. It is probable that an outflow of resources embodying economic benefits or service potential will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation.

Provisions are not recognised for net deficits from future operating activities.

Provisions are measured at the present value of the expenditure expected to be required to settle the obligation, using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the obligation. The increase in the provision, due to the passage of time, is recognised as an interest expense and is included in 'finance cost'.

Restructuring

A provision is recognised when an approved detailed formal plan for the restructuring has either been announced publicly to those affected, or for which implementation has already commenced.

	Make good \$000	Restructuring \$000	Other provision \$000	Total \$000
Year ended 30 June 2024				
Opening balance	2,241	360	404	3,005
Additional provisions made	113	6,481	2,596	9,190
Amount utilised	(421)	(59)	-	(480)
Unused provisions reversed	(250)	-	(202)	(452)
Closing balance	1,683	6,782	2,798	11,263
Current portion	340	6,782	2,798	9,920
Non-current portion	1,343	-	-	1,343
Year ended 30 June 2023				
Opening balance	2,868	779	404	4,051
Additional provisions made	-	12	-	12
Amount utilised	(556)	(431)	-	(987)
Unused provisions reversed	(71)	-	-	(71)
Closing balance	2,241	360	404	3,005
Current portion	501	360	404	1,265
Non-current portion	1,740	-	-	1,740

The make-good provision relates to contractual obligations resulting from the Ministry entering into lease contracts. The lease obligations require the Ministry to make good the condition of the land and buildings, upon terminating the lease and vacating the premises. The Ministry has the option to renew these leases, which may change the timing of the expected cash outflows to make good the premises.

Restructuring provisions are the expected costs arising from the restructuring within the Ministry.

The other provision includes costs associated with remediating and maintaining compliance with the Holidays Act 2003, and costs associated with the Ministry's Advisor/Analyst position review.

Note 13 Return of operating surplus

Actual 2023 \$000		Actual 2024 \$000
18,106	Net surplus/(deficit)	28,171
(408)	(Surplus)/deficit of memorandum accounts	(587)
-	Retention of surplus	(800)
17,698	Total return of operating surplus	26,784

The net operating surplus from the delivery of outputs must be repaid by 31 October of each year.

Note 14 Equity

Equity is the Crown's investment in the Ministry, and is measured as the difference between total assets and total liabilities. Equity is disaggregated and classified as taxpayers' funds, memorandum accounts and property revaluation reserves.

Memorandum accounts

Memorandum accounts reflect the cumulative surplus/(deficit) on those departmental services provided that are intended to be fully cost recovered from third parties, through fees, levies or charges. The balance of each memorandum account is expected to trend toward zero over time.

Property revaluation reserves

These reserves relate to the revaluation of land and buildings to fair value.

Capital management

The Ministry's capital is its equity, which comprises taxpayers' funds, memorandum accounts and revaluation reserves. Equity is represented by net assets.

The Ministry manages its revenue, expenses, assets, liabilities and general financial dealings prudently. The Ministry's equity is largely managed as a by-product of managing income, expenses, assets, liabilities and compliance with the government budget processes, Treasury's Instructions and the PFA.

The objective of managing the Ministry's equity is to ensure the Ministry effectively achieves the goals and objectives for which it has been established, while remaining a going concern.

Actual 2023 \$000		Actual 2024 \$000
Taxpayers' funds		
948,572	Balance at 1 July	962,778
18,106	Surplus/(deficit)	28,171
(17,698)	Return of operating surplus to the Crown	(26,784)
14,206	Capital contribution from the Crown	52,919
(408)	Transfer of memorandum account net (surplus)/deficit	(587)
962,778	Balance at 30 June	1,016,497
Memorandum accounts		
1,261	Balance at 1 July	1,669
408	Net memorandum account surplus/(deficit) for the year	587
1,669	Balance at 30 June	2,256
Property revaluation reserves		
579,986	Balance at 1 July	660,791
80,805	Revaluation gains	(16,325)
660,791	Balance at 30 June	644,466

Actual 2023 \$000		Actual 2024 \$000
Property revaluation reserves consist of:		
70,013	Land revaluation reserve	52,757
590,778	Buildings revaluation reserve	591,709
660,791	Total property valuation reserves	644,466
1,625,238	Total equity	1,663,219

Memorandum accounts

Actual 2023 \$000		Actual 2024 \$000
Second Hand Dealers and Pawnbrokers		
526	Balance at 1 July	426
132	Revenue	203
(232)	Expenses	(244)
(100)	Surplus/(deficit)	(41)
426	Balance at 30 June	385
Legal Complaints Review Officers		
735	Balance at 1 July	1,243
1,965	Revenue	2,553
(1,457)	Expenses	(1,925)
508	Surplus/(deficit)	628
1,243	Balance at 30 June	1,871

These memorandum accounts summarise financial information related to the accumulated surpluses and deficits incurred by the Ministry on a full cost recovery basis. The use of these accounts enables the Ministry to take a long-run perspective to fee setting and cost recovery. The balance of each memorandum account is expected to trend towards zero over a reasonable period of time, with interim deficits being met either from cash from the Ministry's statement of financial position, or by seeking approval for a capital contribution from the Crown. Capital contributions will be repaid to the Crown by way of cash payments throughout the memorandum account cycle.

The Second Hand Dealers and Pawnbrokers and Legal Complaints Review Officers memorandum accounts require separate recognition within the financial statements. The Second Hand Dealers and Pawnbrokers account records the financial activities around the licensing of second hand dealers and pawnbrokers and the certification of certain employees of licence holders.

The Legal Complaints Review Officers (LCRO) account records the financial activities of the LCRO, which provides independent oversight and review of the decisions made by the standards committees of the New Zealand Law Society and the New Zealand Society of Conveyancers.

Note 15 Related party transactions and key management personnel

The Ministry is a wholly owned entity of the Crown.

Related party disclosures have not been made for transactions with related parties that are within a normal supplier or client/recipient relationship, on terms and conditions no more or less favourable than those that it is reasonable to expect the Ministry would have adopted in dealing with the party at arm's length in the same circumstances. Further, transactions with other government agencies (for example, government departments and Crown entities) are not disclosed as related party transactions when they are consistent with the normal operating arrangements between government agencies and undertaken on the normal terms and conditions for such transactions.

Key management personnel compensation

Ministry actual 2023 \$000	Te Arawhiti actual 2023 \$000		Ministry actual 2024 \$000	Te Arawhiti actual 2024 \$000
2,802	1,808	Remuneration	2,974	1,772
7.0	5.6	Full-time equivalent staff	7.7	5.8

The above key management personnel disclosure excludes the Minister of Justice, Minister for Courts, the Minister for Treaty of Waitangi Negotiations and the Minister for Māori Crown Relations: Te Arawhiti. The Ministers' remuneration and other benefits are not received only for their roles as members of key management personnel of the Ministry. The Ministers' remuneration and other benefits are set by the Remuneration Authority under the Members of Parliament (Remuneration and Services) Act 2013 and are paid under Permanent Legislative Authority, and not paid by the Ministry of Justice.

Note 16 Financial instruments

Categories of financial instruments

The carrying amounts of financial assets and liabilities in each of the PBE IPSAS 41 financial instrument categories are as follows:

Actual 2023 \$000		Notes	Actual 2024 \$000
Financial assets measured at amortised cost			
37,729	Cash and cash equivalents		69,853
214,727	Debtors and other receivables	7	241,175
252,456	Total financial assets measured at amortised cost		311,028
Financial liabilities measured at amortised cost			
59,906	Payables (excluding deferred revenue and taxes payable)	10	44,434
59,906	Total financial liabilities measured at amortised cost		44,434

Fair value

The fair value of financial assets and liabilities is equivalent to the carrying amount disclosed in the statement of financial position.

Financial instrument risk

Market risk

Currency risk and interest rate risk

Currency risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate, due to changes in foreign exchange rates. Interest rate risk is the risk that the cash flows from a financial instrument will fluctuate, because of changes in market interest rates. The Ministry has no exposure to these risks because it has no financial instruments measured in a foreign currency or issued at variable interest rates.

Credit risk

Credit risk is the risk that a third party will default on its obligation to the Ministry, causing the Ministry to incur a loss.

In the normal course of Ministry business, credit risk arises from receivables and deposits with banks.

The Ministry is permitted to deposit funds only with Westpac (Standard and Poor's credit rating of AA-), a registered bank. For its other financial instruments, the Ministry does not have significant concentrations of credit risk.

The Ministry's maximum credit exposure for each class of financial instrument is represented by the total carrying amount of cash and cash equivalents and receivables. There is no collateral held as security against these financial instruments, including those instruments that are overdue or impaired.

Liquidity risk

Liquidity risk is the risk that the Ministry will encounter difficulty raising liquid funds to meet commitments as they fall due.

In meeting its liquidity requirements, the Ministry closely monitors its forecast cash requirements with the expected cash drawdown as negotiated with the New Zealand Debt Management Office through Treasury. The Ministry maintains a target level of available cash to meet liquidity requirements.

The Ministry has financial liabilities of \$44.434 million payable within six months from balance date (2023: \$59.906 million). The carrying value equals the contractual cash flow for these liabilities.

Note 17 Explanation of major variances against budget

Explanations for major variances from the Ministry's original 2024 budget figures are as follows:

Statement of comprehensive revenue and expense

Crown revenue was \$28.743 million higher than the budget. This was due to approved increases in the Ministry's budget during the 2023/24 financial year. This includes funding for a digital case management system to reduce delays and improve access to information, and joint Minister approved transfers from the 2022/23 financial year for initiatives that continued in 2023/24.

Personnel costs were \$12.119 million higher than the budget. This was mainly due to additional staff required to support new or continuing initiatives approved during the 2023/24 financial year, and \$6.481 million in restructuring expenses.

Operating expenses were \$22.307 million lower than the budget and \$13.856 million lower than the supplementary estimate. This was mainly due to changes in phasing of projects and work programmes and includes the implementation of a cost saving programme. A number of underspends were anticipated and approvals in-principle were obtained to carry these project costs forward to 2024/25.

Depreciation, amortisation and impairment costs were \$5.991 million higher than the budget and \$7.509 million lower than the supplementary estimate. The variance from budget reflects additional capital expenditure approved for building works and IT systems during the year. The variance to the supplementary estimate reflects the timing of the completion of assets being later than anticipated.

Due to uncertainty and volatility in the New Zealand property market it is difficult to accurately budget for movement on property valuations. It is therefore assumed, when preparing the budget, that there will be no gain or loss from property revaluations.

Statement of financial position

Cash and cash equivalents were \$25.106 million higher than the budget and \$19.494 million higher than the supplementary estimate. This primarily reflects the surplus on operating costs that was not budgeted.

Receivables were \$51.975 million higher than the budget and \$84.488 million higher than the supplementary estimate. This is mainly due to a higher Crown Debtor balance which resulted from lower cash drawdowns and variances in the budgeted opening balance. Cash drawdowns are made only as needed for payment purposes, lower drawdowns result in a higher Crown Debtor balance, as the Ministry holds off on requesting funds until necessary. Additionally, receivables from other government departments as at 30 June were higher than anticipated, reflecting the timing of services delivered and receipt of payments.

Property, plant and equipment was \$106.256 million higher than the budget and \$90.289 million lower than the supplementary estimate. The variance to budget is mainly due to a revision of the capital programme which included capital works to strengthen three priority courthouses and the recognition of the unbudgeted increases in value from the revaluation of the Ministry's land and building assets. The variance to the supplementary estimate is due to the timing of asset additions being later than anticipated.

Intangible assets were \$10.810 million lower than the budget. This reflects a revised timing for the capital programme for software development.

Payables and deferred revenue were \$26.157 million higher than the budget. This was mainly due to timing difference for goods and services received but not yet paid and a higher taxes payable balance at year-end due to the timing of payment being impacted by the Matariki public holiday.

Current and non-current employee entitlements were \$10.961 million higher than the budget. This is mainly due to the annual leave provision being higher than budgeted due to increases in salaries, as well as lower leave taken than expected.

Current and non-current provisions were \$7.512 million higher than the budget and \$8.258 million higher than the supplementary estimate. This is mainly due to an increase in the restructuring provision.

Taxpayers funds were \$34.105 million higher than the budget. This reflects the additional capital initiatives for seismic strengthening and the digital case management system approved during the year.

Property revaluation reserves were \$64.482 million higher than the budget and \$16.323 million lower than the supplementary estimate. The variances are due to the property valuations not being included in the budget.

Statement of cash flows

Variances in the statement of cash flows are in line with variances in the statement of comprehensive revenue and expense and statement of financial position as explained above.

Note 18 Summary analysis of the Ministry and Te Arawhiti

The Office for Māori Crown Relations - Te Arawhiti (Te Arawhiti) is a departmental agency hosted by the Ministry. The Ministry's financial statements include Te Arawhiti. Te Arawhiti does not have any separately identifiable assets or liabilities. A reconciliation between the revenue and expenses of the Ministry and Te Arawhiti is shown below.

Ministry actual 2023 \$000	Te Arawhiti actual 2023 \$000	Total actual 2023 \$000		Ministry actual 2024 \$000	Te Arawhiti actual 2024 \$000	Total actual 2024 \$000
			Revenue and expenses			
			Revenue			
751,196	54,751	805,947	Crown	828,478	55,310	883,788
32,732	567	33,299	Department	35,183	34	35,217
49,357	46	49,403	Other revenue	53,150	0	53,150
833,285	55,364	888,649	Total revenue	916,811	55,344	972,155
			Expenses			
441,675	32,616	474,291	Personnel costs	484,545	33,912	518,457
213,157	16,886	230,043	Operating costs	222,589	18,873	241,462
76,189	214	76,403	Capital charge	80,994	159	81,153
88,558	1,248	89,806	Depreciation, amortisation and impairment	101,714	1,198	102,912
819,579	50,964	870,543	Total expenses	889,842	54,142	943,984
13,706	4,400	18,106	Net surplus/(deficit)	26,969	1,202	28,171

Note 19 Events after balance date

On 13 August 2024 the Government announced its proposed approach for accelerating Māori development which included clarifying the respective functions of Te Arawhiti and Te Puni Kōkiri. Cabinet agrees in-principle that Te Arawhiti will remain a departmental agency and continue its core role of progressing historical standing Treaty of Waitangi settlements and Takutai Moana determinations. Other functions currently completed by Te Arawhiti will transfer to Te Puni Kōkiri. The organisational review of Te Arawhiti that began in July 2024 has been stopped as a result of this announcement.

Consultation with Iwi Chairs and other Māori leaders will be undertaken before final Minister decisions on the proposed transfer of functions are made. Final decisions are expected in October 2024, with changes anticipated to be effective from 1 March 2025. The financial effect of this can only be determined once final decisions are known.

Non-departmental statements and schedules

The following non-departmental statements and schedules record the revenue, capital receipts, expenses, assets, liabilities, commitments, contingent liabilities, contingent assets, and trust accounts that the Ministry manages on behalf of the Crown.

Schedule of non-departmental revenue

For the year ended 30 June 2024

Actual 2023 \$000		Actual 2024 \$000	Unaudited budget 2024 \$000	Unaudited supplementary estimate 2024 \$000
117,146	Court fines	122,025	111,173	111,173
40,795	Community Law Centre receipts	44,354	38,800	46,300
20,091	Legal Aid Debt established	30,529	12,904	12,904
2,361	Offender levies	2,478	3,663	3,663
1,999	Recovery of judicial salaries	2,123	1,774	1,774
638	Interest on treaty settlement prepaid lease	659	708	708
345	Family Court Cost Contribution Orders	333	1,600	1,600
-	Money forfeited to the Crown	-	200	-
10,003	Other revenue	5,366	9,374	6,120
193,378	Total non-departmental revenue	207,867	180,196	184,242

Schedule of non-departmental capital receipts

No capital receipts were received by the Ministry on behalf of the Crown during the year ended 30 June 2024 (2023: nil).

Explanations of significant variances against budget are detailed in note 8.

The accompanying notes form part of these statements and schedules.

For a full understanding of the Crown's financial position and the results of its operations for the year, refer to the consolidated Financial Statements of the Government for the year ended 30 June 2024.

Schedule of non-departmental expenses

For the year ended 30 June 2024

Actual 2023 \$000		Actual 2024 \$000	Unaudited budget 2024 \$000	Unaudited supplementary estimate 2024 \$000
178,909	Personnel costs Vote Courts	201,042	188,191	209,780
660	Personnel costs Vote Justice	692	664	664
497,686	Crown expenditure Vote Justice	521,761	553,276	572,808
156,036	Crown expenditure Vote Courts	172,648	160,668	173,463
110,856	Crown expenditure Vote Te Arawhiti	102,642	203,456	91,297
87,845	GST expense	103,456	96,948	97,436
1,031,992	Total non-departmental expenditure	1,102,241	1,203,203	1,145,448

Further split of non-departmental expenses can be found in the 'Statement of budgeted and actual non-departmental expenses and capital expenditure incurred against appropriations' schedules on pages 127 to 136.

Explanations of significant variances against budget are detailed in note 8.

The accompanying notes form part of these statements and schedules.

For a full understanding of the Crown's financial position and the results of its operations for the year, refer to the consolidated Financial Statements of the Government for the year ended 30 June 2024.

Schedule of non-departmental assets

As at 30 June 2024

Actual 2023 \$000		Notes	Actual 2024 \$000	Unaudited budget 2024 \$000	Unaudited supplementary estimate 2024 \$000
Current assets					
28,446	Cash and cash equivalents		83,319	45,458	53,244
15,903	Legal Aid receivables	2	13,450	16,002	15,903
73,148	Fines and other receivables	3	77,213	71,805	73,153
4,989	Prepayments		4,894	2,286	-
122,486	Total current assets		178,876	135,551	142,300
Non-current assets					
48,505	Legal Aid receivables	2	62,055	38,896	48,505
83,051	Fines and other receivables	3	85,024	80,944	83,046
3,876	Assets held for Treaty of Waitangi settlements	4	3,876	3,876	3,876
135,432	Total non-current assets		150,955	123,716	135,427
257,918	Total non-departmental assets		329,831	259,267	277,727

Te Arawhiti monitors the Ngāpuhi Investment Fund Ltd as a Crown company. The Crown's investment in this entity is consolidated in the Financial Statements of the Government on a line-by-line basis. The investment in this entity is not included in this schedule.

The Ministry of Justice monitors seven Crown entities. These are the Office of the Privacy Commissioner, Law Commission, Independent Police Conduct Authority, Human Rights Commission, Real Estate Agents Authority, Te Kāhui Tātari Ture | Criminal Cases Review Commission, and the Electoral Commission. The investment in these entities is consolidated in the Financial Statements of the Government on a line-by-line basis. The investment in these entities is not included in this schedule.

Explanations of significant variances against budget are detailed in note 8.

The accompanying notes form part of these statements and schedules.

For a full understanding of the Crown's financial position and the results of its operations for the year, refer to the consolidated Financial Statements of the Government for the year ended 30 June 2024.

Schedule of non-departmental liabilities

As at 30 June 2024

Actual 2023 \$000	Notes	Actual 2024 \$000	Unaudited budget 2024 \$000	Unaudited supplementary estimate 2024 \$000
Current liabilities				
69,167	Treaty settlements payables	189,935	101,711	287,770
93,678	Creditors and other payables	109,327	75,635	93,681
37,969	Judges' entitlements	34,986	44,973	38,119
200,814	Total current liabilities	334,248	222,319	419,570
Non-current liabilities				
265,913	Treaty settlements payables	174,260	109,824	43,965
34,176	Judges' entitlements	35,740	33,111	34,176
300,089	Total non-current liabilities	210,000	142,935	78,141
500,903	Total non-departmental liabilities	544,248	365,254	497,711

Schedule of non-departmental commitments

As at 30 June 2024

The Ministry on behalf of the Crown has no non-cancellable capital or lease commitments (2023: nil).

Explanations of significant variances against budget are detailed in note 8.

The accompanying notes form part of these statements and schedules.

For a full understanding of the Crown's financial position and the results of its operations for the year, refer to the consolidated Financial Statements of the Government for the year ended 30 June 2024.

Schedule of non-departmental contingent liabilities and contingent assets

As at 30 June 2024

Quantifiable contingent liabilities

Actual 2023 \$000		Actual 2024 \$000
Contingent liabilities		
220,000	Waitangi Tribunal Recommendations	220,000
1,360	Māori Land Court	1,675
3	Legal proceedings and disputes	-
221,363	Total contingent liabilities	221,675

Vote Courts

Legal proceedings and disputes

Legal proceedings and disputes represent the amounts claimed by plaintiffs in relation to judicial functions.

Māori Land Court

Māori Land Court contingent liabilities arise from orders made by the Court where any costs that arise from the order will be a charge against the Māori Land Court Special Aid Fund in terms of section 98 of the Te Ture Whenua Māori Act 1993.

Vote Te Arawhiti

Waitangi Tribunal Recommendations

On 29 September 2021, the Waitangi Tribunal issued interim recommendations under section 8A of the Treaty of Waitangi Act 1975 in relation to the transfer of 7,676 hectares of the Mangatū Crown forest licensed land to a trust comprising Te Aitanga a Māhaki, Ngā Uri o Tamanui and Te Whānau a Kai. Should the recommendation become final, compensation will be payable to the recipients under Schedule 1 to the Crown Forests Assets Act 1989. The current value of the compensation, as per the Tribunal's indications, is approximately \$220 million. The Crown sought a judicial review and in February 2023, the High Court found the Tribunal erred in its approach to recommending the maximum compensation. The claimants have appealed that finding to the Court of Appeal. A hearing has been set down for July 2024 with a decision expected several months after the hearing.

Unquantifiable contingent liabilities

Vote Justice

Justices of the Peace, Community Magistrates and Disputes Tribunal Referees

Section 50 of the District Court Act 2016, Section 4F of the Justices of the Peace Act 1957, and Section 58 of the Disputes Tribunal Act 1988 require the Crown to indemnify Community Magistrates and Justices of the Peace, respectively, against damages or costs awarded against them as a result of them exceeding their jurisdiction, provided a High Court judge certifies that they have exceeded their jurisdiction in good faith and ought to be indemnified. Section 58 of the Disputes Tribunal Act 1988 confers a similar indemnity on Disputes Tribunal Referees.

Criminal Proceeds (Recovery) Act

The Ministry of Justice is responsible for administering the Criminal Proceeds (Recovery) Act 2009. The Act requires the Crown to give an undertaking as to damages or costs in relation to asset restraining orders. In the event that the Crown is found liable, payment may be required.

Legal Services Commissioner v Fawcett

Legal Services Commissioner v Fawcett seeks a decision on what constitutes “legal services” under the Legal Services Act 2011. The Legal Services Commissioner is appealing the December 2022 High Court decision that determined that work administering legal aid files comes within the definition of “legal services”. The Court of Appeal decision could apply to any legal aid case that is currently before the courts.

Vote Te Arawhiti

Treaty of Waitangi claims

Under the Treaty of Waitangi Act 1975, any Māori may lodge certain claims relating to land or actions counter to the principles of the Treaty with the Waitangi Tribunal. Where the Tribunal finds a claim is well founded, it may recommend to the Crown that action be taken to compensate those affected. The Tribunal can make recommendations that are binding on the Crown with respect to land which has been transferred by the Crown to a State-owned Enterprise (SOE) or tertiary institution or is subject to the Crown Forest Assets Act 1989.

On occasion, Māori claimants pursue the resolution of claims against the Crown through higher courts. Failure to successfully defend such actions may result in a liability for historical Treaty grievances in excess of that currently anticipated.

Treaty of Waitangi claims – settlement relativity payments

The Deeds of Settlement negotiated with Waikato-Tainui, and Ngāi Tahu include a relativity mechanism. The mechanism provides that, where the total redress amount for all historical Treaty settlements exceeds \$1 billion in 1994 present-value terms, the Crown is liable to make payments to maintain the real value of Waikato-Tainui’s, and Ngāi Tahu’s settlements as a proportion of all Treaty settlements. The agreed relativity proportions are 17% for Waikato-Tainui and approximately 16% for Ngāi Tahu.

As the relativity mechanism has been triggered additional costs are likely to be incurred, in future years, in accordance with the relativity mechanism as Treaty settlements are reached. However, no value can be placed on these at this point in time, as there is uncertainty as to when each negotiation will settle, and the value of any settlement when reached. There is also uncertainty on how various disputes concerning the interpretation of the mechanism will be resolved.

Stafford litigation

Crown Law is acting for the Attorney-General on behalf of the Crown in right of New Zealand in *Stafford v Attorney-General* (CIV 2010-485-181), in which it is claimed that the Crown breached trust, fiduciary and other equitable obligations relating to land transactions in the top of the South Island in the 1840s. The plaintiff seeks the return of land he says the Crown holds on trust for the successors of the original owners and compensation, or other relief, for alleged breach of trust, fiduciary and other equitable obligations. In February 2017, the Supreme Court held that the Crown owed a fiduciary duty in relation to the land transactions concerned, but remitted matters of breach, defences and remedy to the High Court for a further hearing or hearings. The trial began in the High Court in August 2023 and a decision is pending. The matter is large and complex and could take several years to resolve.

Takutai Moana Financial Assistance Scheme

The Takutai Moana Financial Assistance Scheme supports applicant groups with the costs of seeking recognition of their customary interests under the Marine and Coastal Area (Takutai Moana) Act 2011. Payment of this assistance is contingent on several criteria being met and Te Arawhiti being notified of funding requests. There is uncertainty of costs that have been incurred by applicant groups that Te Arawhiti has not been notified of.

Contingent assets

The Ministry on behalf of the Crown has no contingent assets (2023: nil).

The accompanying notes form part of these statements and schedules.

For a full understanding of the Crown’s financial position and the results of its operations for the year, refer to the consolidated Financial Statements of the Government for the year ended 30 June 2024.

Statement of trust monies

For the year ended 30 June 2024

The following trust money was administered on behalf of the Crown under Section 66 of the Public Finance Act 1989 (PFA). The transactions through these accounts and their balances are not included in the Ministry's annual financial statements.

	Fines \$000	Court Law \$000	Prisoners' and Victims' Claims \$000	Māori Land Court \$000	Employment Court \$000	Supreme Court \$000	Foreign currency \$000
Year ended 30 June 2024							
Opening cash balance	47,662	9,014	274	197	464	273	-
Contributions	214,888	14,677	350	32	264	60	1,398
Distributions	(212,632)	(14,020)	(246)	-	(501)	(120)	-
Closing cash balance	49,918	9,671	378	229	227	213	1,398
Year ended 30 June 2023							
Opening cash balance	43,844	8,178	231	174	463	241	7,695
Contributions	172,539	6,924	240	26	329	72	-
Distributions	(168,721)	(6,088)	(197)	(3)	(328)	(40)	(7,695)
Closing cash balance	47,662	9,014	274	197	464	273	-

Fines trust account

This trust account holds deposits for all fines collected and associated fees prior to disbursement back to the Crown and local authorities or victims. Fines collected are court-imposed (including reparations) and infringements collected on behalf of New Zealand Police, local authorities and other prosecuting agencies.

Court law trust account

This trust account holds deposits made by individuals filing for action in the District Court, the High Court or the Court of Appeal. There are 56 individual Law Trust accounts, which are managed by the individual courts and collections offices.

Prisoners' and Victims' Claims Act trust account

This trust account is established under section 50 of the Prisoners' and Victims' Claims Act 2005. This account holds payments of compensation money.

Māori land court trust account

This trust account holds money for security for costs and for other matters associated with proceedings of the court.

Employment court trust account

This trust account holds deposits as security for costs against outstanding proceedings, as required by the Employment Relations Authority and the Employment Court under the Employment Relations Act 2000.

Supreme court trust account

This trust account holds deposits made by individuals filing for action and to allow the Supreme Court to administer proceedings.

Foreign currency trust accounts

These trust accounts, on instruction from court judges, hold deposits made from time to time where the final outcome of cases is yet to be determined. There is one trust account for US Dollars and one for Euros. The US Dollars account has a \$1.398 million balance in NZ dollar equivalent as at 30 June 2024 (2023: nil). The Euro trust account has a nil balance (2023: nil).

Other trust accounts

Legal complaints review trust account

This trust account holds levies received by the Ministry to reimburse the costs of the Legal Complaints Review process. This trust account has a nil balance (2023: nil).

Election candidates deposits trust account

This trust account holds monies received from election candidates in accordance with section 144 of Electoral Act 1993. This trust account has a nil balance (2023: nil).

The accompanying notes form part of these statements and schedules.

For a full understanding of the Crown's financial position and the results of its operations for the year, refer to the consolidated Financial Statements of the Government for the year ended 30 June 2024.

Notes to the non-departmental financial statements and schedules

Note 1 Statement of significant accounting policies

Reporting entity

These non-departmental statements and schedules present financial information on public funds managed by the Ministry on behalf of the Crown.

These non-departmental balances are consolidated into the Financial Statements of the Government for the year ended 30 June 2024. For a full understanding of the Crown's financial position, results of operations, and cash flows for the year, refer to the Financial Statements of the Government for the year ended 30 June 2024.

Basis of preparation

The non-departmental statements and schedules have been prepared in accordance with the accounting policies of the Financial Statements of the Government, Treasury Instructions, and Treasury Circulars.

Measurement and recognition rules applied in the preparation of these non-departmental statements and schedules are consistent with New Zealand generally accepted accounting practice (tier 1 Public Benefit Entity (PBE) Accounting Standards) as appropriate for public benefit entities.

Presentation currency and rounding

The non-departmental financial statements and schedules are presented in New Zealand dollars, and all values are rounded to the nearest thousand dollars (\$000). The functional currency is New Zealand dollars.

Measurement base

The non-departmental statements and schedules have been prepared on a historical cost basis, modified by the revaluation of certain financial instruments at fair value.

Accounting standards and other changes in accounting policies

The following items are the same as disclosed in the departmental financial statements. This information can be found in Note 1 to the departmental financial statements:

- New or amended standards adopted
- Other changes in accounting policies
- Standards issued and not yet effective and not adopted early

Summary of significant accounting policies

Significant accounting policies are included in the notes to which they relate.

Significant accounting policies that do not relate to a specific note are outlined below.

Revenue from non-exchange transactions

Court fines and legal aid debt established

Revenue from fines is recognised when the notice of fine is issued. Revenue from legal aid is recognised when a case is finalised, and the amount to be recovered from the customer has been agreed. For open legal aid cases an accrual is made for expected recoveries.

Revenue is measured at fair value. Fair value is determined using a model that uses past experience to forecast the expected collectability and timing of receipts and discounts these to present value using an appropriate discount rate. The initial fair value write-down is netted off against the revenue recognised.

Community law centre receipts

In accordance with section 298 of the Lawyers and Conveyancers Act 2006 the New Zealand Law Society distributes interest on the Special Fund to the Ministry for the purpose of funding community law centres. Receipts are recognised as revenue upon entitlement.

Revenue from exchange transactions

All other revenue is deemed exchanged. Revenue is measured at fair value. The revenue recognition point is when the obligation to pay has been incurred.

Cash and cash equivalents

Cash and cash equivalents include cash on hand, cash in transit and funds held in bank accounts administered by the Ministry. All cash held in bank accounts is held in on demand accounts and no interest is payable to the Ministry.

Treaty settlement payables

Treaty settlement payables are recorded when a treaty settlement deed has been initialled. These are recorded at the amount payable. These are classified as non-exchange payables.

Goods and services tax (GST)

All items in the non-departmental financial statements and schedules, including appropriation statements, are stated exclusive of GST, except for receivables and payables, which are stated on a GST-inclusive basis as applicable. In accordance with Treasury instructions, GST is returned on revenue received on behalf of the Crown, where applicable. However, no input tax deduction is claimed on non-departmental expenditure. Instead, the amount of GST applicable to non-departmental expenditure is recognised as a separate expense and eliminated against GST revenue on consolidation of the Financial Statements of the Government.

Critical accounting estimates and assumptions

In preparing these non-departmental financial statements and schedules, the Ministry on behalf of the Crown has made estimates and assumptions about the future. These estimates and assumptions may differ from the subsequent actual results. Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable in the circumstances. The estimates and assumptions that have a risk of causing an adjustment to the carrying amount of assets and liabilities within the next financial year are:

- Estimating the fair value of legal aid receivable – see note 2
- Estimating the allowance for credit losses for fines receivable – see note 3
- Valuation of legal aid accrual – see note 5
- Measuring retirement gratuities and sabbatical leave – see note 6.

Budget figures

Basis of the budget figures

The 2024 budget figures are for the year ended 30 June 2024 and are consistent with the Ministry's best estimate financial forecast information submitted to The Treasury for the Budget Economic and Fiscal Update (BEFU) for the year ended 30 June 2024.

In addition, the financial statements also present the updated budget information for 2024 submitted to The Treasury for the Supplementary Estimates.

Note 2 Legal Aid receivables

Legal aid receivables arise from granting of legal aid under the Legal Services Act. Legal aid receivables are designated at fair value through surplus or deficit under PBE IPSAS 41 Financial Instruments.

The nominal balance of the receivable is the sum of all obligations that borrowers have including legal aid loan principal and interest. The carrying value represents the fair value of these receivables.

Actual 2023 \$000		Actual 2024 \$000
Fair value		
54,900	Fair value as at 1 July	64,408
62,922	Nominal value of new legal aid debt	58,424
(40,531)	Fair value write-down on new debt	(31,635)
(21,794)	Legal aid debt repaid	(26,823)
5,168	Time value of money adjustment	4,872
3,743	Fair value remeasurement	6,259
64,408	Fair value as at 30 June	75,505
15,903	Current portion	13,450
48,505	Non-current portion	62,055
Fair value consists of:		
22,001	Secured	27,372
42,407	Unsecured	48,133
64,408	Fair value as at 30 June	75,505
Nominal value		
235,886	Nominal value of legal aid debt	256,934

Critical accounting estimates and assumptions

The Ministry engaged PwC to estimate the fair value of the legal aid receivables as at 30 June 2024. The fair value is sensitive to changes in a number of underlying estimates and assumptions. Key estimates and assumptions used by the actuary in the valuation are explained below:

The fair value of legal aid receivable has been determined on an actuarial basis by discounting the expected future cash flow of repayments. The fair value of the legal aid receivable is dependent on ongoing repayment rates as well as the discount rate utilised in the valuation. This assessment takes into account whether the debt is secured against property and receipts to date against the debt.

There is uncertainty in estimating the amount and timing of future payments, and, therefore, the value of legal aid receivables. Uncertainty arises from a range of sources including regulatory changes and economic cycles that impact debtors' ability and willingness to repay. Forecast cash flows are based on the repayment rate experience of the portfolio. Repayment rate experience is primarily based on the average repayment ratio observed in previous years.

The discount rate used was 7.82% (2023: 8.60%). The discount rate is made up of the 2 components, a risk-free rate and a risk premium rate. The risk-free rate of 4.60% (2023: 4.67%) is based on a weighted average of the four and five-year government yield as at 30 June 2024. The risk premium rate of 3.22% (2023: 3.93%) has been estimated by finding traded debt with a comparable default rate to the default rate of the outstanding debt and determining a risk premium based on that debt.

Sensitivity analysis

If the repayment factors were to improve by 10%, with all other factors held constant, the fair value of legal aid receivable would increase by \$5.800 million. If the repayment factors were to decrease by 10%, with all other factors held constant, the fair value of the legal aid receivable would decrease by \$6.100 million.

If the discount rate was 1 % higher from the Ministry's estimates, with all other factors held constant, the fair value of legal aid receivable would decrease by \$2.000 million. If the discount rate was 1 % lower, with all other factors held constant, the fair value of legal aid receivable would increase by \$2.200 million.

The fair value was calculated by Ben Coulter, Actuary, FNZSA, FIAA, of PricewaterhouseCoopers as at 30 June 2024.

Note 3 Fines and other receivables

Short term receivables are recorded at the amount due, less an allowance for expected credit losses (ECL). The Ministry applies the simplified ECL model of recognising lifetime ECLs for short-term receivables.

In measuring ECLs, short-term receivables have been assessed on a collective basis as they possess shared credit risk characteristics. They have been grouped based on the days past due.

Short-term receivables are written off when there is no reasonable expectation of recovery. Indicators that there is no reasonable expectation of recovery include the debtor being in liquidation.

Actual 2023 \$000		Actual 2024 \$000
321,570	Fines receivable	322,263
(192,570)	Less: Allowance for credit losses on fines receivable	(187,363)
129,000	Carrying value of fines receivable	134,900
10,495	Receivables from fines trust	12,192
19,923	Other receivables	18,345
(3,219)	Less: Allowance for credit losses on other receivables	(3,200)
156,199	Total fines and other receivables	162,237
73,148	Current portion	77,213

Actual 2023 \$000		Actual 2024 \$000
83,051	Non-current portion	85,024
Total receivables comprise:		
2,253	Receivables from exchange transactions	1,650
153,946	Receivables from non-exchange transactions	160,587
156,199	Total fines and other receivables	162,237

The allowance for credit losses was determined as follows:

Gross Actual 2023 \$000	Life time expected credit loss Actual 2023 \$000	Expected credit loss rate Actual 2023 %	Receivable days past due	Gross Actual 2024 \$000	Life time expected credit loss Actual 2024 \$000	Expected credit loss rate Actual 2024 %
37,969	(6,931)	18.3%	Current	38,280	(6,746)	17.6%
56,066	(33,719)	60.1%	Receivables < 6 months	56,155	(32,819)	58.4%
56,066	(33,719)	60.1%	Receivables > 6 months but < 1 year	56,155	(32,819)	58.4%
60,566	(36,426)	60.1%	Receivables > 1 year but < 2 year	60,663	(35,454)	58.4%
141,321	(84,994)	60.1%	Receivables > 2 years	141,547	(82,725)	58.4%
351,988	(195,789)		Total	352,800	(190,563)	

The movement in the allowance for credit losses is as follows:

Fines receivable Actual 2023 \$000	Other receivables Actual 2023 \$000		Fines receivable Actual 2024 \$000	Other receivables Actual 2024 \$000
193,931	3,279	Balance at 1 July	192,570	3,219
34,229	417	Additional provisions made during the year	38,730	437
(15,258)	-	Less: reversal of prior year provision	(18,843)	-
(20,332)	(477)	Less: receivables written off during the year	(25,094)	(456)
192,570	3,219	Balance at 30 June	187,363	3,200

Critical accounting estimates and assumptions

The Ministry engaged PwC to estimate the impaired value of the fines receivables as at 30 June 2024. The impaired value is sensitive to changes in a number of underlying estimates and assumptions. Key estimates and assumptions used by the actuary in the valuation are explained below:

The allowance for credit losses of fines receivable has been determined on an actuarial basis by discounting the expected future cash flow of repayments. The credit losses of fines receivable are dependent on ongoing repayment rates as well as the discount rate utilised in the valuation.

There is uncertainty in estimating the amount and timing of future payments, and, therefore, the value of outstanding fines. Uncertainty arises from a range of sources including regulatory changes and economic cycles that impact debtors' ability and willingness to repay. Forecast cash flows are based on the repayment rate experience of the portfolio. Repayment rate experience is primarily based on the weighted average repayment ratios observed over the last five years.

The discount rate used was rounded to 6.5% (2023: 7.5%). The discount rate is made up of the 2 components of a risk-free rate and a risk premium rate. The risk-free rate of 5.0% (2023: 5.0%) is based on the 30-month spot rate as issued by Treasury. The risk premium rate of 1.5% (2023: 2.5%) reflecting traded risky debt with similar characteristics to the fines debt.

Sensitivity analysis

If the repayment factors were to improve by 10%, with all other factors held constant, the carrying value of fines receivable would increase by \$6.900 million. If the repayment factors were to decrease by 10%, with all other factors held constant, the carrying value of fines receivable would decrease by \$7.100 million.

If the discount rate was 2% higher from the Ministry's estimates, with all other factors held constant, the carrying value of fines receivable would decrease by \$3.500 million. If the discount rate was 2% lower, with all other factors held constant, the carrying value of fines receivable would increase by \$3.800 million.

The allowance for credit losses was calculated by Ben Coulter, Partner, FNZSA, FIAA, of PricewaterhouseCoopers as at 30 June 2024.

Note 4 Assets held for Treaty of Waitangi settlements

The Minister for Treaty of Waitangi Negotiations, on behalf of the Crown, holds a proportion of shares in Kaweka Gwavas Forestry Company Limited and Patunamu Forest. The Crown proportion will be used to settle any outstanding well-founded claims to the Kaweka and Gwavas Crown Forest Licensed Lands and Patunamu Forest.

Note 5 Creditors and other payables

Short-term payables are recorded at the amount payable.

Actual 2023 \$000		Actual 2024 \$000
43,329	Legal aid accrual	45,275
41,640	Accrued expenses	55,120
4,257	Creditors	4,420
4,069	Taxes payable	3,828
383	Other payables	684
93,678	Total creditors and other payables	109,327
Total creditors and other payables comprise:		
89,609	Payables from exchange transactions	105,499
4,069	Payables from non-exchange transactions	3,828
93,678	Total creditors and other payables	109,327

Critical accounting estimates and assumptions

The Ministry engaged PwC to assist the Ministry to calculate the legal aid accrual figure as at 30 June 2024. Key assumptions used by the actuary in the valuation are explained below:

- The model excludes cases determined as inactive based on a probability mechanism that assesses the likelihood a case will have an additional claim.
- The cost of service still to be incurred is based on estimates of the total cost of the case (based on the law type, matter type and average case length) less invoices paid.

At each balance date, the Ministry also produces an accrual for legally aided cases before the Waitangi Tribunal. The unique nature of each individual Waitangi legal aid case means it is not possible to calculate this accrual using the actuarial model. The accrual for Waitangi legal aid is based on the average monthly invoice amount for active cases multiplied by the number of months since the last invoice was received.

Note 6 Judges' entitlements

Short-term entitlements

Judges' entitlements that are due to be settled within 12 months after the end of the period in which the judge renders the related service are measured based on accrued entitlements at current rates of pay.

These include salaries and wages accrued up to balance date, annual leave earned but not yet taken at balance date, retiring and sabbatical leave entitlements expected to be settled within 12 months.

Long-term entitlements

Judges' entitlements that are due to be settled beyond 12 months after the end of the reporting period in which the judge renders the related service, such as retiring and sabbatical leave entitlements, are calculated on an actuarial basis.

The calculations are based on:

- likely future entitlements accruing to judges', based on years of service, years to entitlement, the likelihood that judges will reach the point of entitlement and contractual entitlements information; and
- the present value of the estimated future cash flows.

Presentation of judges' entitlements

Vested and non-vested retirement gratuities and sabbatical leave expected to be settled after 12 months of balance date are classified as a non-current liability. All other classifications of judges' entitlements are classified as a current liability.

Actual 2023 \$000		Actual 2024 \$000
Current liabilities		
27,710	Retiring and sabbatical leave	24,615
6,565	Annual leave	6,545
3,694	Salaries	3,826
37,969	Total current liabilities	34,986
Non-current liabilities		
34,176	Retiring and sabbatical leave	35,740
34,176	Total non-current liabilities	35,740
72,145	Total provision for judges' entitlements	70,726

Critical accounting estimates and assumptions

The present value of the retirement gratuities and sabbatical leave obligations depends on a number of factors that are determined on an actuarial basis using a number of assumptions. Two key assumptions used in calculating this liability include the discount rate and the salary inflation factor. Any changes in these assumptions will impact on the carrying amount of the liability.

Expected future payments are discounted using discount rates derived from the yield curve of New Zealand government bonds. The discount rates used have maturities that match, as closely as possible to the estimated future cash outflows. The discount rate used was 5.30% with 3.32% salary inflation for year 1 of the projection (2023: 5.28% with 4.26% salary inflation).

Sensitivity analysis

If the discount rate was 1% lower than the Ministry's estimates, with all other factors held constant, the carrying value of the liability would be an estimated \$1.651 million higher.

If the salary inflation factor was 1% higher than the Ministry's estimates, with all other factors held constant, the carrying amount of the liability would be an estimated \$1.662 million higher.

The valuation of retirement gratuities and sabbatical leave was conducted by an independent actuary, Saffron Sweeney, FIAA, FNZSA, on behalf of AON New Zealand as at 30 June 2024.

Note 7 Financial instruments

Categories of financial instruments

The carrying amounts of financial assets and financial liabilities in each of the financial instrument categories are as follows:

Actual 2023 \$000		Notes	Actual 2024 \$000
Financial assets measured at amortised cost			
28,446	Cash and cash equivalents		83,319
9,751	Other receivables ¹		9,159
3,876	Assets held for Treaty of Waitangi settlements		3,876
42,073	Total Financial assets measured at amortised cost		96,354
Financial assets measured at fair value through surplus or deficit			
64,408	Legal Aid receivables	2	75,505
64,408	Total Financial assets measured at fair value through surplus or deficit		75,505
Financial liabilities measured at amortised cost			
335,080	Treaty settlements payables		364,195
89,609	Creditors and other payables (excluding taxes payable)	5	105,499
424,689	Total Financial liabilities measured at amortised cost		469,694

¹Other receivables excludes fines and receivables arising from the exercise of sovereign power as these items do not meet the definition of a financial instrument.

Fair value

The fair value of financial assets and liabilities is equivalent to the carrying amount disclosed in the schedule of non-departmental assets and the schedule of non-departmental liabilities.

Fair value hierarchy

For those instruments recognised at fair value, fair values are determined according to the following hierarchy:

- Quoted market prices (level 1)
- Valuation techniques using observable inputs (level 2)
- Valuation techniques with significant non-observable inputs (level 3)

Legal aid receivables were valued at fair value using non-observable inputs (level 3).

There were no transfers between the different levels of the fair value hierarchy.

Financial Instrument risk

Market Risk

Currency risk and interest rate risk

Currency risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate due to changes in foreign exchange rates. Interest rate risk is the risk that the cash flows from a financial instrument will fluctuate because of changes in market interest rates. The Ministry on behalf of the Crown has no exposure to these risks because it has no financial instruments measured in a foreign currency or issued at variable interest rates.

Credit risk

Credit risk is the risk that a third party will default on its obligation to the Ministry on behalf of the Crown, causing the Ministry on behalf of the Crown to incur a loss.

In the normal course of its business, the Ministry, on behalf of the Crown, incurs credit risk from receivables, including legal aid receivables, and deposits with banks.

Funds must be deposited with Westpac, a registered bank.

The maximum credit exposure for each class of financial instrument is represented by the total carrying amount of cash and cash equivalents, legal aid receivables and other receivables. There is collateral held as security for some legal aid receivables as shown in note 2. Other than Westpac bank, there are no significant concentrations of credit risk. The Standard & Poor's credit ratings for cash and cash equivalents held at Westpac is AA-. Although cash and cash equivalents as at 30 June 2024 are subject to the expected credit loss requirements of PBE IPSAS 41, no loss allowance has been recognised because the estimated loss allowance for expected credit losses is trivial.

Liquidity risk

Liquidity risk is the risk that the Ministry on behalf of the Crown will encounter difficulty raising liquid funds to meet commitments as they fall due.

In meeting its liquidity requirements, the Ministry closely monitors its forecast cash requirements with the expected cash drawdowns as negotiated with the New Zealand Debt Management Office through Treasury. The Ministry maintains a target level of available cash to meet liquidity requirements.

Contractual maturity analysis of financial liabilities

At balance date, the remaining periods to the contractual maturity dates were less than 6 months for all creditors and other payables. The amounts, disclosed above, are the contractual undiscounted cash flows.

For treaty payables, initial payments are made in line with the treaty settlement deed and final payments made on settlement date, as included in the relevant settlement legislation. As settlement legislation has not been enacted for all treaty payables at balance date, the below maturity analysis is based on average timeframes and the current status of the claim.

Carrying amount 2023 \$000	Expected cash flow 2023 \$000	Treaty payables	Carrying amount 2024 \$000	Expected cash flow 2024 \$000
69,168	69,168	Within 1 year	189,935	189,935
244,996	255,863	Between 1 year and 2 years	116,712	120,942
20,916	20,916	Greater than 2 years	57,548	59,138
335,080	345,947	Total	364,195	370,015

Note 8 Explanations of major variances against budget

Explanations for major variances from Ministry's non-departmental budget figures are as follows:

Schedule of revenue and schedule of expenses

Court fines was \$10.852 million higher than the budget and the supplementary estimate. Higher fines reflect the rise in court activities and increased impositions from local authorities and other agencies.

Community law centre receipt was \$5.554 million higher than the budget. Interest received by the Ministry from the Lawyers and Conveyancers Special Fund was higher due to increasing interest rates.

Legal Aid Debt established was \$17.625 million higher than the budget and the supplementary estimate. This was mainly due to an increase in value of legal aid debt following an independent valuation as at 30 June. The increase is driven by several factors including repayment assumptions and discount rate movements during the financial year. New legal aid debt and repayments were also higher than anticipated.

Personnel costs in Vote Courts was \$12.851 million higher than the budget and \$8.738 million lower than the supplementary estimate. The variance from the budget was mainly due to increases in salary and allowance as a result of determinations issued by the Remuneration Authority and an increase in Judges sitting days to address the backlog of cases awaiting hearings. The variance to supplementary estimates is mainly due to changes in the number of sitting days for tribunals.

Crown Expenditure in Vote Justice was \$31.515 million lower than the budget and \$51.047 million lower than the supplementary estimate. This variance includes:

- impairment of Crown assets expenses \$32.843 million lower than the budget and the supplementary estimate. Impairment expense is based on an independent valuation as at 30 June. The expense is driven by several factors including repayment assumptions and discount rate movements during the financial year;
- expenditure on legal aid was \$17.810 million lower than the budget and \$7.732 million lower than the supplementary estimate. Legal aid expenditure is driven by demand from legal aid applicants and the progress of court activities, and
- expenditure on community legal assistance was \$9.447 million lower than the supplementary estimate due to the timing of the Community Law Centres' project initiatives. Approval in-principle was obtained to carry this amount forward to 2024/25.

The variance to budget is offset by:

- additional expenditure of \$4.934 million for compensation for wrongly convicted individuals of million that was approved after the budget was set; and
- an increase in community legal assistance of \$14.280 million due to additional funding provided from interest on the Lawyers and Conveyancers Special Fund that was added after the budget was set.

Crown Expenditure in Vote Courts \$11.980 million higher than the budget. This is mainly due to an increase in court and coroner related expenses for coroner directed post-mortems, medical and other professional services, and jurors' fees and expenses as directed by the Courts.

Crown expenditure in Vote Te Arawhiti was \$100.814 million lower than the budget and \$11.345 million higher than the supplementary estimate. This includes:

- Treaty settlement expenses \$88.695 lower than the budget and \$15.017 higher than the supplementary estimate which by their nature, are hard to predict with accuracy in terms of timing and amount, and
- a post-settlement resolution payment for New Zealand Defence Force Redress at Royal of \$25.200 million lower than the budget due to agreement for the settlement unable to be reached.

This variance to budget was offset by financial assistance to determine customary interests in the takutai moana (marine and coastal areas) \$16.678 million higher than the budget due to additional funding approved after the budget was set reflecting increased funding applications and court activity.

GST expense was \$6.508 million higher than the budget and \$6.020 higher than the supplementary estimate. The budget is based on historical trends. The actual GST expense reflected the actual expenses incurred and the nature of these expenses.

Schedule of assets and schedule of liabilities

Cash and cash equivalents were \$37.861 million higher than the budget and \$30.075 million higher than the supplementary estimate. This is mainly due to the timing of Crown receipts and payments.

The total for Legal Aid receivables was \$20.607 million higher than the budget and \$11.097 million higher than the supplementary estimate. The actual figure for 2024 is based on an independent valuation as at 30 June. The movement in fair value is mainly driven by new debt incurred, repayment assumptions and discount rate movements.

The total for fines and other receivables was \$9.488 million higher than the budget. The increase reflects the rise in court activities and increased impositions from local authorities and other agencies and a decrease in allowance for credit losses reflecting improved collectability.

The total for Treaty settlement payables was \$152.660 million higher than the budget and \$32.460 million higher than the supplementary estimate. This is due to timing of Treaty settlement expenses and final payments dates which by their nature, are hard to predict with accuracy in terms of timing and amount. The current and non-current split are based on average timeframes for settlements to occur and the current status of the claim.

Creditors and other payables were \$33.692 million higher than the budget and \$15.646 million higher than the supplementary estimate. The increase is mainly due to timing of invoice receipts and payments. This was also driven by an increase in expected reimbursement requests for the Takutai Moana Financial Assistance Scheme.

The total for judges' entitlements was \$7.358 million lower than the budget. This was mainly due to the annual valuation of judges' entitlements impacted by increasing interest rates resulting in a reduction in the liability.

Note 9 Events after the Balance Date

There have been no significant events after balance date.

Te Puna Aonui

The Executive Board for the Elimination of Family Violence and Sexual Violence, Te Puna Aonui, was established on 24 March 2022 by Orders in Council under the Public Service Act 2020 and the Ombudsmen Act 1975.

From 1 July 2022, Te Puna Aonui administers the Elimination of Family Violence and Sexual Violence appropriation in Vote Justice. The appropriation was established for a whole-of-government approach to prevent, address and eliminate family violence and sexual violence.

The Minister of Finance granted Te Puna Aonui an exemption from including financial statements in its annual report for the 2022/23 to 2024/25 financial years under section 45AB of the Public Finance Act 1989. The financial information for Te Puna Aonui is disclosed in the Ministry's annual report as below.

Summary of revenue and expenses

For the year ended 30 June 2024

Actual 2023 \$000		Actual 2024 \$000	Unaudited budget 2024 \$000	Unaudited supplementary estimate 2024 \$000	Unaudited forecast 2025 \$000
Revenue					
20,515	Crown	18,419	21,919	18,419	20,223
20,515	Total revenue	18,419	21,919	18,419	20,223
Expenses					
10,187	Personnel costs	10,786	12,880	12,541	12,273
9,479	Operating costs ¹	6,807	9,039	4,378	7,950
19,666	Total expenses	17,593	21,919	16,919	20,223
849	Net surplus/(deficit)	826	-	1,500	-

¹The operating costs comprise all expenditure excluding personnel costs. This primarily includes grants, consultancy costs, travel, computer related costs, and telecommunication expenditures.

Summary of assets and liabilities

As at 30 June 2024

Actual 2023 \$000		Actual 2024 \$000	Unaudited budget 2024 \$000	Unaudited supplementary estimate 2024 \$000	Unaudited forecast 2025 \$000
Assets					
Current Assets					
2,279	Cash and cash equivalents	2,435	2,109	2,151	1,954
4,592	Receivables	2,020	-	1,000	-
6,871	Total current assets	4,455	2,109	3,151	1,954
6,871	Total assets	4,455	2,109	3,151	1,954
Liabilities					
Current liabilities					
6,022	Payables and deferred revenue	3,629	2,109	1,651	1,954
849	Return of operating surplus	826	-	1,500	-
6,871	Total current liabilities	4,455	2,109	3,151	1,954
6,871	Total liabilities	4,455	2,109	3,151	1,954
-	Net Assets	-	-	-	-

Other information

Key management personnel compensation

Actual 2023 \$000		Actual 2024 \$000
Leadership team		
972	Remuneration	1,033
2.8	Full-time equivalent staff	3.6

Te Puna Aonui is led by the Interdepartmental Executive Board for the Elimination of Family Violence and Sexual Violence, which brings together leaders of the member agencies to align the whole-of-government strategy, policy and investment to eliminate family violence and sexual violence.

Key management personnel include Board members, the Chief Executive, and the members of the leadership team. Board members do not receive any remuneration from Te Puna Aonui. The number of individuals on the Leadership team is determined on a full-time equivalent basis.

The above key management personnel disclosure excludes the Minister for the Prevention of Family Violence and Sexual Violence. The Ministers' remuneration and other benefits are set by the Remuneration Authority under the Members of Parliament (Remuneration and Services) Act 2013 and are paid under Permanent Legislative Authority, and not paid by Te Puna Aonui.

Explanation of major variances against budget

Explanations for major variances from the original 2024 budget figures for Te Puna Aonui are as follows:

Summary of revenue and expenses

Crown revenue was \$3.500 million lower than the budget. This was due to re-prioritisation of funding for Project Whetū which is being delivered by Police. Project Whetū will deliver a national case management system to enable secure and appropriate information sharing and operational decision-making between agencies delivering services in the family violence sector.

Total expenses were \$4.326 million lower than the budget and \$0.674 million higher than the supplementary estimate. The variance to budget was anticipated mainly due to the above \$3.500 million re-prioritisation for Project Whetū and changes in phasing of projects and work programmes. The variance to the supplementary estimate is mainly due to additional grants approved in June following confirmation of delivery models.

The variance between personnel costs and operating costs is due to the constraints on the availability of some resources and the nature of work being performed.

Summary of assets and liabilities

Receivables were \$2.020 million higher than the budget and \$1.020 million higher than the supplementary estimate. This is mainly due to higher Crown Debtor balance and a GST receivable balance as at 30 June as a result of timing of cash drawdowns and expenditure.

Payables and deferred revenue were \$1.520 million higher than the budget and \$1.978 million higher than the supplementary estimate. This was mainly due to a timing difference for goods and services expensed but not yet paid, including grants approved in June.

Return of operating surplus was \$0.826 million higher than the budget and \$0.674 million lower than the supplementary estimate. These variances are in line with variances in the summary of revenue and expenditure as explained above.

Appropriation statements

The following statements report information about the expenses and capital expenditure incurred against each appropriation administered by the Ministry for the year ended 30 June 2024. They are prepared on a GST exclusive basis.

Statement of cost accounting policies

The Ministry derives the costs of outputs using the cost allocation system outlined below.

Direct costs are those costs that can be directly attributed to an output. Indirect costs are those that cannot be identified in an economically feasible manner to a specific output.

Direct costs are charged to output classes as and when they occur. Indirect costs are accumulated and allocated to output classes based on cost drivers, such as assessment of personnel time, building area occupied or asset utilisation, which reflect an appropriate measure of resource consumption usage. Costs identified to overhead areas are accumulated and allocated to output classes based on resource consumption usage, where possible (such as full-time equivalent staff numbers), or in proportion to the direct and indirect charges made to the output class.

There have been no changes in cost accounting policies since the date of the last audited financial statements.

Statement of budgeted and actual expenses and capital expenditure incurred against appropriations

For the year ended 30 June 2024

Expenditure excluding Remeasurements 2023 \$000	Appropriation title	Expenditure including Remeasurements 2024 \$000	Remeasurements ^A 2024 \$000	Expenditure excluding Remeasurements 2024 \$000	Approved Appropriation ^B 2024 \$000	Location of end-of-year performance information ^C
Vote Justice						
Departmental Output Expenses						
31,531	Administration of Legal Services	33,162	16	33,178	34,906	1
39,273	Justice and Emergency Agencies Property and Shared Services	39,055	-	39,055	42,031	1
40,342	Justice Policy Advice	37,176	12	37,188	40,287	1
44,788	Public Defence Service	45,318	16	45,334	47,537	1
11,774	Sector Leadership and Support	12,854	5	12,859	13,240	1
167,708	Total Departmental Output Expenses	167,565	49	167,614	178,001	
Departmental Capital Expenses						
128,224	Ministry of Justice - Capital Expenditure PLA	117,959	-	117,959	197,273	1
128,224	Total Departmental Capital Expenditure	117,959	-	117,959	197,273	
Non-Departmental Output Expenses						
20,726	Electoral Services	-	-	-	-	
63,224	General Election and Electoral Services (MYA Expense)	117,609	-	117,609	117,609	2
1,109	Inspector-General of Intelligence and Security	1,161	-	1,161	1,389	3
272,905	Legal Aid	285,768	-	285,768	293,500	4
3,335	Provision of Protective Fiduciary Services	3,615	-	3,615	3,617	5
-	Provision of Services from the Electoral Commission - Broadcasting PLA	3,605	-	3,605	3,605	2
3,987	Services from the Criminal Cases Review Commission	5,191	-	5,191	5,191	6

Statement of budgeted and actual expenses and capital expenditure incurred against appropriations (continued)

For the year ended 30 June 2024

Expenditure excluding Remeasurements 2023 \$000	Appropriation title	Expenditure including Remeasurements		Expenditure excluding Remeasurements 2024 \$000	Approved Appropriation ^b 2024 \$000	Location of end-of-year performance information ^c
		2024 \$000	Remeasurements ^a 2024 \$000			
15,329	Services from the Human Rights Commission	13,829	-	13,829	13,829	7
9,492	Services from the Independent Police Conduct Authority	6,742	-	6,742	6,742	8
3,993	Services from the Law Commission	4,205	-	4,205	4,205	9
7,392	Services from the Privacy Commissioner	8,171	-	8,171	8,171	10
450	Tangata whenua-led initiatives	450	-	450	450	3
401,942	Total Non-Departmental Output Expenses	450,346	-	450,346	458,308	
Non-Departmental Other Expenses						
108	Compensation for Wrongly Convicted Individuals	4,934	-	4,934	4,934	3
-	Impairment of Crown Assets	(7,300)	7,300	-	13,512	3
661	Remuneration for the Inspector-General and the Deputy Inspector-General of Intelligence and Security PLA	692	-	692	664	3
38,712	Transfer to Other Governments of Relevant Seized Assets	-	-	-	-	3
39,481	Total Non-Departmental Other Expenses	(1,674)	7,300	5,626	19,110	
Multi-Category Expenses and Capital Expenditure						
60,566	Community Justice Support and Assistance MCA	85,813	-	85,813	95,854	1
	Non-Departmental Output Expenses					
24,983	- Community Harm Reduction	28,277	-	28,277	28,034	
17,098	- Community Legal Assistance	30,186	-	30,186	39,633	
7,307	- Community Resolution	8,666	-	8,666	9,209	
	Non-Departmental Other Expenses					
11,178	- Victim Entitlements	18,684	-	18,684	18,978	

Statement of budgeted and actual expenses and capital expenditure incurred against appropriations (continued)

For the year ended 30 June 2024

Expenditure excluding Remeasurements 2023 \$000		Expenditure including Remeasurements 2024 \$000		Expenditure excluding Remeasurements 2024 \$000		Approved Appropriation ^B 2024 \$000	Location of end-of-year performance information ^C
	Appropriation title		Remeasurements ^A 2024 \$000				
-	Establishment of Inspector-General of Defence MCA	158	-	158	1,130	1	
	Departmental Output Expenses						
-	- <i>Establishing the Inspector-General of Defence</i>	158	-	158	930		
	Non-Departmental Output Expenses						
-	- <i>Inspector-General of Defence</i>	-	-	-	200		
60,566	Total Multi-Category Expenses and Capital Expenditure	85,971	-	85,971	96,984		
797,921	Total Vote Justice	820,167	7,349	827,516	949,676		

^AA remeasurement is generally the movement in the value of an asset or liability that is outside the control of the Ministry as defined by the Public Finance Act 1989. Remeasurements do not require an appropriation. The remeasurements shown above are the result of changes to discount rates used in the valuation of the legal aid debt and valuation of employee entitlements.

^BThis includes adjustments made in the supplementary estimates.

^CThe numbers in this column represent where the end-of-year performance information has been reported for each appropriation administered by the Ministry, as detailed below:

1. The Ministry of Justice annual report.
2. Electoral Commission annual report.
3. No reporting due to an exemption obtained under section 15D of the Public Finance Act.
4. Reported by the Minister of Justice in a report appended to the Ministry of Justice's annual report.
5. Public Trust annual report.
6. Criminal Case Review Commission annual report
7. Human Rights Commission annual report.
8. Independent Police Conduct Authority annual report.
9. Law Commission annual report.
10. Privacy Commissioner annual report.
11. Reported by the Minister for Courts in a report appended to the Ministry of Justice's annual report.
12. Tupu Tonu annual report.
13. Reported by the Minister for Treaty of Waitangi Negotiations in a report appended to the Ministry of Justice's annual report.

Statement of budgeted and actual expenses and capital expenditure incurred against appropriations (continued)

For the year ended 30 June 2024

Expenditure excluding Remeasurements 2023 \$000		Expenditure including Remeasurements 2024 \$000		Expenditure excluding Remeasurements 2024 \$000		Approved Appropriation ^B 2024 \$000	Location of end-of-year performance information ^C
	Appropriation title		Remeasurements ^A 2024 \$000				
Vote Courts							
Non-Departmental Other Expenses							
-	Assistance to Victims of Crime	-	-	-	40	3	
2,104	Community Magistrates Salaries and Allowances PLA	3,486	-	3,486	3,754	3	
-	Coroners and Associate Coroners' Salaries and Allowances PLA	13,945	31	13,976	15,348	3	
10,879	Coroners Salaries and Allowances PLA	-	-	-	-	3	
146,507	Court and Coroner Related Costs	166,860	-	166,860	167,229	11	
-	Court Martial Appeal Court Judges' Salaries and Allowances PLA	30	-	30	10	3	
3,544	Disputes Tribunal Referees' Salaries and Allowances PLA	7,085	-	7,085	8,170	3	
98,243	District Court Judges' Salaries and Allowances PLA	101,695	520	102,215	104,821	3	
3,030	Employment Court Judges' Salaries and Allowances PLA	3,535	24	3,559	4,449	3	
1,761	Environment Commissioners and Deputy Commissioners' Salaries and Allowances PLA	2,815	-	2,815	3,100	3	
-	Family Court Associates Salaries and Allowances PLA	465	-	465	715	3	
719	Human Rights Review Tribunal Chairperson and Deputy Chairpersons' Salaries and Allowances PLA	1,247	-	1,247	1,674	3	

Statement of budgeted and actual expenses and capital expenditure incurred against appropriations (continued)

For the year ended 30 June 2024

Expenditure excluding Remeasurements 2023 \$000		Expenditure including Remeasurements 2024 \$000		Expenditure excluding Remeasurements 2024 \$000		Approved Appropriation ^B 2024 \$000	Location of end-of-year performance information ^C
	Appropriation title		Remeasurements ^A 2024 \$000				
2,344	Immigration and Protection Tribunal Deputy Chair and Other Members' Salaries and Allowances PLA	4,097	-	4,097	5,310	3	
450	Justices of the Peace Association	450	-	450	450	3	
7,953	Māori Land Court Judges' Salaries and Allowances PLA	8,114	71	8,185	8,157	3	
45,968	Senior Courts Judges' Salaries and Allowances PLA	48,470	292	48,762	46,915	3	
3,021	Tenancy Tribunal Adjudicators' Salaries and Allowances PLA	5,998	-	5,998	7,176	3	
9,079	Tribunal Related Fees and Expenses	5,338	-	5,338	5,744	3	
-	Weather-tight Homes Tribunal Chair Salaries and Allowances PLA	59	-	59	181	3	
335,602	Total Non-Departmental Other Expenses	373,689	938	374,627	383,243		
Multi-Category Expenses and Capital Expenditure							
632,449	Courts, Tribunals and Other Authorities Services, including the Collection and Enforcement of Fines and Civil Debts Services MCA	704,536	231	704,767	718,759	1	
	Departmental Output Expenses						
62,889	- Collection and Enforcement of Fines and Civil Debts Services	69,378	39	69,417	62,210		
333,621	- District Court Services	376,261	111	376,372	409,514		

Statement of budgeted and actual expenses and capital expenditure incurred against appropriations (continued)

For the year ended 30 June 2024

Expenditure excluding Remeasurements 2023 \$000		Expenditure including Remeasurements 2024 \$000	Remeasurements ^A 2024 \$000	Expenditure excluding Remeasurements 2024 \$000		Approved Appropriation ^B 2024 \$000	Location of end-of-year performance information ^C
Appropriation title							
3,164	- New Zealand Support of International Jurisdictions	3,936	-	3,936	4,057		
103,865	- Senior Courts Services	115,422	31	115,453	104,270		
128,910	- Specialist Courts, Tribunals and Other Authorities Services	139,539	50	139,589	138,708		
632,449	Total Multi-Category Expenses and Capital Expenditure	704,536	231	704,767	718,759		
968,051	Total Vote Courts	1,078,225	1,169	1,079,394	1,102,002		

^AA remeasurement is generally the movement in the value of an asset or liability that is outside the control of the Ministry as defined by the Public Finance Act 1989. Remeasurements do not require an appropriation. The remeasurements shown above are the result of changes to discount rates used in the valuations of employee entitlements and judges' entitlements.

^BThis includes adjustments made in the supplementary estimates.

^CThe numbers in this column represent where the end-of-year performance information has been reported for each appropriation administered by the Ministry, as detailed below:

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7. Human Rights Commission annual report.
8. Independent Police Conduct Authority annual report.
9. Law Commission annual report.
10. Privacy Commissioner annual report.
11. Reported by the Minister for Courts in a report appended to the Ministry of Justice's annual report.
12. Tupu Tonu annual report.
13. Reported by the Minister for Treaty of Waitangi Negotiations in a report appended to the Ministry of Justice's annual report.

Statement of budgeted and actual expenses and capital expenditure incurred against appropriations (continued)

For the year ended 30 June 2024

Expenditure excluding Remeasurements 2023 \$000	Appropriation title	Expenditure including Remeasurements 2024 \$000	Remeasurements ^a 2024 \$000	Expenditure excluding Remeasurements 2024 \$000	Approved Appropriation ^b 2024 \$000	Location of end-of-year performance information ^c
Vote Te Arawhiti						
Departmental Output Expenses						
2,994	Crown Response to Wakatū Litigation and Related Proceedings (MYA Expense)	3,077	-	3,077	3,189	1
37,361	Treaty Negotiations and Marine and Coastal Area Customary Interests	40,453	19	40,472	40,763	1
40,355	Total Departmental Output Expenses	43,530	19	43,549	43,952	
Non-Departmental Output Expenses						
2,050	Operations of Ngāpuhi Investment Fund Limited	1,900	-	1,900	1,900	12
2,050	Total Non-Departmental Output Expenses	1,900	-	1,900	1,900	
Non-Departmental Other Expenses						
-	Ancillary redress: financial assistance for beneficiaries	-	-	-	1,000	3
4,669	Claimant Funding	4,527	-	4,527	5,970	13
3,000	Cyclone Gabrielle - Māori Community Engagement in Response to Cyclone Gabrielle	-	-	-	-	
12,088	Financial Assistance Toward Determining Customary Interests in the Marine and Coastal Area	28,701	-	28,701	30,823	13
-	Funding to Address Waitangi Tribunal Recommendations	500	-	500	500	3
51,787	Historical Treaty of Waitangi Settlements (MYA Expense) ^d	66,286	-	66,286	350,000	3
-	Post-Settlement Resolution for New Zealand Defence Force Redress at Royal New Zealand Air Force Base Woodbourne	-	-	-	25,200	3
-	Reconciliation Initiatives Outside of Treaty Settlements	-	-	-	369	3
35,000	Specific Redress Arrangements	-	-	-	-	3
1,372	Supporting Matariki Kaupapa	-	-	-	-	1
107,916	Total Non-Departmental Other Expenses	100,014	-	100,014	413,862	

Statement of budgeted and actual expenses and capital expenditure incurred against appropriations (continued)

For the year ended 30 June 2023

Expenditure excluding Remeasurements 2023 \$000		Expenditure including Remeasurements 2024 \$000		Expenditure excluding Remeasurements 2024 \$000		Approved Appropriation ^B 2024 \$000	Location of end-of-year performance information ^C
	Appropriation title		Remeasurements ^A 2024 \$000				
Multi-Category Expenses and Capital Expenditure							
11,517	Māori Crown Relations MCA	11,331	-	11,331	12,825		1
Departmental Output Expenses							
10,626	- <i>Strengthening Crown Capability</i>	10,603	-	10,603	11,490		
Non-Departmental Output Expenses							
891	- <i>Supporting Significant Māori Events</i>	728	-	728	1,335		
11,517	Total Multi-Category Expenses and Capital Expenditure	11,331	-	11,331	12,825		
161,838	Total Vote Te Arawhiti	156,775	19	156,794	472,539		

^AA remeasurement is generally the movement in the value of an asset or liability that is outside the control of the Ministry as defined by the Public Finance Act 1989. Remeasurements do not require an appropriation. The remeasurements shown above are the result of changes to discount rates used in the valuation of employee entitlements.

^BThis includes adjustments made in the supplementary estimates.

^CThe numbers in this column represent where the end-of-year performance information has been reported for each appropriation administered by the Ministry, as detailed below:

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9. Law Commission annual report.
10. Privacy Commissioner annual report.
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12. Tupu Tonu annual report.
13. Reported by the Minister for Treaty of Waitangi Negotiations in a report appended to the Ministry of Justice's annual report.

^PHistorical Treaty of Waitangi Settlements. This multi-year appropriation reflects the Crown's commitment to settling historical Treaty of Waitangi claims. The Supplementary Estimates for 2022/23 established the \$1,400 million for the period 30 June 2023 to 30 June 2027 and replaced the unexpended balances of the appropriation covering the period 30 June 2022 to 30 June 2023. Actual expenditure over the last five years was:

	2024 \$000	2023 \$000	2022 \$000	2021 \$000	2020 \$000	Total \$000
Historical Treaty of Waitangi Settlements	66,286	51,787	214,480	205,307	17,316	555,176

Statement of expenses and capital expenditure incurred without, or in excess of, appropriation or other authority

For the year ended 30 June 2024

Appropriation title	Unappropriated Expenditure 2024 \$000
Vote Justice	
Expenses incurred outside scope of an appropriation	
Multi-Category Expenses and Capital Expenditure	
Community Justice Support and Assistance MCA	
Non-Departmental Output Expenses	
- <i>Community Legal Assistance</i>	527
Vote Te Arawhiti	
Expenses incurred in excess of appropriation	
Departmental Output Expenses	
Crown Response to Wakatū Litigation and Related Proceedings (MYA Expense)	921

Expenses incurred outside scope of an appropriation

The Community Legal Assistance category within the Community Justice Support and Assistance MCA appropriation authorises expenditure for community-based legal advice, assistance and representation services.

The Ministry of Justice made payments of \$0.527 million to providers that represent and support agencies that provide community based legal advice; however, these providers do not directly deliver community legal services. Since identified no further payments were made to these providers.

The payments made to these providers fall outside the scope of the appropriation, making them unappropriated.

Expenses incurred in excess of appropriation

Te Arawhiti incurred expenditure of \$3.010 million against the Crown Response to Wakatū Litigation and Related Proceedings appropriation that had authority at the time of breach of \$2.089 million.

The unappropriated expenditure resulted from an increase in costs associated with significant senior level legal input and from a range of expert witnesses called by the Crown. The costs were not sufficiently clear before the hearing. In February 2024, additional authority for subsequent expenditure to be incurred was authorised under imprest supply and included in the Supplementary Estimates of Appropriations 2023/24 in Vote Te Arawhiti.

The amount of unappropriated expenditure is \$0.921 million.

The Ministry has sought validation of the above unappropriated expenditure under section 26C of the PFA 1989.

Statement of departmental capital injections

For the year ended 30 June 2024

Actual 2023 \$000	Appropriation title	Actual 2024 \$000	Approved Appropriation ^B 2024 \$000
Vote Justice			
14,206	Ministry of Justice - Capital Injection	52,919	52,919
14,206	Total Capital Injections	52,919	52,919

^BThis includes adjustments made in the supplementary estimates.

Statement of departmental capital injections without, or in excess of, authority

For the year ended 30 June 2024

The Ministry has not received any capital injections during the year without, or in excess of, authority. (2023: nil).

Additional performance information

Statement of Intent indicators

As at 30 June 2024

Achieving our strategic priorities

We are committed through our own work, and through our work with the justice sector to achieving positive outcomes for New Zealand. We 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 trends we seek to achieve are presented below.

Key indicators	Desired trend	Result	Commentary/Variance
New Zealand's ranking in the Transparency International Corruption Perceptions Index ¹	Maintain or improve	2023/24: Global ranking 3=/180 (Score: 85/100) 2022/23: Global ranking 2=/180 (Score: 87/100) 2021/22: Global ranking 1=/180 (Score: 88/100) 2020/21: Global ranking 1=/180 (Score: 88/100)	
Institutional Trust - trust in the Courts as measured by the New Zealand General Social Survey	Increase over time	NZ GSS 2023/24: 55.3% of New Zealanders have a high level of trust in the Courts NZ GSS 2022/23: Not measured (see Note 1) NZ GSS 2021/22: 64.2% of New Zealanders have a high level of trust in the Courts NZ GSS 2020/21: Not measured (see Note 1)	Data from the 2023 General Social Survey (GSS) found that trust held by New Zealanders in institutions like the health system, education system, parliament, media, police, and courts have declined since 2021, according to wellbeing statistics released by Stats NZ.
Institutional Trust - trust by Māori in the courts as measured by the New Zealand General Social Survey	Increase over time	NZ GSS 2023/24: 37.9% of Māori have a high level of trust in the Courts NZ GSS 2022/23: Not measured (see Note 1) NZ GSS 2021/22: 43.6% of Māori have a high level of trust in the Courts NZ GSS 2020/21: Not measured (see Note 1)	Data from the 2023 General Social Survey (GSS) found that trust held by New Zealanders in institutions like the health system, education system, parliament, media, police, and courts have declined since 2021, according to wellbeing statistics released by Stats NZ.

¹2023 Corruption Perceptions Index: Explore the... - Transparency.org

Key indicators	Desired trend	Result	Commentary/Variance
Overall, people's levels of trust in the justice system (both those that have and haven't engaged with the justice system) (see Notes 2 and 3)	Increase over time	NZCVS PPM Pilot 2023/24: <ul style="list-style-type: none"> Average trust in the justice system: 3.0/5 Average trust by those who have had contact with the criminal justice system: 2.9/5 Average trust by those who have not had contact with the criminal justice system: 3.2/5 2022/23: N/A 2021/22: N/A 2020/21: N/A	
Māori level of trust in the justice system (both those that have and haven't engaged with the justice system) (see Notes 2 and 3)	Increase over time	NZCVS PPM Pilot 2023/24: <ul style="list-style-type: none"> Average trust in the justice system: 2.6/5 Average trust by those who have had contact with the criminal justice system: 2.5/5 Average trust by those who have not had contact with the criminal justice system: 2.7/5 2022/23: N/A 2021/22: N/A 2020/21: N/A	
World Justice Project (New Zealand Score) (see Note 4)	Increase over time	2023/24: 0.83 2022/23: 0.83 2021/22: 0.83 2020/21: 0.83	
World Justice Project (New Zealand Global Rank) (see Note 4)	Increase over time	2023/24: 8/142 2022/23: 7/140 2021/22: 7/139 2020/21: 7/128	
World Justice Project - People can access and afford civil justice (see Note 4)	Increase over time	2023/24: 0.73 2022/23: 0.74 2021/22: 0.73 2020/21: 0.72	

Key indicators	Desired trend	Result	Commentary/Variance
Bertelsmann Sustainable Governance Indicators (SGI) - Civil rights (see Note 4)	Increase over time	2023/24: 8 2022/23: 8 2021/22: 10 2020/21: 9	
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	2023/24: 32% 2022/23: 31% 2021/22: 29% 2020/21: 29%	
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)	Decrease over time	2023/24: 34% 2022/23: 37% 2021/22: 34% 2020/21: 35%	Victimisation of Māori adults increased between 2021/22 and 2022/23 mainly due to increases in the proportion of Māori adults experiencing vehicle offences and theft and damage offences. Between 2022/23 and 2023/24 the proportion of Māori adults experiencing vehicle offences or theft and damage offences returned to 2021/22 levels. There were no statistically significant changes in the overall proportion of Māori adults who were victimised over the last four years.
The proportion of serious harm cases resolved within 12 months	Increase over time to 90%	2023/24: 75% 2022/23: 74% 2021/22: 77% 2020/21: 80%	Cases are demand driven. In 2023/24, there was a 1.1% increase in new cases compared to 2022/23. The Chief District Court Judge has issued a new Timely Access to Justice Protocol setting out a timely access to justice standard: that 90% of criminal cases are disposed of within category-based timeliness thresholds. This will take effect from 2024/25.
Percentage of people sentenced within two years after completion of a previous sentence (see Note 4)	Decrease over time	2023/24: This is unable to be provided until Corrections has published their annual report (see Note 5) 2022/23: 54.7% of individuals released from prison 32.1% of those who were given community-based sentences 2021/22: 56.5% of individuals released from prison 34.7% of those who were given community-based sentences 2020/21: 58.1% of individuals released from prison 35.3% of those who were given community-based sentences	
Number of criminal cases in the District Court defined as "backlog"(see Note 3)	Decrease over time	2023/24: Not measured (see Note 6) 2022/23: N/A 2021/22: N/A 2020/21: N/A	

Key indicators	Desired trend	Result	Commentary/Variance
Number of family applications in the Family Court defined as “backlog”(see Note 3)	Decrease over time	2023/24: Not measured (see Note 7) 2022/23: N/A 2021/22: N/A 2020/21: N/A	
Employee wellbeing Score (see Note 3)	Increase over time	2023/24: Not measured (see Note 8) 2022/23: N/A 2021/22: N/A 2020/21: N/A	
The Ministry's Gender Pay Gap	Maintain or improve	2023/24: 9.1% 2022/23: 9.6% 2021/22: 10.6% 2020/21: 12.9%	
Unplanned turnover rate	Maintain or improve	2023/24: 15.0% 2022/23: 19.7% 2021/22: 20.8% 2020/21: 15.8%	

Note 1 – The General Social Survey was not measured in 2023/24, as this survey is conducted biennially.

Note 2 – These new measures took effect from 2023/24. The results are derived from the New Zealand Crime and Victims Survey (NZCVS) Public Perceptions Module (PPM) Pilot. The PPM pilot consisted of 1,002 respondents from the larger NZCVS Cycle 6 sample (n=7,134). Due to the methodology of the PPM pilot the current results only represent the pilot sample and not the NZ population. Population estimates will be available annually from 2025 onwards.

Note 3 – These new measures took effect from 2023/24. Historical data was unable to be provided.

Note 4 – These new measures took effect from 2023/24. Historical data has been provided where available.

Note 5 – The Ministry requested this data from Corrections. However, this was unable to be provided until Corrections published their 2023/24 annual report. Therefore, the result for this measure is unable to be provided for this annual report.

Note 6 – This measure has been superseded by the new timeliness thresholds introduced by the Chief District Court Judge. For the purposes of reporting on the result for the 2023/24 financial year, the result is 14,872 cases. This result is based on the number of criminal cases aged over the previous backlog protocol, which was in place from November 2022 until June 2024: Category 1: 91 days, Category 2: 91 days, Category 3 (Judge-alone trial): 213 days, and Category 3 (Jury trial): 365 days.

Note 7 – The result for this measure was unable to be provided as there is no agreed standard with the Judiciary for identifying backlog in the Family Court.

Note 8 – This new measure took effect from 2023/24. An employee wellbeing score was not measured in 2023/24, as no survey was undertaken. The Ministry will be introducing an Active Listening Methodology from March 2025 which will replace both the previous Engagement Survey and Wellbeing survey. This approach was due to be implemented in March 2024. However, was postponed due to the organisational restructure and to procure a new survey tool provider. An initial survey to assess current sentiment will now be delivered mid-October 2024 with the full cycle of surveys introduced from March 2025.

Asset Performance Measures

Information and Communications Technology portfolio

Treasury Performance Indicator	Performance Measure	2020/21 Actual	2021/22 Actual	2022/23 Actual	2023/24 Standard	2023/24 Actual	Variance Commentary
Asset Class: Software Application Services (see Note 1)							
Utilisation	Availability over total business days (see Note 2)	99.70%	99.92%	99.85%	99.92%	99.50%	
Condition	The number of Priority 1 incidents experienced across the core 15 applications	59	25	38	Less than 55	46	39.13% of software application priority 1 incidents ² related to the Ministry's digital evidence recording and playback software, For The Record ³ . The Ministry intends to upgrade this software in 2024/25 to improve performance and resilience.
Functionality	Software applications with a functionality rating of 'green' (see Note 3)	47%	53%	40%	30%	33.33%	Of the core 15 application services, five have a 'green' rating and 10 have an 'amber' rating. In 2023/24 one application was revised from a 'green' to an 'amber' status. Work is underway to move to a more stable platform to improve performance and resilience.
Asset Class: ICT infrastructure services (see Note 4)							
Utilisation	Software applications with a functionality rating of 'green' (see Note 5)	99.90%	99.78%	99.99%	99.78%	99.45%	
Condition	The number of Priority 1 incidents experienced across the core 9 infrastructure services (see Note 6)	28	51	94	Less than 40	103	76.70% of infrastructure Priority 1 incidents related to court room technologies. Court room technology incidents include equipment related issues i.e., microphones, cameras, touch panels and trolleys not functioning properly. The Ministry has an ongoing program of maintenance work to address challenges related to aging equipment in courts.
Functionality	Infrastructure with a functionality rating of 'green' (see Note 7)	27%	30%	44%	45%	66.67%	The overall infrastructure functionality rating, across the nine core asset classes has improved, which reflects further progress made on strengthening the Ministry's digital foundations.

²A Priority 1 incident is a total failure or major impact of the primary functions of the Ministry's core business service or core technical service.

³For The Record is the Ministry's digital evidence recording and playback software used widely across the Ministry in all courts, special jurisdictions and tribunals, as well as by the National Transcription Service.

Treasury Performance Indicator	Performance Measure	2020/21 Actual	2021/22 Actual	2022/23 Actual	2023/24 Standard	2023/24 Actual	Variance Commentary
Property Portfolio							
Availability	Courthouses available and suitable for use (see Note 8)	99.9%	99.90%	99.90%	99.50%	99.98%	
Condition (see note 9)	The average Asset Condition Rating of the assets on a site compared to their baseline Asset Condition Rating	0.75% (1.89 CGI)	2.0% (1.96 CGI)	2.5%	Less than 2%	-1.0 % (2.03 CGI)	
Functionality	Maintenance of critical assets – available at all times (see Note 10)	99%	99%	99%	95%	99%	
Utilisation	Offices using > 89% of footprint (see Note 11)	98%	97%	95%	>89% across all offices	98%	

Note 1 – The 15 applications included in this asset class are the Case Management System, Collect, Hub2, National Transcription Service (which includes Transcript Service Manager, Transcription File Manager and Automated Workflow Distributor), For the Record, Judicial Decision Interface, Māori Land Information System, Ready Government Contact Centre, Exchange (E-Mail and Calendar), Financial Management Information System, Electronic Operating Model (iBench), Mahi, Microsoft 365 (Office 365, Word, Excel, Outlook), JET, Ministry Websites.

Note 2 – Due to the nature of the Ministry’s ICT assets, where these need to be available but not necessarily utilised, the Ministry will use ‘Availability’ as a proxy for ‘Utilisation’.

Note 3 – The overall functionality of an application is based on three criterion – Utilisation (Availability), Condition and Functionality.

Note 4 – The nine core ICT infrastructure included in this asset class are Network/Domain Access Service, End-user Devices (desktops and laptops), Home Agent Environment, Microsoft Desktop Operating System, Standard Operating Environment, Meeting Room Technology, Regional Servers (including Shared Drives), Mobile Devices, Courtroom Technology (Audio Visual Link, Video Conferencing, sound).

Note 5 – Due to the nature of the Ministry’s ICT assets, where these need to be available but are not necessarily utilised, the Ministry will use ‘Availability’ as a proxy for ‘Utilisation’.

Note 6 – The Infrastructure Service ‘Regional Servers (including Shared Drives)’ was decommissioned in June 2024. As a result, this core Infrastructure Service will not be measured or reported on for 2024/25. As a result, the number of core infrastructure services being measured and reported on has dropped from 9 to 8.

Note 7 – The overall functionality of core infrastructure is based on three criteria – Utilisation (Availability), Condition and Functionality.

Note 8 – Excluded from this dataset were closures due to natural events beyond control, i.e., flooding and service disruptions, such as power outages.

Note 9 – In the Ministry’s 2022/23 annual report, there was a transposition error with the property asset ‘Condition’ performance measure results. The correct results have been added to the table above for 2020/21, 2021/22 and 2022/23. The result now includes both the Condition Grade Index (CGI) figure and the percentage change against the baseline condition (which is used as the Measure and target) from the previous year. CGI represents the overall state of the owned property portfolio with a number from 1 (very good) to 5 (very poor).

Note 10 – Critical assets across the property portfolio have been defined as:

- building management systems
- chilled water systems
- condenser water systems
- gas flooding systems
- heating systems
- lifts
- power conditioning
- power generation
- switchboards and miniature circuit breakers.

Note 11 – Offices considered in this calculation consist of:

- National Office
- Ellerslie Contact Centre
- Hamilton Data Capture
- Gilmer Terrace Contact Centre
- assumed ratio of 14sqm per FTE.

The asset performance measures and results are being reported in line with Cabinet Circular CO (23) 9 Investment Management and Asset Performance in Departments and Other Entities. This requires all departments to include asset performance indicators for service critical assets in their annual reports. CO (23) 9 replaces CO 19 (6).

Official Correspondence

For the year ended 30 June 2024

Performance measure ⁴	Actual 2020/21	Actual 2021/22	Actual 2022/23	Standard 2023/24	Actual 2023/24
Number of ministerial correspondence replies drafted	1,006	1,121	1,115	N/A	966
Percentage of draft replies to ministerial correspondence submitted to Ministers within required timeframes	95%	91%	85%	95%	72%
Number of Official Information Act 1982 requests responded to	809	831	902	N/A	1,685
Percentage of replies to Official Information Act 1982 requests completed within statutory timeframes	94%	94%	94%	100%	96%
Number of replies drafted in response to written parliamentary questions	760	1,940	2,038	N/A	1,139
Percentage of draft replies to written parliamentary questions submitted to Ministers within required timeframes	99%	99%	99%	100%	99%
Number of Privacy Act (2020) requests responded to	280	189	218	N/A	296
Percentage of replies to Privacy Act (2020) requests completed within statutory timeframes	94%	94%	92%	100%	89%
Number of formal replies drafted in response to external complaints	552	698	953	N/A	1,120
Percentage of replies drafted in response to external complaints within required timeframes	97%	95%	91%	95%	89%

Note - Where a standard states 'N/A' this is because the measure is demand driven and as such, no standard is in place.

⁴These measures are excluded from the Audit Opinion.

Report on our Approved Information Sharing Agreement (AISA) with Statistics New Zealand

The purpose of this Approved Information Sharing Agreement (AISA) is to support research using the Integrated Data Infrastructure (IDI) at Statistics New Zealand. The AISA provides the legal framework for sharing specific court information to support research within the IDI, helping inform solutions to solve social issues affecting New Zealanders. The Senior Courts Act 2016 requires the use of the AISA mechanism to approve the sharing arrangement.

Scope of the information shared

This AISA came into force on the 27th of April 2017. In the period from commencement until 30th June 2024, the Ministry shared information about 8,349,852 criminal charges. This represents all the criminal charges finalised in New Zealand from January 1992 to December 2023 and includes information about 1,314,217 personal identities and organisations.

Benefits of the information sharing

The information sharing continues to deliver significant benefits. Access to the court charges information has been requested by 145 research projects since the AISA came into force, 75 are currently active, which are listed below:

- IMR2021-08 Customised Data – Benefits and Social Services
- MAA2012-10 Tertiary Education Sector Performance Analysis
- MAA2013-16 Citizen Pathways through Human Services
- MAA2014-11 Investing in Better Outcomes
- MAA2015-36 Safe and Effective Justice
- MAA2015-49 Families and Whanau Wellbeing Research Programme
- MAA2016-05 Health Pathways and Outcomes
- MAA2016-23 Vulnerable Children Investment Approach Microdata Project
- MAA2016-45 Porirua City Housing Needs Analysis
- MAA2016-46 Housing First
- MAA2017-16 What Happens to Young People with Mental Health Conditions – Evidence from the New Zealand Data Infrastructure
- MAA2017-25 Raraunga a Iwi (Iwi Data Project)
- MAA2017-31 Tertiary Graduate Outcomes 3- and 5-years' Post-Graduation
- MAA2017-60 Education System Performance for Pre-School and School-Age Children
- MAA2018-38 Measuring the Wellbeing of Ngai Tahu Whanui
- MAA2018-48 Modelling Social Outcomes
- MAA2018-54 An Empirical Investigation of the New Zealand Crime Curve
- MAA2018-63 Analysis for Pathways to First Episode Psychosis and Outcomes in Māori – Project One
- MAA2018-66 Neighbourhood Exposure Effect on Intergenerational Mobility
- MAA2018-72 The Intergenerational Effects of Parental Incarceration
- MAA2018-73 Chronic Opioid Use Following Joint Replacement Surgery
- MAA2018-83 Understanding Characteristics of Housing New Zealand Tenant and Household Member Population.
- MAA2018-84 Improving Outcomes for Young Adults Through Effective Service Delivery
- MAA2018-86 Characteristics of Different Subpopulations Experiencing Injury and Their Access to ACC Services.
- MAA2019-05 Student Pathways and Outcomes
- MAA2019-101 High Use of Health and Social Services: Intergenerational Transmission and Implications for Population Mortality
- MAA2019-25 Causes and Consequences of Criminal Activities in New Zealand.
- MAA2019-34 Predicting Suicide and Self harm Risk in Linked Administrative Data
- MAA2019-41 The Primary Care Management and Impact of Osteoarthritis: Learning from Big Data
- MAA2019-46 Our Housing Needs and Circumstances
- MAA2019-56 Refugee Settlement Trajectories and Labour Market Outcomes
- MAA2019-59 Transport and Wellbeing
- MAA2019-61 Impacts of Sexual Harm on Health and Wellbeing Outcomes
- MAA2019-65 Turning the Tap on the Prison Pipeline – An Investigation into Child and Youth Offending
- MAA2019-71 He Ture Kia Tika: Let the Law be Right

- MAA2019-79 Neurodevelopmental Impairment in the Justice Sector
- MAA2019-85 Equity Index of Socioeconomic Disadvantage in Education
- MAA2019-91 The Expression, Experience and Transcendence of Low-Skill in New Zealand
- MAA2019-93 Examining the Social Origins of School Exclusions, and the Associated Social Costs
- MAA2019-96 Measuring the Long-Term Impact of Health Shocks on Socio-Economic Wellbeing
- MAA2020-09 Wellbeing and Social Welfare: A Study of Social Housing Tenants in New Zealand.
- MAA2020-11 Predicting Diabetes Complications, Risks and Costs using Machine Learning with Equity Analysis
- MAA2020-17 Health Outcomes After Release from Prison for Māori
- MAA2020-37 Data for Communities
- MAA2020-47 Monitoring Covid-19 Recovery
- MAA2020-51 Determinants and Consequences of Crime Victimisation in New Zealand
- MAA2020-61 Data For Iwi
- MAA2020-66 The New Zealand Justice System: An Intersectional Perspective
- MAA2020-67 Integrated Community Models Improving Wellbeing Outcomes for Charity Recipients
- MAA2020-81 Be kind: Domestic Violence and Mental Health During a Strict COVID-19 Lockdown
- MAA2021-07 Health, Economic, and Social Outcomes of Same-Sex Couples in New Zealand.
- MAA2021-15 Building a Strong, Sustainable and Diverse Education Workforce to Ensure that All Tamariki/Children and Akonga/ Students are Engaged, Thrive and Able to Succeed.
- MAA2021-22 Physical Activity and Wellbeing
- MAA2021-60 Improving Public Services for New Zealanders who are not currently using Services and may need more help
- MAA2021-64 Te Pukenga Learner and Whanau Success
- MAA2022-19 Short and Long Term Effects of Graduating during Recession.
- MAA2022-27 Supporting People Living with Disadvantage – Analysing the Effects of Disadvantage on the Wellbeing on Individuals and Whanau
- MAA2022-29 Analysis of Workforce Demographics and Trends in Learning, Career Progression and Workforce Transitions.
- MAA2022-47 Community Immunity, Identifying Communities at Risk of Vaccine Preventable Disease
- MAA2022-50 Social Determinants of Māori Wellbeing Outcomes
- MAA2022-66 Drivers of Rental Cost in Low Income Households
- MAA2022-67 Pacific Wellbeing Outcomes Reporting
- MAA2023-04 The Impact of Driver Licensing Regulatory Changes
- MAA2023-05 Crime in New Zealand: General Trends and Policy Evaluations
- MAA2023-06 Understanding how Individuals and Households Respond to Health and Economic Shocks in New Zealand
- MAA2023-19 Trends in Employment, People, Place and Businesses in Urban West-Auckland
- MAA2023-20 Wellbeing of Veterans
- MAA2023-21 Māori Economic, Social and Cultural Wellbeing and Resilience.
- MAA2023-23 Examining the Impacts of Incarceration on Income and Employment in New Zealand
- MAA2023-33 Relationships Between Driver Licensing, First-time Offending and the Prison Population
- MAA2023-44 Development of Indicators from IDI for Te Aorerekura Outcomes and Measurement Framework.
- MAA2023-46 Life Pathways and Intervention Impacts: What works and what if?
- MAA2023-55 Local Data for Local Decisions – Creating Aggregated Indicator Data to Inform Social Sector Insights
- MAA2024-14 An Evaluation of the Pasifika Proud Programme (2011-2022) and its Impacts on Family Violence and Wellbeing Outcomes for Pacific Peoples in New Zealand
- MAA2024-19 Utilising the IDI to Support and Inform the Government’s Response to the Abuse in Care Royal Commission of Inquiry.

Assurance

The agreement is operating effectively. No complaints have been received about alleged interference with privacy. There have been no alleged privacy breaches. No amendments have been required to the agreement since it was approved.

Report on our Approved Information Sharing Agreement (AISA) with Crown Law

Scope of the information shared

The AISA came into force on 15 September 2017. In the period from commencement to 30 June 2024 the Ministry shared information about 2,504,864 criminal charges and 1,423,581 criminal cases (1,403,684 criminal cases, 19,897 appeals) with the Crown Law Office. This includes details of criminal cases from 1 July 2013 onwards and appeals from 1 January 2009 onwards.

Benefits of the information sharing

The information is being used to assist in maintaining an efficient and effective criminal justice system, to improve the quality of public prosecutions and to enable better management of the budget for Crown prosecutions.

Assurance

The agreement is operating effectively. No significant difficulties have been experienced. No complaints have been received. No additional safeguards have been required to protect the privacy of individuals. No amendments have been required to the agreement since it was approved.

Minister of Justice's reports on non-departmental appropriations – B.14 (Vote: Justice)

For the year ended 30 June 2024

The following pages of this document meet the requirement, set out in the supporting information to the 2023/24 Estimates or 2023/24 Supplementary Estimates, for information on certain non-departmental appropriations to be reported by the Minister of Justice.

Although the reports are presented in the same document as the Ministry of Justice annual report, they do not constitute as part of the Ministry of Justice annual report for the year ended 30 June 2024 (including reporting by the Ministry of Justice on appropriations for that year).

Explanations are provided for performance measure variances where applicable, including negative variances exceeding 5% and positive variances exceeding 10%. For year-on-year comparisons, explanations are provided for significant variances of 10% or more between 2022/23 and 2023/24. For variance information relating to earlier years, please refer to past annual reports.

Appendix:

What has been achieved
with non-departmental
appropriations

MINISTRY OF JUSTICE

Vote Justice

Community Justice Support and Assistance (multi-category appropriation)

This appropriation supports community-based justice services to provide effective services.

What is intended to be achieved with this appropriation

This appropriation is intended to provide effective community-based justice services.

Contribution to our strategic priorities

This appropriation contributes to two of our strategic priorities; to bring the strength of communities into courts and tribunals and, to reduce the harm experienced by victims and their whānau. We do this by funding and supporting community-based services that aim to reduce harm and victimization, assist crime victims, enhance public safety, provide affordable legal assistance, prevent the escalation of legal issues, support separating families, and ensure victims receive appropriate entitlements.

How we performed – Performance of the multi-category appropriation as a whole

Performance measure	Actual 2020/21	Actual 2021/22	Actual 2022/23	Standard 2023/24	Actual 2023/24	Variance explanation
The number of community-based justice services supported (see Note 1)	New measure	9	9	At least 9	9	

Note 1 - The contracted justice service types are Community Law Centres, Family Dispute Resolution, Harmful Digital Communications, Matariki Court, Parenting Through Separation, Restorative Justice, Victim Assistance Scheme, Victim Support and Whānau Protect.

Community Harm Reduction

Performance measure	Actual 2020/21	Actual 2021/22	Actual 2022/23	Standard 2023/24	Actual 2023/24	Variance explanation
Percentage of victims who report overall satisfaction in restorative justice services, as measured through the victim satisfaction survey	New measure	Not measured (see Note 1)	79%	75%	Not measured (see Note 1)	The next survey will be completed in 2024/25.
Total number of victims supported	New measure	43,407	45,324	22,000-28,000	46,745	In recent years, Victim Support has received increased funding, which has in turn assisted with resourcing to meet increased demand.
Percentage of complainants who report they are satisfied with the Harmful Digital Communications Act service	N/A	New measure	87%	70%	84%	Netsafe reports good client satisfaction with their complaints service and responding in a timely manner contributes to this.
Percentage of victims rating the support provided by Victim Support as being either 'helpful' or 'very helpful'	New measure	92%	95%	90%	91%	

Note 1 - The Victim Satisfaction Survey was not measured in 2021/22 or 2023/24, as this survey is measured biennially.

Output class statement – Community Harm Reduction

Actual 2023 \$000	Actual 2024 \$000	Unaudited Budget 2024 \$000	Unaudited supplementary estimate 2024 \$000	Unaudited forecast 2025 \$000
24,983	28,277	30,934	28,034	25,315

Community Legal Assistance

Performance measure	Actual 2020/21	Actual 2021/22	Actual 2022/23	Standard 2023/24	Actual 2023/24	Variance explanation
Number of individual Community Law Centre clients assisted with legal advice, assistance and representation	New measure	35,374	40,042	30,000-35,000	41,234	This service is demand driven. There has been a steady increase in the provision of legal advice and assistance across the country.
Percentage of casework clients who report that the service helped them understand their options	New measure	99%	99%	95%	99%	
Percentage of Community Law Centre law-related education sessions delivered to local Māori, rūpū, hapū and iwi and community groups or providers who aim to support and develop Māori	New measure	58%	57%	45%	51%	This service is demand driven. Community Law Centres continue to focus on improving outcomes for Māori by establishing and maintaining positive and collaborative relationships with local iwi for the delivery of law-related education sessions.

Output class statement – Community Legal Assistance

Actual 2023 \$000	Actual 2024 \$000	Unaudited Budget 2024 \$000	Unaudited supplementary estimate 2024 \$000	Unaudited forecast 2025 \$000
17,098	30,186	15,906	39,633	16,179

Community Resolution

Performance measure	Actual 2020/21	Actual 2021/22	Actual 2022/23	Standard 2023/24	Actual 2023/24	Variance explanation
Number of participants completing parenting through separation	5,107	3,893	3,826	4,800-5,200	3,816	This service is demand driven. Participant numbers have been below the performance standard since 2021/22. There has been no material change to the service. Providers have indicated that this is partially due to reduced court referrals, and a post-COVID-19 environment. After a review of the service, new contracts with providers now include a focus on specifying the location and frequency of course delivery. In addition, contract managers will continue working with providers to ensure that the service is being promoted and meets the need of participants.
Percentage of Family Dispute Resolution mediations completed with all or some matters resolved	New measure	76%	74%	80%	73%	The resolution rate has been consistently below the performance standard since 2021/22. Participants willingness to engage and reach agreement can be impacted by various factors including case complexity, power imbalances and motivation. The Ministry is reviewing options for decreasing financial barriers to participation and increasing motivation to reach agreement.

Output class statement – Community Resolution

Actual 2023 \$000	Actual 2024 \$000	Unaudited Budget 2024 \$000	Unaudited supplementary estimate 2024 \$000	Unaudited forecast 2025 \$000
7,307	8,666	9,158	9,209	9,875

Victim Entitlements

Performance measure	Actual 2020/21	Actual 2021/22	Actual 2022/23	Standard 2023/24	Actual 2023/24	Variance explanation
Number of victims who received grants	New measure	3,211	4,675	2,500-3,500	7,221	The number of victims who have received grants reflects the changes to the Victim Assistance Scheme criteria, its increased promotion and funding, as well as the support provided for the Masjidain coronial inquiry.
Number of Whānau Protect clients who received a home safety upgrade	New measure	1,030	655	724	667	The lower than expected full upgrades over 2022/23 and 2023/24 reflects a high proportion of clients receiving safety alarms rather than a full upgrade and/or did not meet the criteria for the full upgrade.
Percentage of Whānau Protect clients reporting no further family violence at home at the point of service conclusion	New measure	83%	82%	85%	81%	

Output class statement – Victim Entitlements

Actual 2023 \$000	Actual 2024 \$000	Unaudited Budget 2024 \$000	Unaudited supplementary estimate 2024 \$000	Unaudited forecast 2025 \$000
11,178	18,684	16,970	18,978	18,569

Vote Justice

Legal Aid

This appropriation provides payments of legal aid to approved providers.

The services and activities under this appropriation cover the provision of legal advice and representation to people that are unable to pay for these services, and:

- are facing criminal charges, or
- have a civil legal problem or family dispute (including family matters) that may go to court, or
- are involved in Waitangi Tribunal proceedings.

The services are contracted by the Ministry of Justice from approved private providers.

What is intended to be achieved with this appropriation

This appropriation is intended to achieve responsive and accessible services by ensuring that people who need legal services and cannot pay for them are able to access legal advice and representation.

Contribution to our strategic priorities

This appropriation contributes to our strategic priority to improve access and experiences for participants in courts and tribunals by ensuring that people who need legal services and cannot pay for them are able to access legal advice and representation.

How we performed

Performance measure	Actual 2020/21	Actual 2021/22	Actual 2022/23	Standard 2023/24	Actual 2023/24	Variance explanation
Number of legal aid cases granted (excluding the Public Defence Service)	65,360	60,112	65,598	61,000- 67,000	77,307	Legal aid applications are demand driven. In 2023/24 there was a 17.8% increase in new applications compared to 2022/23 across criminal, civil, and family jurisdictions. The standard for 2024/25 is being adjusted to reflect an increase in funding.

Output class statement – Legal Aid

Actual 2023 \$000	Actual 2024 \$000	Unaudited Budget 2024 \$000	Unaudited supplementary estimate 2024 \$000	Unaudited forecast 2025 \$000
272,905	285,768	303,578	293,500	297,354

Minister for Courts' reports on non-departmental appropriations – B.14 (Vote: Courts)

For the year ended 30 June 2024

The following pages of this document meet the requirement, set out in the supporting information to the 2023/24 Estimates or 2023/24 Supplementary Estimates, for information on certain non-departmental appropriations to be reported by the Minister for Courts.

Although the reports are presented in the same document as the Ministry of Justice annual report, they do not constitute part of the Ministry of Justice annual report for the year ended 30 June 2024 (including reporting by the Ministry of Justice on appropriations for that year).

Explanations are provided for performance measure variances where applicable, including negative variances exceeding 5% and positive variances exceeding 10%. For year-on-year comparisons, explanations are provided for significant variances of 10% or more between 2022/23 and 2023/24. For variance information relating to earlier years, please refer to past annual reports.

Vote Courts

Court and Coroner related costs

This appropriation supports professional services directed by or provided to courts (including Coroners), including costs required to be met by the Crown under legislation, remuneration of Lay Members and Visiting Justices, and payments ordered from the Māori Land Court Special Aid Fund. This appropriation funds several activities, including:

- Children Young Persons and Their Families Professional Services include appointments of lawyers, to represent the views of the children or to assist the court, often when the natural parents are unrepresented, and specialist report writers, eg, for psychological/psychiatric reports.
- Domestic Violence Professional Services include Stopping Violence programmes, with referrals from both the Criminal and Family Courts.
- Family Court Professional Services include court-appointed lawyers to represent a child, so their views are heard; lawyer to assist the court and provide mediation services; counselling to help resolve relationship or guardianship disputes; and specialist report writers (psychologists) to provide written reports for the court.

What is intended to be achieved with this appropriation

This appropriation is intended to achieve effective professional and administrative services to ensure that court users receive appropriate support and representation, and the judiciary have sufficient information to proceed with cases.

Contribution to our strategic priorities

This appropriation contributes to two of our strategic priorities, to improve access and experiences for participants in courts and tribunals, and to reduce the harm experienced by victims and their whānau, by supporting effective professional and administrative services to ensure that court users receive appropriate support and representation, and the judiciary have sufficient information to proceed with cases.

How we performed

Performance measure	Actual 2020/21	Actual 2021/22	Actual 2022/23	Standard 2023/24	Actual 2023/24	Variance explanation
Number of external professional services appointed in the Family Court (see Note 1)	14,371	12,392	13,395	>13,000	13,527	
Percentage of people who started a non-violence programme and completed the programme	76%	75%	73%	65%	76%	Feedback from providers indicated that flexible funding has helped to support increased engagement and completion of programmes.
Percentage of people who completed a safety programme and met the objectives of the programme	New measure	72%	72%	70%	75%	

Note 1 - The services include court appointed counsel, such as lawyer for child, lawyer to assist the court and specialist report writers. These services are demand driven and professional service providers are engaged when the judge determines there is a need. An application can have more than one type of service provision appointment.

Output class statement – Court and Coroner related costs

Actual 2023 \$000	Actual 2024 \$000	Unaudited Budget 2024 \$000	Unaudited supplementary estimate 2024 \$000	Unaudited forecast 2025 \$000
146,507	166,860	154,753	167,229	158,167

2023/24

Te Pūrongo ā-Tau o Te Arawhiti Our Annual Report

The Office for Māori Crown Relations - Te Arawhiti was established on 1 January 2019 as a departmental agency hosted by Te Tāhū o te Ture – Ministry of Justice.

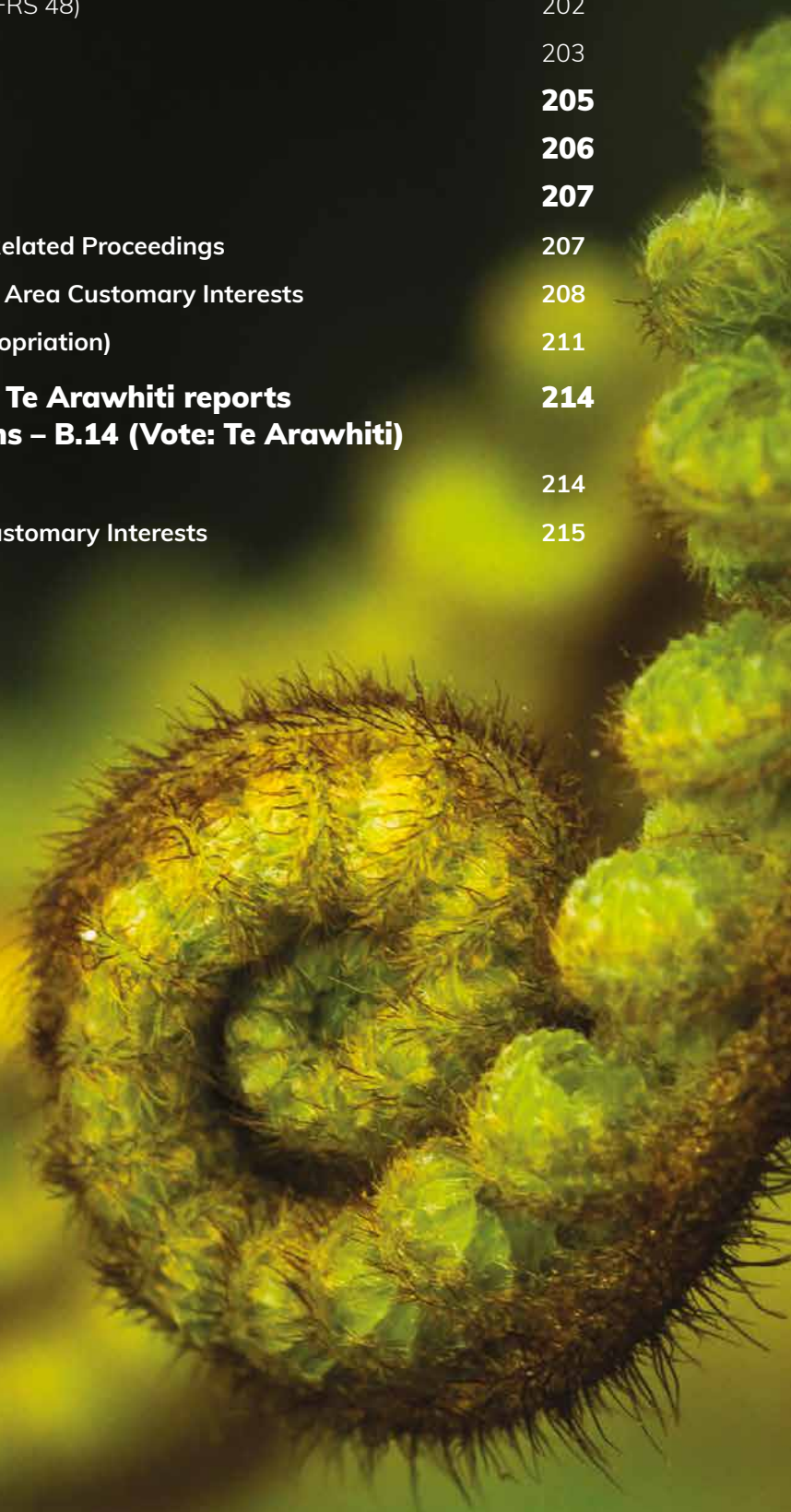


Contents

Te kupu whakataki a tō mātou Tumu Whakarae	162
Introduction from our Tumu Whakarae	164
Ko wai mātou, ā mātou mahi - Who are we and what we do	166
Te Pūtake - Our purpose	167
Ngā Uara –Our Values	168
Our Strategic direction	169
Our Performance Framework	169
Summary of Key Activities from 2023/24	171
Our Leaders	173
Whakatutukinga mahi - Our performance	174
Whakaora – Restore	175
Complete the settlement of all historical Treaty Claims	176
Enable the recognition of customary takutai moana legislative rights	178
Whakapūmau – Sustain	180
Enforce the Crown to meet its Treaty settlement commitments	181
Be a strategic advisor to Cabinet, Ministers and the public service to enable good policy decisions that uphold Māori rights and interests	183
Whakatipu – Grow	184
Build the Crown’s capability to engage with Māori and become a better treaty partner	185
Lifting our Performance in Māori Crown Relations Capability	187
Ā mātou tāngata - Our people	190
Diversity and inclusion graphic	191
Ngā kaimahi - Our Staff	192
Tō mātou Whakahaere – Our Organisation	193
He Tangata – our people strategy 2021/24	193
Engagement and culture	193
Health and safety	193
Our Carbon Neutral Government Programme reporting	194
Total annual emissions and their sources	195
Our reduction targets	196
Our reduction projects	196
Reporting on financial and performance information	197
Our financial performance summary	198



Budget Significant Initiatives	199
Performance measures summary	200
Disclosure of Judgements	202
Performance Reporting Standards	202
Financial Reporting Standard 48 (PBE FRS 48)	202
Judgements and assumptions	203
Statement of responsibility	205
Reporting against appropriations	206
Vote Te Arawhiti - Departmental	207
Crown Response to Wakatū Litigation and Related Proceedings	207
Treaty Negotiations and Marine and Coastal Area Customary Interests	208
Māori Crown Relations (multi-category appropriation)	211
Minister for Māori Crown Relations: Te Arawhiti reports on non-departmental appropriations – B.14 (Vote: Te Arawhiti)	214
Claimant Funding	214
Financial Assistance Toward Determining Customary Interests in the Marine and Coastal Area	215



Te kupu whakataki a tō mātou Tumu Whakarae



E ngā mana, e ngā reo, e ngā iwi o te motu, tēnā koutou katoa.

He nui ngā huringa i tēnei tau pūtea – kua huri te kāwanatanga, kua huri ngā āhuatanga e pā ana ki ngā whakataunga i te ekenga o te nui o ngā whakataunga Tiriti ki te 100, ā, kua huri hoki ngā hononga ki waenga i te Māori me te Karauna ki ngā taumata mahi katoa.

I te roanga o tēnei tau, kua tū a Te Arawhiti hei takawaenga mō ngā whakawhitinga kōrero huri noa i te motu, ā, ahakoa te uaua, he mahi whakaihiihi hoki. I whakatakatoria ngā tirohanga rerekē i runga i te ngākau tōtika, ā, i kitea hoki ētahi hiahia ōrite i waenga i ngā whāinga me ngā kaupapa here. He pērā ngā āhuatanga ki Rātana, i te wiki o Waitangi, ki ngā hui o ngā Heamana ā-Iwi, waihoki ki ā matou whakawhitiwhitinga noa o ia rā ki ngā iwi me ō rātou hapori, ki ngā Minita, ki ngā ratonga tūmatanui me te iwi whānui o Aotearoa.

Kua tutuki ēnei āhuatanga i runga i te pono me te māia o ā mātou hononga ki ō mātou hoamahi ā-iwi, ki ngā Kāwanatanga e hāpaitia ana e mātou i roto i te 20 – 30 tau kua pahure me tō mātou tūranga motuhake hei kaiārahi o ngā hononga i waenga i te Māori me te Karauna me ōna āhuatanga katoa, mai i ngā whiriwhiringa e pā ana ki ngā whakataunga Tiriti, ki ngā otinga e pā ana ki te Takutai Moana, ki te whakatinanatanga o ngā kawenga a te Karauna i raro i ngā whakataunga me ngā kaupapa here e pā ana ki te Tiriti.

I te marama o Hepetema, i eke te nui o ngā whakataunga e hainatia ana e te Karauna ki te 100, he mea tautoko hoki e ngā kaimahi o Te Arawhiti. Ka tika hoki koinei anō te whakatutukinga o ngā kerēme tawhito nō te rohe o Taranaki, waihoki kua whai paremata ngā iwi o Taranaki mō Te Papa-Kura-o-Taranaki me te maunga o Taranaki.

Ahakoa kua tutuki ngā whakataunga Tiriti e pā ana ki ngā take o mua huri noa i te nuinga o te motu whānui, e ū tonu ana te kāwanatanga ki te whakatutukinga o ngā whakawhitinga kōrero whakamutunga.

Kei te mahi tonu a Te Arawhiti ki te taha o ngā hapū o Ngāpuhi ki te whakapūmau i te whakaae kia tīmata mai ngā whiriwhiringa kōrero e pā ana ki tā rātou whakataunga Tiriti. Ahakoa te nui o ngā kerēme o Ngāpuhi hei whakatutuki tonu, he pikinga wairua ngā kokenga whakamua i tēnei tau i a mātou e mahi ana ki te taha o ngā piringa hapū.

I te marama o Mei, ka whakamanahia te Whakatōhea Claims Settlement Act 2024, arā, ko te whakatutukinga tēnā o tētahi ara roa ki te whakaae i ngā hē o mua, ki te whakawhiwhinga atu hoki o ngā utu tōtika ki ngā uri o nāianei, o āpōpō anō hoki.

I tēnei tau pūtea, neke atu i te 200 ngā whānau, ngā hapū me ngā rōpū ā-iwi i tautokona e mātou ki te hāpai i ā rātou tono e pā ana ki ō rātou pānga tuku iho ki te takutai moana. I pōkea te Financial Assistance Scheme e te tini o ngā tono ki te Kōti Matua e pā ana ki te takutai moana i tēnei tau. Hei whakaae i te toenga, i whakaae te Rūnanga Kāwanatanga ki te hoatu i tētahi \$17.3 miriona anō ki te kaupapa i te tau 2023/24. Kua paku rāweke mātou i ngā paearu mō tēnei pūtea i te tau 2024/25, ā, tāria te wā, ka whakapā atu mātou ki ngā kaitono e pā ana ki ngā nekeneke a tēnei Tahua.

Nō Te Arawhiti te hōnore ki te mahi ngātahi ki te nuinga o ngā iwi e pā ana ki ngā whakataunga Tiriti, ki te takutai moana me ngā mahi whai muri iho i te whakataunga o ngā kerēme. Nā te pai o ō mātou hononga ā-iwi, ko mātou anō ngā kaiwhakarite o ngā mahi a te Karauna ki te whakaae i ngā kaupapa e hua mai ana i ngā whakataunga Tiriti, neke atu i te 14,000 te nui, ki te hāpai hoki i ngā hononga tāngata i muri iho i ngā whakataunga.

Koinei te wā tuatahi kua tohua ngā tari o te Karauna ki te whakatakoto kōrero e pā ana ki te tū o ō rātou kawenga ki raro i te Tiriti ki roto i ā rātou pūrongo o te tau 2023/24. Whai muri mai i tērā, ka tuhi a Te Arawhiti i tētahi pūrongo e pā ana ki te pūnaha whānui. Mā ēnei tohutohu, ka āta kitea mai ngā mahi a te Karauna ki te whakaae i ā rātou tini kawenga i raro i te Tiriti.

Kei te mahi tonu a Te Arawhiti ki te taha o te rāngai tūmatanui ki te whakaae i ngā take e pā ana ki ngā whakataunga, ki te tāpae kōrero hoki e pā ana ki ngā tikanga whakawhitiwhiti kōrero ki ngā iwi. Kua tautoko mātou i ngā tari kāwanatanga ki te kōrero ki ngā iwi e pā ana ki ngā papa retihuka ki Ruapehu, ā, kua mahi mātou ki te taha o ētahi atu ki te ārahi i te Cyclone Recovery Unit nō muri atu i ngā karawhiu o Tāwhirimātea ki Te Matau-a-Māui me Tūranganui-a-Kiwa. He mea nui tonu ō mātou hononga tāngata i roto i aua kaupapa me te hōhonu o tō mātou mātauranga e pā ana ki ngā kawenga o ngā whakataunga Tiriti, ki ngā mōtika me ngā hiahia o ngāi Māori.

Nō te whakatutukinga o tētahi whakataunga he nui tonu ngā hiahia o ngā iwi me ngāi Māori e pā ana ki te rāngai tūmatanui me ā rātou mahi hei hoa pātui i raro i te Tiriti. Ka tautoko tonu a Te Arawhiti i te rāngai tūmatanui ki te whakapakari ake i a rātou mahi ki te taha o ngāi Māori. E whakapakarihia ana ō rātou pūkenga me tō rātou māia mā te whakarātonga atu o ngā papamahi, kei te tāpaea ngā kōrero me ngā rauemi hei āwhina i a rātou mahi.

Kua tāpae kōrero hoki mātou ki te Kāwanatanga e pā ana ki ngā whakataunga, ki te Takutai Moana me ngā mōtika whānui o te Māori hei whāngai i ngā rautaki me ngā kaupapa here. E tū whakahihī ana au i ēnei mahi a mātou. Hei tauira, nā ā mātou tāpaenga kōrero e pā ana ki te Fast-Track Approval Bill kua hāpaingia ngā kawenga o ngā whakataunga Tiriti me ngā mōtika tuku iho o te takutai moana.

Nō te paunga o te rima tau i tō mātou whakatūnga, nōku anō te whakatau ki te arotake i tō mātou anga rautaki. Kei te ū tonu tō mātou whakakitenga ki te whakatutuki i te ōhākī o Te Tiriti o Waitangi mā ngā tāngata katoa o Aotearoa, waihoki ko tō mātou hiahia ki te whakaora anō, ki te whakapūmau, ki te whakapakari hoki i te hononga i waenganui i te Karauna me te Māori. Heoi, kua rerekē ā mātou whāinga rautaki, ā, kua whakawhanakehia hoki tā mātou anga mahi, otirā kei tēnei pūrongo ngā whakamārama.

Kei te mihi au i ngā whakapaunga kaha o āku kaimahi whakahirahira me tō rātou ngākaunui ki te hāpai i te hononga i waenganui i ngā whānau, i ngā hapū, i ngā iwi, i a ngāi Māori me te Karauna i raro i Te Tiriti. He tau nui tonu te tau, heoi, e kore ōna painga e ngaro i ōku mahara.

Nā runga i ngā huringa o te rāngai whānui, ka heke au i taku tūranga hei Tumu Whakarae ā te mutunga o Tihema i te tau 2024. Mai anō i te kunenga mai, he tūranga whakahirahira rawa taku tū hei kaihautū o Te Arawhiti, ā, kua ea ngā mahi i roto i te rua tekau tau kua pahure. Kua ea katoa taku wawata kia puāwai mai ai te hononga i waenganui i te Karauna me ngāi Māori, ahakoa ngā piki me ngā heke. Nō te whakatikatikatanga o ngā hē o mua me te whakaūnga o tētahi whāinga roa mō ngā rā ki tua, kua wātea te huarahi whakamua kia whiwhi ā tātou mokopuna, waihoki ko āku ake mokopuna anō, i te oranga nui. Ehara i te mea ka rongu te Māori anake i ngā hua o tēnei mahi, engari anō ko ngā tāngata katoa o Aotearoa. Kei te whakatairangahia ā mātou mahi ki te ao whānui hei tauira mā ētahi atu whenua. E kore e kitea ngā kokonga o te ngākau whakahī.

Ehara taku toa i te toa takitahi, engari he toa takitini. Tēnei ko tātou, ko Te Arawhiti e!

Ngā mihi maioha,



Lil Anderson
Tumu Whakarae

Introduction from our Tumu Whakarae



E ngā mana, e ngā reo, e ngā iwi o te motu, tēnā koutou katoa.

This financial year has been characterised by change – a change of government, a change in the settlement landscape with 100 Treaty settlements now complete and changing relationships between Māori and the Crown at all levels.

Over the last year, Te Arawhiti has found itself in the midst of both the most challenging discussions across Aotearoa and the most inspiring. Where different points of view were shared respectfully as well as where there was an alignment of goals and policy. This included Ratana, Waitangi week, National Iwi Chairs forums as well as our daily interactions with iwi and their communities, with Ministers, with the public service and with everyday New Zealanders.

This has only been possible because of the trust and confidence we have built with our iwi partners as well as the Governments we have served over the last 20-30 years and the privilege we have to lead the Māori Crown relationship across its many facets from Treaty settlement negotiations, Takutai Moana determinations, overseeing all Crown Treaty settlement commitments and all Treaty related policy.

In September, the Crown signed the 100th deed of settlement with support from Te Arawhiti staff. It was fitting that this milestone also concluded the settlement of historical claims in the Taranaki region and provided collective redress for the shared interests of Taranaki iwi in Te Papa-Kura-o-Taranaki/Egmont National Park and Taranaki maunga.

While historical Treaty settlements now cover almost the entire country, progressing the final negotiations remains a priority for the government.

Te Arawhiti continues to work with ngā hapū o Ngāpuhi to obtain mandates so Treaty settlement negotiations can commence. While Ngāpuhi collectively represents a significant proportion of unsettled claims, the progress this year has been encouraging as we work alongside hapu communities.

In May, Parliament passed the Whakatōhea Claims Settlement Act 2024 which marks the end of a long journey towards settling the grave injustices of the past and providing meaningful redress for current and future generations.

This financial year, we supported more than 200 whānau, hapū and iwi groups to progress their takutai moana applications for customary interests in the marine and coastal area. The unprecedented high number of takutai moana applications in the High Court this year put huge pressure on the Financial Assistance Scheme. To meet the projected shortfall, Cabinet agreed an additional \$17.3 million for the scheme in 2023/24. We made some interim changes to the funding criteria for 2024/25 and will consult with applicant groups on how to manage the Scheme within its appropriation in the future.

Te Arawhiti has the privilege of establishing close working relationships with most iwi through Treaty settlements, our work in takutai moana and our post-settlement work. Having good relationships positions us well to oversee the Crown's delivery of more than 14,000 Treaty settlement commitments and support post-settlement relationships.

For the first time, core Crown agencies are required to report on the status of their Treaty commitments in their 2023/24 annual reports. Te Arawhiti will follow this up with a whole-of-system report. These requirements provide a high level of transparency on how the Crown is honouring its thousands of Treaty settlement commitments.

Te Arawhiti continued to work across the public service to resolve post-settlement issues and advise on good engagement with iwi. Our work in this area has included supporting agencies with iwi engagement on the future of the ski fields on Mount Ruapehu and leading work with the Cyclone Recovery Unit in response to severe weather events in the Hawkes Bay and Tairāpapa. In these instances, our relationships, deep knowledge of related Treaty settlement commitments and Māori rights and interests have come to the fore.

In a post-settlement environment, iwi and Māori have high expectations of the public service and the way it works with them as Treaty partners. Te Arawhiti continued to support the public service to build its Māori capability by delivering skills and confidence building workshops and providing guidance and resources.

We also drew on our expertise in Treaty settlements, Takutai Moana and general Māori rights and interests to provide strategic and policy advice to the Government. I'm really proud of our work in this area. As an example, our input into the Fast-track Approval Bill was instrumental in having provisions to uphold Treaty settlement commitments and customary marine rights included.

Five years on from our establishment, I decided to review our strategic framework. Our vision to realise the promise of Te Tiriti o Waitangi for New Zealanders remains as does our focus on restoring, sustaining, and growing the Māori Crown relationship. What has changed are our strategic priorities and the development of our performance framework which you can read about in this report.

I acknowledge the tremendous work done by my amazing staff and their commitment to supporting strong Treaty-based relationships between whānau, hapū, iwi, Māori, and the Crown. It has been a challenging year; but also, one full of memorable highlights.

Given wider changes, I will step down when my current term as Tumu Whakarae ends in December 2024. Leading Te Arawhiti from its inception has been my dream job and built on 20 years of working in this space. It has been immensely satisfying to see the transformation of the Māori Crown relationship through all its ups and downs. Redressing the wrongs of the past and having a clear vision for the future clears the way for all our mokopuna including mine to thrive. The positive effect of this work benefits not only Māori but all New Zealanders. Our work in this area is internationally recognised and held up as a model for other nations to follow. Proud is an understatement.

Ehara taku toa i te toa takitahi engari he toa takitini. Tēnei ko tātou ko Te Arawhiti e!

Ngā mihi maioha,



Lil Anderson
Tumu Whakarae

A man with a beard and a woman in a patterned dress are shown in a close-up, medium shot. The man is on the left, looking towards the woman on the right. They appear to be in a professional setting, possibly an office or meeting room, with blurred background elements like a window and some equipment. The lighting is soft and natural.

**Ko wai mātou,
ā mātou mahi**
*Who we are and
what we do*



Te Pūtake - Our Purpose

Our name, Te Arawhiti, means 'the bridge'. It symbolises our role in creating a platform for a healthy Māori Crown relationship which acknowledges the need to know each other's world views and the connection between the past and the future.

The purpose of the Office for Māori Crown Relations – Te Arawhiti was shaped by the thousands of people who participated in thirty-three hui across the country and eminent leaders such as Titewhai Harawira, Sir Tipene O'Regan, Moana Jackson and Traci Houopapa who helped to establish the vision and purpose of the organisation.

Our formation signalled a change in the Crown's understanding about its Treaty obligations – as a relationship that requires ongoing effort, rather than a set of wrongs to be settled. The purpose of Te Arawhiti is to guide the Māori Crown relationship from historical grievance towards the future, from pre-settlement to post-settlement and beyond.

Te Arawhiti was set up five years ago to:

- restore Māori Crown relationships through the settling of historical Treaty claims and determining takutai moana rights and interests
- ensure the Crown upholds its commitments made through Treaty settlement and takutai moana determinations
- seize opportunities to address challenges and to build bigger, better, and stronger relationships that benefit Aotearoa.
- highlight an increased expectation on the Crown, which was reinforced legislatively through section 14 of the Public Service Act 2020, which made clear that the role of all public service agencies includes supporting the Crown in its relationships with Māori under the Treaty
- provide tools to support the Crown to become a better Treaty partner
- increase and deepen engagement with Māori on matters of interest, which drives expectations for the wider application of Treaty-based analysis across Crown policy and to better recognise the legal environment and rulings made by the Courts relating to the Treaty of Waitangi.

Working towards realising the promise of Te Tiriti o Waitangi/the Treaty of Waitangi for New Zealanders must be an important focus for us all. In just 16 years from now at the 200th anniversary of the signing of the Treaty, we will be measured on how far we have come as a country. Preparing for that requires a deliberate strategy co-led by Māori and the Crown.

Ngā Uara – Our Values



- » 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 with 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.

Our strategic direction

At the time of publication, the government was considering proposals that, if implemented, would have significant implications for the future scope and direction of Te Arawhiti work. These decisions have not yet been made. On that basis, the future direction mahi in this report will reflect the position as at 2023/24. This may change in 2024/25.

Our strategic intent is to restore, sustain and grow the Māori Crown relationship. In 2023, we reported back to Cabinet¹ on our future priorities. This report confirmed and strengthened our three pou: Whakaora (restore), Whakapūmau (sustain), Whakatipu (grow). Our priorities are reflected in the new Performance Framework which is outlined in the next section.

Our strategic priorities as of 2023:

Realising the promise of Te Tiriti o Waitangi for all New Zealanders				
Whakaora Restore		Whakapūmau Sustain		Whakatipu Grow
Complete the settlement of all historical Treaty Claims	Enable the recognition of customary takutai moana legislative rights	Enforce the Crown to meet its Treaty settlement commitments	Be a strategic advisor to Cabinet, Ministers, and the public service to enable good policy decisions that uphold Māori rights and interests	Build the Crown's capability to engage with Māori and become a better Treaty partner

Our performance framework

Te Arawhiti presented its performance framework to the Māori Affairs Committee at the 2024/25 Estimates hearing in June 2024.

The performance framework for Te Arawhiti provides transparency on how our activities and priorities link to the outcomes Te Arawhiti aims to achieve. It shows how our relationships and resources contribute to positive outcomes and the impact of our mahi.

It is important that Te Arawhiti reviews its strategic priorities as the Māori Crown relationship evolves. As part of developing the performance framework, we refreshed our strategic priorities which are:

- Work at pace to complete all Treaty Negotiations
- Complete all Takutai Moana determinations
- Successfully implement all Treaty settlements
- Provide a centre of excellence on Treaty matters to government
- Lead the design and implementation of Vision 2040

One notable addition to our priorities is the emphasis on the long-term vision for 2040 as we work towards the 200th anniversary of the signing of Te Tiriti o Waitangi/the Treaty of Waitangi. Vision 2040 requires a clear, shared vision and collective effort from across the Crown and Māori. As we lead the design and implementation of Vision 2040, we recognise that this involves creating a strategy that incorporates diverse perspectives and fosters collaboration across all sectors. By developing an inclusive strategy, Te Arawhiti can ensure that each strategic priority progresses effectively and honours the communities we serve, guiding the way toward a united and thriving Aotearoa New Zealand by 2040.

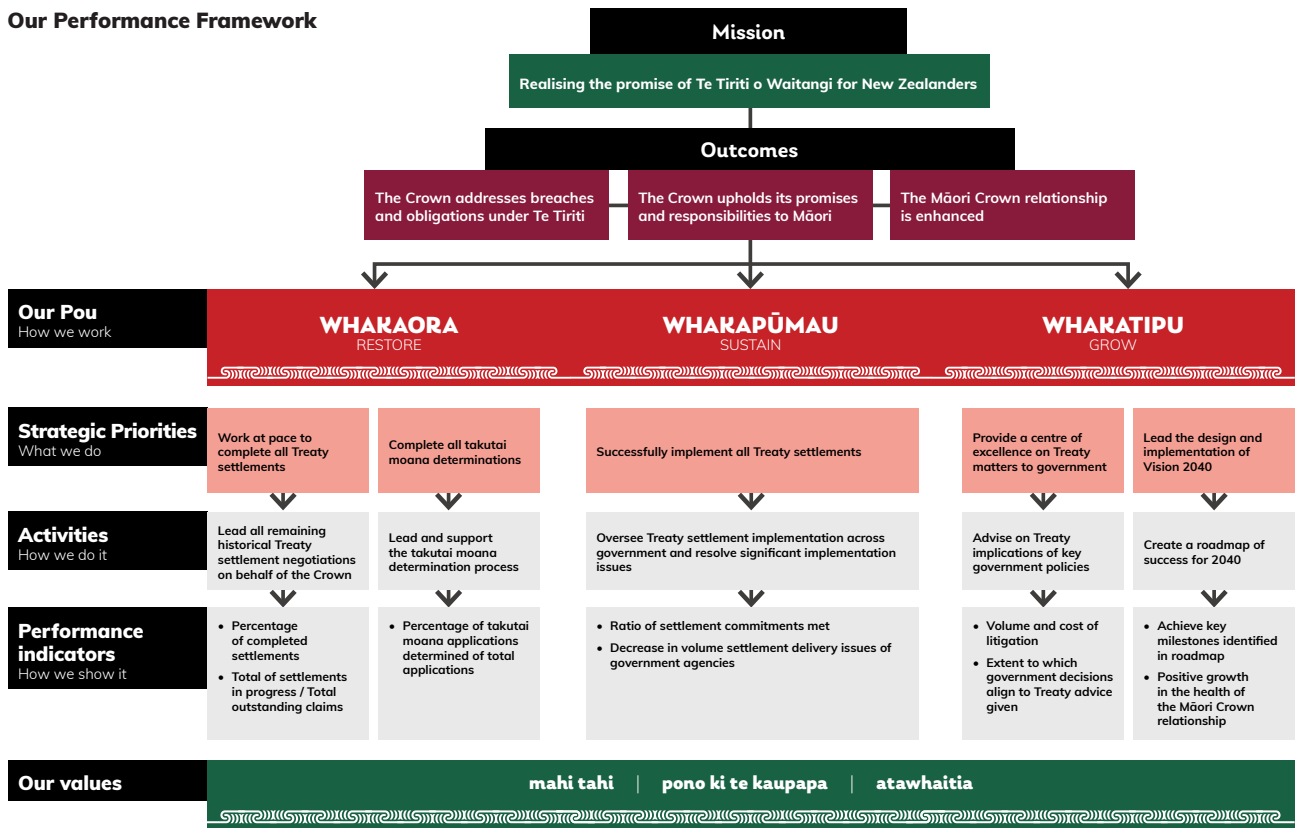
¹This report has been proactively released on our [website](#).

Te Arawhiti can't take responsibility for all the milestones on the pathway to 2040 as it will require commitment from across the Crown. Working within the span of our control, we will work across Government to look at what that wider pathway might look like, but also talk with Māori about what they want 2040 to look like.

Since our establishment in 2019, we have reported our performance against a series of measures such as settlement milestones reached, takutai moana applicant groups engaged, settlement implementation resolved, practical advice, tools, and resources to support the service public to lift their capability, engagement workshops delivered or brokering Māori Crown partnerships. We have also used our experience and engagement with iwi Māori to assess the effectiveness of our work and ensure what we do is grounded in relationships but lifts up and over the horizon.

The performance framework will allow us to report directly against the delivery of our strategic priorities. This will continue to mature over time. It and will demonstrate the impact of our work on the Māori Crown relationship and outcomes for New Zealanders.

Our Performance Framework





Summary of Key Activities from 2023/24

Outcome: The Crown addresses breaches and obligations under Te Tiriti

- Completed eight Historic Treaty of Waitangi settlement milestones.
- Advanced legislation through Parliament for ngā hapū o Ngāti Ranginui, Ngāti Paoa, Ngāti Tara Tokanui and Ngāti Hei as well as first readings for Taranaki Maunga and Te Korowai o Wainuiārua.
- Accelerated work with Ngāpuhi hapū groupings to support mandate development. Te Whakaaetanga mandate strategy was endorsed by the Crown in December 2023.
- Provided operational funding to Tupu Tonu – Ngāpuhi Investment Fund Limited to grow and manage an investment portfolio of assets that the Crown will offer in negotiations with Ngāpuhi.
- Supported applicant groups in 11 coastlines to progress their Takutai Moana applications in: Te Tai Rāwhiti, Hawkes Bay, Te Tau Ihu, Ngāi Tahu, Eastern Bay of Plenty, Wellington-Kāpiti, Taranaki, Wairarapa, Waikato, Kaipara, and Te Raki.
- Advised Crown Law on the Attorney General's participation in Takutai Moana High Court proceedings and provided third-party research.
- Completed preliminary work on proposed amendments to section 58 of the Marine and Coastal Area (Takutai Moana) Act 2011 to make clear Parliament's original intent, in light of the judgment of the Court of Appeal in Whakatōhea Kotahitanga Waka (Edwards) & Ors v Te Kahui and Whakatōhea Māori Trust Board & Ors [2023] NZCA 504.
- Provided \$28.7 million in funding to support Takutai Moana applicants. Cabinet approved an additional \$17.3 million to address the cost pressures for Takutai Moana Funding Assistance scheme due to the unprecedented demand for the 2023-24 financial year.
- Supported the Crown's response to the High Court hearing of the longstanding Wakatū litigation.

Outcome: The Crown upholds its promises and responsibilities to Māori

- Confirmed that all core Crown agencies had entered status updates for all Treaty settlement commitments recorded on Te Haeata – the Settlement Portal.
- Produced and circulated He Korowai Whakamana guidance for Crown agencies to report on the status of their Treaty settlement commitments in their annual reports for the 2023/24 year.
- Completed three workshops with Crown agencies to discuss Cabinet directives for He Korowai Whakamana.
- Completed enhancements to Te Haeata – the Settlement Portal to provide a core Crown dashboard of status of commitments. Provided each post settlement governance entity with an individual dashboard of the status of their Treaty settlement commitments as assessed by core Crown agencies.
- Engaged directly with iwi and agencies on significant settlement issues, engaging third parties to mediate and/or seeking Ministerial or Cabinet decisions on proposed resolutions. This year we resolved 25 post-settlement issues.
- Met with iwi groups on more than 45 occasions to discuss post-settlement progress, issues and, opportunities. Met with most core Crown agencies on how they understand and uphold their settlement commitments and relationships.
- Led, with the Cyclone Recovery Unit, advice on the Whenua Māori and Marae pathway as part of the government's response to North Island Severe Weather Events. We also helped design the proposed funding framework and process under the Severe Weather Emergency Recovery Legislation Act 2023.

Outcome: The Māori Crown relationship is enhanced

- Funded ten significant Māori Crown events through Whai Hononga – including Waitangi week, 28th Māori Battalion and the Battle of Ō-Rākau 160-Year Commemoration.
 - Advanced Whāinga Amorangi which takes a coordinated approach to building the Māori Crown relations capability of the public service. Thirty-six core Crown agencies have a Whāinga Amorangi plan in place.
- In 2023/24, Te Arawhiti:
- facilitated six Whāinga Amorangi Community of Practice hui with an average of 22 core agencies participating in each hui
 - provided Annual Reporting Guidance for agency annual reports
 - provided advice to agencies to refresh their Whāinga Amorangi plans
 - established Online Resource hub
 - co-designed the Public Service Induction Māori Crown Relationships learning, in partnership with Te Kawa Mataaho.
- Developed workshops, tools, and resources to guide public servants in lifting their Māori Crown Relations capability.
 - Delivering 32 workshops to the public service across our three offerings. These workshops reached more than 1,000 public servants including a new workshop – 102 Engagement with Māori, which builds on the foundational knowledge learned in the Introduction to Engagement with Māori 101 workshops.
 - Advising on 57 new engagement processes, bringing the total number of new engagement advice provided to 383 since inception.
 - Previewing and commenting on 139 Cabinet papers from 22 public sector agencies.
 - Contributing directly to the policy development process for the Government's Resource Management Act Reforms - reflecting the significant implications for Māori rights and interests (including those from Treaty settlement redress and takutai moana legislation).
 - Supporting Crown agency use of the Cabinet Office Circular CO (19)5 Te Tiriti o Waitangi/Treaty of Waitangi guidance through presentations and advice.
 - Provided advice which informed decisions taken by Ministers to help fulfil the coalition government's commitment to uphold Treaty settlements. For instance, the Fast Track Approvals Bill includes several provisions aimed at ensuring the legislation is consistent with Treaty settlements and recognises customary rights.
 - Chaired the Treaty Provisions Oversight Group. This group provides advice and assistance to agencies about what the Treaty means in the context of legislative design or reform. The group advised five agencies on five legislative proposals.

Enabling functions

- Reported back to Cabinet on our future direction, priorities, and work programme. The paper looked at the initial establishment of Te Arawhiti to prepare for the future of the agency.
- Agreed a revised strategic framework which focused on five key priorities: completing Treaty settlements; enabling the recognition of customary rights under Takutai Moana legislation; ensuring the Crown meets its settlement commitments; building the Crown's capability to engage with Māori; and advising Cabinet, Ministers, and the public service to enable good policy decisions that uphold Māori rights and interests.
- Completed and delivered the new Performance Framework to the Māori Affairs Select Committee.
- Sponsored and participated in Te Kōnohete 2023. We were represented in many ways throughout the day - as committee members, emcees, volunteers, and performers.
- Ensured focus on internal capability with:
 - 94 staff enrolled in internal Te Reo Māori programmes (levels 1-4)
 - 58 staff participated in offsite wānanga to ensure tikanga and kawa are woven throughout our daily work
 - 126 staff attended a one-day workshop on the History of Aotearoa and Te Tiriti o Waitangi.

Ngā Tumu – Our Leaders



From left to right:

Mikaere Paki – Deputy Chief Executive Māori – Tumu Tikanga

Warren Fraser – Deputy Chief Executive Strategy, Policy and Legal

Tui Marsh – Deputy Chief Executive Treaty Reconciliation and Takutai Moana

Lil Anderson – Tumu Whakarae – Chief Executive

Kelly Dunn – Deputy Chief Executive Partnerships

Raymond Hall – Deputy Chief Executive Organisational Services

Not pictured:

Sheridan Smith – (Acting) Deputy Chief Executive Partnerships



Lil Anderson was appointed as the inaugural Tumu Whakarae of the Office for Māori Crown Relations - Te Arawhiti in 2019. She holds a system leadership role across the public service on Māori Crown relations, playing a key role in brokering relationships between government and Māori communities. As Tumu Whakarae, she leads a team of around 200 kaimahi including five Executive Leadership Team members.



Mikaere Paki guides Te Tima Tikanga, a team dedicated to improving our internal cultural capability and leading work across the public service in embracing Te Ao Māori, te reo me ōna tikanga and celebrating excellence.



Warren Fraser leads the Strategy, Policy and Legal hāpai. The team provides policy and legal advice to Te Arawhiti business groups; advises the government on Treaty rights and interests, and the Māori Crown relationship; and supports the Executive Leadership Team on organisational strategy.



Raymond Hall leads Organisational Services – Te Hāpai Ō. Their functions span finance, human resources, contracts and procurement, communications, business planning and reporting, business services and official correspondence.



Tui Marsh leads Te Kāhui Whakataū that work with Māori groups to settle their historical Treaty of Waitangi claims. Treaty settlements include historical, cultural, financial, and commercial redress that provide a basis for restoring and strengthening the Māori Crown relationship with the claimant groups. Tui also leads Te Kāhui Takutai which supports fair, transparent, and timely determination of applications to recognise customary marine titles, and protected customary rights or activities, under Te Takutai Moana Act 2011 and Ngā Rohe Moana o Ngā Hapū o Ngāti Porou Act 2019 (takutai moana legislation).



Kelly Dunn* leads our Partnerships Wāhanga - Te Kāhui Whakamana and Te Kāhui Hikina. Te Kāhui Whakamana oversee and safeguard the durability of Treaty settlements. Kelly are the also leads commitments. Te Kāhui Hikina works to build public sector capability, ensure public service engagement with Māori is meaningful and coordinate significant Māori Crown events on behalf of the Crown such as Waitangi. They also broker relationships by facilitating challenging issues between iwi and the Crown. Nga mihi ki a koe Sheridan Smith. Thank you for joining our team and acting for Kelly for part of the year.

*In 2023/24 Sheridan Smith was (Acting) Deputy Chief Executive Partnerships from November 2023 to June 2024.

Whakatutukinga mahi

Our performance





WHAKAORA RESTORE

Restoring Māori Crown relationships through Treaty settlements and the recognition of customary rights in the marine and coastal area establishes a more solid foundation for the Māori Crown relationship. It enables groups to reassert their rangatiratanga and play a more active role in their local communities. By addressing these issues, we can support better outcomes for Māori, restore the Crown's honour and move forward with renewed relationships built on greater trust and confidence.

Complete the settlement of all historical Treaty claims

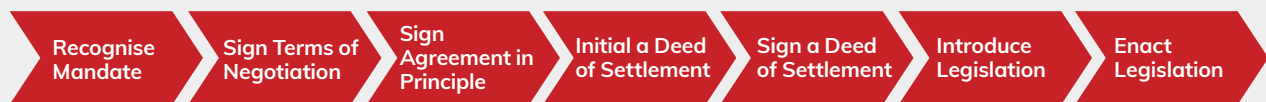
We work with hapū and iwi Māori to negotiate the settlement of historical Treaty of Waitangi/Te Tiriti o Waitangi claims. These settlements provide historical, cultural, and financial and commercial redress. The outcome sought from this work is that the Crown addresses breaches and obligations under the Treaty and seeks to restore its relationships with Māori after breaking its promises.

Treaty settlements have been a priority for New Zealand since the early 1990s. We have seen substantial progress towards settling all historical Treaty of Waitangi claims. As of 30 June, 100 deeds of settlement have been signed.

Settlements can be transformative. They help to restore relationships between Māori and the Crown that have been strained by many years of grievance and the exclusion

of Māori from meaningful participation in issues of deep significance to them. The negotiating table often presents the first opportunity for Māori to connect with Ministers and agencies across a spectrum of issues. The positive connections established through the negotiations between Māori and various levels of government present significant opportunities for rebuilding relationships to enable both parties to jointly define aspirations for the future and plan together accordingly. Settlements can assist settled groups to become stronger and more resilient leaders in their communities. Settlements contribute to the cultural, social, and economic development of Māori and, through the flow-on effects, to the development of communities and regions. They strengthen the capital of settled groups alongside existing Māori enterprises and assets built up outside of settlements.

Overview of the key milestones in settling historical Treaty of Waitangi claims



Milestone	Definition
Recognise Mandate	The Crown recognises the right of a body mandated by the claimant community to represent that community in negotiations with the Crown.
Sign Terms of Negotiation	Terms of Negotiation set out the 'ground-rules' and objectives for the negotiations.
Sign Agreement in Principle	This is a non-binding agreement reached between the Crown and the mandated body. An Agreement in Principle outlines the nature and scope of all settlement redress agreed.
Initial a Deed of Settlement	The Deed of Settlement is the final Crown offer to the claimant group for the settlement of their historical grievances. It sets out in technical detail the historical claims and the redress agreed between the Crown and mandated body.
Sign a Deed of Settlement	Iwi and the Crown sign the final deed of settlement when the claimant community has ratified (accepted) the deed.
Introduce Legislation	The Crown drafts a Treaty Claims Settlement Bill and introduces to Parliament.
Enact Legislation	Legislation is passed into law implementing the Deed of Settlement.

For further details on details on Treaty of Waitangi Claims and Negotiations with the Crown please see the [Red book on our website](#).

In 2023/24 we achieved eight milestones:

Group	Milestone	Date
Te Korowai o Wainuiārua	Deed of settlement signed	29 July 2023
Te Korowai o Wainuiārua	Legislation introduced	29 August 2023
Ngāi Tai (Tōrere)	Mandate recognised	30 August 2023
Ngāi Tai (Tōrere)	Terms of negotiation signed	31 August 2023
Taranaki Maunga	Deed of settlement signed	1 September 2023
Taranaki Maunga	Legislation introduced	6 September 2023
Te Whānau ā Apanui	Deed of settlement initialled	26 September 2023
Whakatōhea	Legislation enacted	28 May 2024

Progress has also been made with legislation advancing through the House for Ngāti Paoa, Ngāti Tara Tokanui and Ngāti Hei as well as first readings for Taranaki Maunga and Te Korowai o Wainuiārua.

We plan to continue our progress into the next financial year with 20 settlement milestones forecast to be achieved.

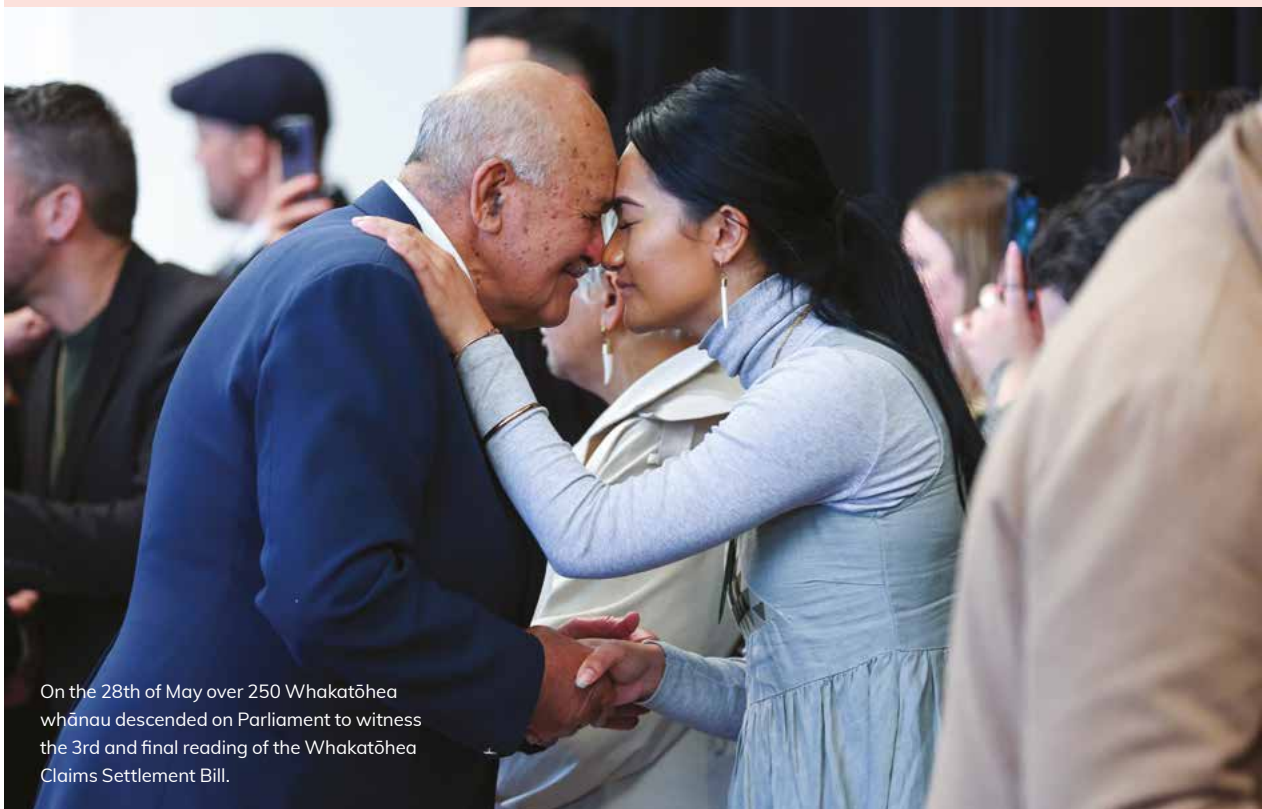
Te Whakatōhea: Legislation enacted

On 28 May, Parliament passed the third reading of the Whakatōhea Claims Settlement Bill. This milestone follows three decades of negotiations between Te Whakatōhea and the Crown, reaching the final step in the settlement of the historical Treaty of Waitangi claims of Te Whakatōhea.

Over this long journey towards settlement, many people have worked on negotiations from Te Whakatōhea and Te Arawhiti, and across the Crown. Many of those involved came together to celebrate and remember those who are no longer with us.

While no settlement can fully compensate for the Crown's past injustices, this settlement will support the aspirations and prosperity of Te Whakatōhea for many generations to come. The settlement includes the reservation of 5,000 hectares of marine space for aquaculture, \$100 million financial and commercial redress, the transfer of 33 sites of cultural significance, bespoke natural resource and conservation arrangements, and relationship agreements with core Crown agencies.

This final step in the settlement process marks the beginning of a new relationship between Te Whakatōhea and the Crown based on trust and co-operation.



On the 28th of May over 250 Whakatōhea whānau descended on Parliament to witness the 3rd and final reading of the Whakatōhea Claims Settlement Bill.

Enable the recognition of customary takutai moana legislative rights

The Marine and Coastal Area (Takutai Moana) Act 2011 sets out a framework to protect the interests of all New Zealanders in the marine and coastal area. It also provides for the legal expression of customary interests through determinations of customary marine title and protected customary rights.

The Takutai Moana legislation provides two pathways for the recognition of customary interests: either through direct engagement with the Crown, or by application to the High Court.

The purpose of the Takutai Moana Act is to:

- establish a durable scheme to ensure the protection of the legitimate interests of all New Zealanders in the marine and coastal area of New Zealand; and
- recognise the mana tuku iho exercised in the marine and coastal area by iwi, hapū, and whānau as tangata whenua; and
- provide for the exercise of customary interests in the common marine and coastal area; and
- acknowledge the Treaty of Waitangi (te Tiriti o Waitangi).

Overview of the key phases to recognising customary marine interests

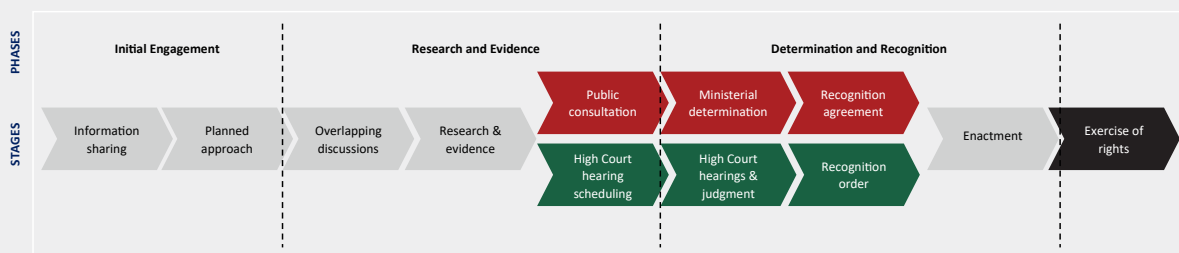
The Takutai Moana Engagement Strategy 2021 (the strategy) sets out the approach the Crown takes to engage with and support applicant groups who are seeking recognition of existing customary interests in the takutai moana under the Takutai Moana Act 2011 and Ngā Rohe Moana o Ngā Hapū o Ngāti Porou Act 2019.

The strategy is underpinned by five core values: partnership, participation, protection, recognition of cultural values, and mana enhancing processes.

The strategy has enabled increased engagement activity with applicant groups. A number of those groups are progressing their applications through their preferred pathway (Crown or High Court pathway).

The Crown provides groups with support with their application, which includes information, planning and budgeting advice, funding through the Financial Assistance Scheme, engagement with shared or overlapping applicant groups, and navigation through the Crown pathway.

The Crown seeks to work with all applicant groups in their coastal areas to progress through the following three phases:



Phase	Description
Initial engagement	This phase starts with discussions between the Crown and applicant groups to confirm the coastal area and applications within that area. These discussions help to identify the support needed by applicant groups. Discussion focuses on the approach, timeframes and processes for the coastal area, and agreement on next steps.
Research and evidence	This phase focuses on undertaking research and evidence gathering required to present a case, either for Customary Marine Title or for Protected Customary Rights. The phase also includes work on shared or overlapping applications. This may include agreeing the use of tikanga-based processes to guide and underpin partnership and engagement arrangements. This phase also includes processes for non-applicants to provide information about their use and connection to the takutai moana, through public consultation.
Determination and recognition	Collected evidence will be considered by the Minister for Treaty of Waitangi Negotiations or by the High Court. Applications may be decided in full or in part. Where customary interests are recognised, this phase also includes the processes needed to give full legal effect to that recognition.

Support from Te Arawhiti is available to all applicant groups, irrespective of whether recognition is being sought from the High Court or from the Crown. We administer funding, preparing third party historical research, collating progress information in our client management system and providing maps through our information hub.

Under the High Court pathway, Te Arawhiti also provides instructions and information to the Crown Law Office for hearings and related case management, judicial conferences, and appeal proceedings. Te Arawhiti supports the Attorney-General in the High Court through third party historical research and geospatial mapping to hearings.

Last year, Te Arawhiti supported over 200 applicant groups to progress their applications for customary interests. We provided applicants with information on the process for the respective pathways, administered \$28.7 million from the Financial Assistance Toward Determining Customary Interests in the Marine and Coastal Area appropriation, and delivered third party historical research reports across five coastlines in advance of High Court hearings and applicants progressing through the Crown engagement pathway.

In the last year we have seen unprecedented demand on the Financial Assistance Scheme (the Scheme), mainly due to the higher number of High Court hearings compared to the previous ten years and the increased complexity of each hearing. We worked to ensure applicant groups were well communicated with and understood the challenges and the changes implemented.

The unprecedented demand on the Scheme resulted in some short-term changes to the settings of the Funding Assistance Scheme for 2024/25. The changes are designed to allow equal treatment of applicant groups across all hearings, certainty for applicants of funding availability, and certainty for the Crown of the maximum court costs for the year.

We will work on durable and long-term adjustments to the Scheme, following consultation with applicant groups in 2024/25.

In 2023/24, Te Arawhiti also:

- Progressed policy work to action the Government's commitment to amend section 58 of the Act.
- Provided support to applicant groups in 11 coastlines to progress their applications across Te Tai Rāwhiti, Hawkes Bay, Te Tau Ihu, Ngāi Tahu, Eastern Bay of Plenty, Wellington-Kāpiti, Taranaki, Wairarapa, Waikato, Kaipara, and Te Raki.
- Supported Ngati Koata, Rangitoto ki Te Tonga to progress their application to a ministerial decision, that resulted in a further 12-month evidence gathering phase to accommodate overlapping applicant groups.
- Supported Rongomaiwahine (Hawkes Bay – Māhia) with their public consultation process.
- Provided advice to the Crown Law Office on the Attorney General's participation in High Court proceedings and provided third-party research. Determinations in the courts included:
 - The issue of a judgement by Court of Appeal in Re Edwards
 - The release of High Court judgments for Tokomaru Bay and Wairarapa 1(a)
 - Four High Court hearings: Whangārei Harbour, Wairarapa 1(b), Kāpiti-Manawatu 1(a) and Aotea Moana; and
 - The Supreme Court has granted leave to appeal the Court of Appeal's decision in Re Edwards.

Research and evidence in the Takutai Moana determination process

The Takutai Moana research programme collects and presents a wide range of historical and contemporary information about the marine and coastal area. This information, along with research carried out by applicants, supports robust decision-making in both pathways.

This year, we prepared research reports and map-books for the Whangārei Coast, Kāpiti-Manawatu 1(a) and Aotea Moana High Court hearings. Te Arawhiti historians and GIS (Geographic Information System) kaimahi also appeared as witnesses in hearings for both East Coast Wairarapa 1(a) and 1(b) and Whangārei Harbour.

Major research projects on Tāmaki Makaurau, eastern Northland and the Kauri Coast (western Northland) were substantially advanced or completed, with research continuing on Ruapuke and Foveaux Strait as well as northern Taranaki. Te Arawhiti historians also participated in the research and evidence phase of several Crown engagements, including tranche 3 of Ngā Hapū o Ngāti Porou.

Kōrero Takutai, is an online mapping tool run by Te Arawhiti, was updated with new layers and the creation of an open data portal which is available to applicant groups. Among the highlights of this year's geospatial research was the development of a method for analysing environmental change in the takutai moana by comparing historical land vesting with modern aerial photography. Te Arawhiti was also a member of the steering group on the cross-government Marine Geospatial Initiative, as well as a World Bank project on how GIS can assist indigenous development.



WHAKAPŪMAU SUSTAIN

Te Arawhiti has a key role to ensure the Crown upholds its Treaty responsibilities to Māori. The settlement of historical Treaty claims creates a new set of Treaty of Waitangi obligations for the Crown to fulfil, some of which are ongoing. The outcome sought here is that the Crown delivers on its promises and responsibilities through its actions, policies, and practices. Te Arawhiti oversees the implementation of these commitments - mitigating relationship and litigation risks as well as the potential costs of remediation.



Enforce the Crown to meet its Treaty settlement commitments

The successful implementation of Treaty settlements is a key feature of the Crown upholding its responsibilities to Māori. Providing oversight of settlement implementation across the core Crown agencies and enabling the resolution of significant implementation issues support this outcome.

In December 2022, Cabinet strengthened the mandate of Te Arawhiti as the public service system lead for upholding the durability of settlements by endorsing, He Korowai Whakamana – a framework for the oversight of settlement commitments. The mandate established expectations for core Crown settlement commitment holders, provided an agreed (consistent) pathway for preventing and resolving significant settlement issues as they arise, and gave Te Arawhiti the oversight function of the delivery of core Crown settlement commitments. Part of Te Arawhiti's approach to this function is to give iwi visibility and assurance that their settlement commitments are being upheld.

Te Arawhiti's strengthened the mandate meant working with the core Crown agencies to enter the status of their commitments in Te Haeata – the settlement portal by 30 June 2023 for agencies with less than 1,000 commitments, and by 22 December 2023 for agencies with more than 1,000 commitments. All core Crown commitment holding agencies met this obligation – self-assessing and recording the status of over 14,000 commitments in Te Haeata. These agencies must now continue to update the status for new commitments as Treaty settlements are completed or update the status as they are delivered.

To provide transparency and ensure continuous dedication to delivery, core Crown agencies must report on the status of their commitments in their annual reports, starting from 2023/24. This is the first time this information will be included in annual reports. Also, for the first time, Te Arawhiti will provide a whole of system report on the status of the core Crown's settlement commitments for the Minister for Māori Crown Relations: Te Arawhiti in December 2024.

In June 2024, post settlement governance entities (PSGEs) gained access to their individual settlement status data on Te Haeata. This provided the first opportunity to understand how the core Crown sees the delivery of their settlement.

Te Haeata strengthens the system for settlement commitment oversight as a tool that PSGEs and core Crown can both utilise. By providing clear expectations and accountability to the core Crown, we aim to improve relationships and reduce issues between iwi and the Crown. If significant settlement issues do exist, the longer they go un-identified the greater the impact on the Crown's honour and any remedies needed to respond. Identifying issues earlier means the Crown can address them before they escalate.

In 2023/24, Te Arawhiti:

- Led, with the Cyclone Recovery Unit, advice on the Whenua Māori and Marae pathway as part of the government's response to North Island Severe Weather Events. We also assisted with the design the proposed funding framework and process under the Severe Weather Emergency Recovery Legislation Act 2023.
- Met with iwi groups on more than 45 occasions to discuss their post-settlement experiences.
- Met with most core Crown agencies to get a sense of how they understand and uphold their settlement commitments and relationships.
- Delivered enhancements to Te Haeata to enable agencies and PSGEs to view dashboards of the status of their settlement commitments.
- Developed annual reporting guidance to be used by agencies for their He Korowai Whakamana annual reporting from FY 2023/24.
- Held two sessions in February and March 2024, with 52 attendees from 10 core Crown agencies to discuss Cabinet directives for He Korowai Whakamana.
- Resolved 33 settlement issues. An increase in issues resolved since 2018/2019 (six resolved), compared to 2022/2023 (45 resolved) shows that the volume of issues is increasing, and is trending to continue to increase.

Delivering on settlement commitments

Te Arawhiti is approached by iwi and agencies because of our technical expertise in this area and the relationships we have cultivated through the settlement process. Our established niche as the agency which understands Treaty settlements and redress mechanisms are critical factors in being able to work through settlement commitment matters.

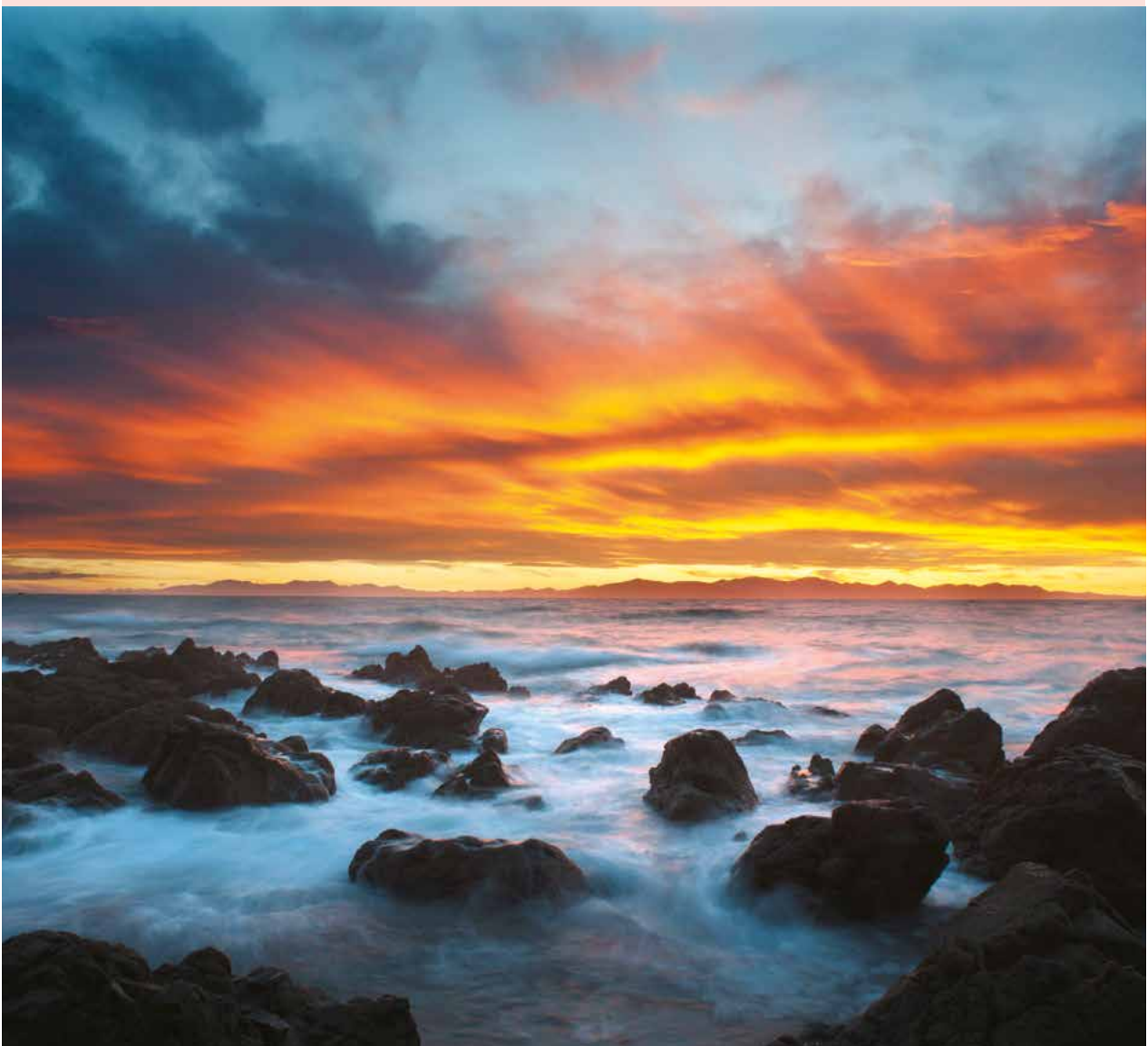
In 2023/24, we supported a land holding agency (the agency) in strengthening their post-settlement relationship with Ngāi Tai ki Tāmaki and Ngāti Tamaoho.

We encouraged engagement between the agency and Ngāti Tamaoho to enable the agency to deliver on a deferred selection property made available in the Ngāti Tamaoho settlement. The redress is shared with the Ngāi Tai ki Tāmaki settlement.

The existing relationship between the agency and iwi was tenuous and as a result, the parties were unable to agree on a valuation process for the property. They were considering arbitration. To foster an enduring relationship between the agency and iwi, we met with them on multiple occasions. At the iwi's request, we also assisted Rangatira-to-Rangatira engagement with Ministers, to seek ministerial support to resolve the issue without arbitration.

With the support of Ministers, a joint valuation process was agreed. We facilitated two further hui focusing on strengthening the relationship between the parties. At these hui, the agency and iwi agreed a way forward on the joint valuation process. This agreement was recorded through a letter of agreement which amended the respective deeds of settlement. The letter of agreement had the relevant ministerial and post-settlement governance entity approvals.

The process served to rebuild and reinforce the relationship between the agency and iwi. This has enabled the agency to deliver on their settlement commitment and no further support has since been sought on this kaupapa.





Be a strategic advisor to Cabinet, Ministers and the public service to enable good policy decisions that uphold Māori rights and interests

Te Arawhiti contributes its expertise to policy programmes with significant impacts on Māori rights and interests like the resource management reforms, policy responses to severe weather events, and climate adaptation. This is important because Māori Crown relations capability across the public service is generally low.

The Māori Crown relationship is best conducted through good faith dialogue. However, at times Te Arawhiti has been called upon to rebuild relationships and trust to ensure a re-focus on the work at hand. The pace and breadth of government reform programmes can be challenging for Māori communities and not well aligned with their priorities and capacity. Sound Treaty-based analysis is often missing from government policy. Proceeding at pace, or with insufficient attention to Māori rights and interests, can risk litigation with costs to the relationship and to the progress of government programmes.

Te Arawhiti adds value to the Government work programme through our deep understanding of rights and interests and strong relationships with iwi and agencies. Our involvement helps improve the effectiveness of policy for Māori, reduce inequality and strengthen agencies' relationships with Māori groups, and Māori trust in the Crown as a whole.

Te Arawhiti's key functions as 'strategic advisor' are to:

- Advise and support Ministers and agencies to develop policy and programmes cognisant of, and consistent with, the Crown's obligations to Māori.
- Develop the public sector's capability by helping agencies apply Cabinet-agreed guidance on the Treaty of Waitangi in policy development – Te Tiriti o Waitangi / Treaty of Waitangi Guidance, Cabinet Office Circular CO 19(5).
- Chair the Treaty Provisions Oversight Group, a senior officials group tasked by Cabinet with providing impartial guidance to agencies advising Ministers on legislative proposals affecting Treaty rights, responsibilities or relationships.

Key elements of our advice focus on identifying the Crown's Treaty responsibilities in the policy context and policy options that respond to Māori rights and interests, alongside encouraging early and meaningful engagement with Māori through the policy process. This leads to better policy processes and outcomes, and an overall stronger Māori Crown relationship.

This year, we have:

- Reviewed and commented on 139 Cabinet papers from 22 public sector agencies.
- Contributed directly to the policy development process for the Government's Resource Management Act Reforms – reflecting the significant implications for Māori rights and interests (including those from Treaty settlement redress and takutai moana legislation).
- Led with the Cyclone Recovery Unit, advice and negotiations on the Whenua Māori and Marae pathway as part of the government's response to North Island Severe Weather Events. We also contributed to the design of the proposed funding framework and process under the Severe Weather Emergency Recovery Legislation Act 2023.

Fast-Track Approvals Bill

The Fast-Track Approvals Bill was developed at pace and introduced in March 2024, in line with coalition government agreements, to provide a streamlined decision-making process to facilitate the delivery of infrastructure and development projects with significant regional or national benefits.

The Bill aims to create economic development opportunities including for Māori organisations. The Bill also has implications for Māori rights and interests. Treaty settlements and takutai moana legislation provide enhanced roles for iwi and hapū in various approval processes relevant to the Bill.

Our input into this Bill has been instrumental in helping Ministers consider the need for provisions to uphold Treaty settlement commitments and customary rights under Te Takutai Moana Act 2011 and Ngā Rohe Moana o Ngā Hapū o Ngāti Porou Act 2019. We also advised Ministers on notification, engagement, and other procedural requirements in the fast-track process in relation to Māori groups and their interests.



WHARATIPU GROW

This pou supports the changing shape of the Māori Crown relationship with a focus on the post-settlement era. With 15 deeds of settlement signed since 2018, there are now 100 deeds of settlement – tipping the landscape into a post-settlement era, where there are increased expectations of the Māori Crown relationship.

Te Arawhiti maintains a strong, enduring and trusted network of national and regional iwi connections, built up over years of working together. We acknowledge that iwi are long-term investors into their communities and as they progress through the post-settlement journey, there are opportunities for Māori and the Crown to utilise these relationships to achieve better outcomes.

Build the Crown's capability to engage with Māori and become a better Treaty partner

The priorities of the Crown and iwi align across a range of areas and there is a lot of joint work that can be done to progress outcomes and aspirations, for the benefit of all New Zealanders. To do this well, requires a real investment in relationships. Te Arawhiti (and the range of distinct but related government functions that its establishment consolidated) has spent decades investing in relationships with iwi, laying the necessary foundations to enable success when working together.

Our investments in relationships with iwi, across the spectrum and from pre to post settlement, uniquely places Te Arawhiti to navigate the challenges, and realise the potential, of the Māori Crown relationship.

Momentum in reaching Treaty settlements means that settled iwi now cover almost the entire country, tipping the landscape into a post-settlement era, where there are increased expectations of the Māori Crown relationship.

Each iwi faces their own post-settlement journey moving from negotiating to governance and management. What this looks like depends on many things, such as the varying sizes of iwi and a significant range of settlement outcomes. Experience shows us that post-settlement iwi are forward facing, ambitious, working together and resourced.

Growing the performance of the public service is essential for the advancement of the Māori-Crown relationship. The Crown has a long history of poor engagement with Māori, resulting in costly litigation and additional time and resource. Te Arawhiti has set expectations and benchmarks to strengthen the public sector's capability to work with iwi Māori in a consistent and disciplined way. We provide clear guidance and frameworks for practically improving individual and agency engagement that seek to enable

better outcomes through better working relationships with iwi Māori.

This year, we have:

- Facilitated bi-monthly Community of Practice hui to support the 38 core Crown agencies to implement their Whāinga Amorangi plans.
- Partnered on ten significant Māori Crown events through Whai Hononga – including Te Kāhui Mouri, Waitangi week 2024, 28th Māori Battalion, The Battle of O-Rākau 160-Year Commemoration, Nga Wai Heke Rangatira (Wairarapa) and Puanga events.
- Developed guidance for government agencies to use in reporting their progress in implementing Whāinga Amorangi plans in their annual reports for 2023/24.
- Analysed the Whāinga Amorangi section of all core agency Annual Reports for 2022/23. While agencies were all at varying stages of implementation, overall, there was evidence of an uplift in performance.
- Reviewed and commented on 57 new engagement processes from 22 public sector agencies.
- Delivered 32 workshops to the public service across our three offerings, reaching more than 1,000 public servants.
- We launched a new workshop – 102 Engagement with Māori, which builds on the foundational knowledge learned in the Introduction to Engagement with Māori 101 workshops, which Te Arawhiti has been offering since 2019.

Te Kāhui Mōuri (the clan of vitality)

The installation, Te Kāhui Mōuri (the clan of vitality), on Parliament grounds was unveiled at dawn on 27 July 2023 at a ceremony led by Te Āti Awa Taranaki Whānui. Taranaki Whānui Chair, Kara Puketapu-Dentice said at the time, "It is an affirmation of mana whenua and represents a turning point in the relationship between Te Āti Awa Taranaki Whānui and Parliament".

This magnificent initiative began as an idea scribbled on a piece of a scrap paper. The project was led by Taranaki Whānui tohunga, Kura Moeahu in collaboration with Cultural Designer Len Hetet and Master Carver Sam Hauwaho, and supported by Te Arawhiti from its inception through to its launch with funding and logistical support.

Te Kāhui Mōuri is a physical marker of the partnership between Pāremata Aotearoa (New Zealand Parliament) to its partnership and mana whenua. It consists of two pou, three mōuri markers and a pare on Parliament grounds.



The pou, which flank the steps of Parliament, are a gesture of welcome and protection for everyone who enters the parliamentary precinct. Te Āti Awa Taranaki Whānui has named the two pou: Tupua-horo-nuku and Tupua horo-rangi. They represent the opposing forces that were awakened by the tupua Ngake and Whāitaitai when the entrance to Wellington harbour was formed. The pou also represent duality including opposing political views, and Te Ao Māori and Te Ao Pākehā.

The three mōuri markers strategically placed on the forecourt guide the kawa and tikanga of official pōwhiri. These mōuri markers are named after local maunga – Ahumairangi, Pukeariki and Pukeatua.

The pare which frames the entrance to the Beehive is called Te Huaki ki te Ao – again another welcome to all those who visit Parliament. The figure on top of the pare represents, Te Āti Awa Taranaki Whānui who hold ahi kā over the area of Parliament, and the carvings to either side of the figure acknowledge local and regional tribes throughout Aotearoa, in particular Ngāti Toa and Te Āti Awa Taranaki Whānui who hold mana whenua in the Wellington region.

Whenua Māori and Marae Pathway in the wake of Cyclone Gabrielle

Cyclone Gabrielle and other severe weather events in early 2023 devastated parts of the North Island and required a large-scale government response. Councils identified areas where the risk posed by future severe weather was so high that it would no longer be safe for people to remain there. Several marae and Māori communities in Hawke’s Bay and Tairāwhiti are in those areas. There are people who were living on their whenua who have lost everything, and some remain deeply traumatised by what they experienced.

Te Arawhiti played a key role in working with agencies to raise awareness of the complex factors unique to whenua Māori and Māori cultural assets, such as marae, and the community dynamics that needed to be respected and navigated. We helped design a pathway specifically for whenua Māori and marae to give affected residents and marae the support they need to move to safe places without losing connection with their ancestral lands and sites.

Te Arawhiti also has a significant role in implementing solutions for marae and hard-hit communities, particularly in Hawkes Bay where we led negotiations for community-based solutions directly with affected communities. Our experience engaging and negotiating with Māori communities and knowledge of their Treaty Settlements has made the difference. We have been able to draw on our well-established relationships with post settlement governance entities in Hawkes Bay to ensure local voices are heard, their perspectives and settlements understood in this ongoing work.



International relations: Lifting the Māori Crown relations performance of the public service

Over the course of the year, Te Arawhiti has hosted several international delegations who are interested in the Māori Crown relationship, with a particular focus on our System Leadership role for lifting the public services capability to engage with Māori and its interface with the Public Service Act 2020.

It has been a great privilege to share with delegations of officials from other countries about the leadership function Te Arawhiti has and our own journey alongside Crown agencies. Conversations have been rich and the sharing of our tools, resources and frameworks is invaluable towards the evolution of how they can build their public services capability to engage with their indigenous peoples. Opportunities to share the journey Aotearoa has been on provides opportunities to inspire officials from around the world such as the Philippines and the Victorian State of Australia.

Lifting our performance in Māori Crown relations capability

While Te Arawhiti is the system lead for Māori Crown relations, it is also required to report against its cultural capability and its progressing on honouring Treaty settlement commitments which fall under Māori Crown Relations capability:

- Māori Crown Relations – In the 2021/22 reporting year, agencies were required for the first time to report on building their Māori Crown Relations capability through the implementation of Whāinga Amorangi Phase One: Empowering People, and Māori Language Planning through Te Ture mo Te Reo Māori 2016.
- Treaty Settlement Commitments – In the 2023/24 reporting year, agencies are required for the first time to report on the status of their Treaty settlement commitments through He Korowai Whakamana.

Whāinga Amorangi: Transformational Leadership framework

Whāinga Amorangi is a framework designed to lift Māori Crown relations performance across the public service. Chief Executives of the public service have a responsibility under section 14 of the Public Service Act 2020 to build the Māori Crown relations capability of their staff.

Te Arawhiti supports Crown agencies and respective Chief Executives to meet their responsibilities by setting the direction, pace, and guidance for lifting the performance of Crown agencies. As the system lead for Māori Crown relations, Te Arawhiti is also the owner of Whāinga Amorangi: Transforming Leadership framework.

Whāinga Amorangi is one of the mechanisms through which we execute our role to set expectations and benchmarks for the Crown to lift its performance across the public service. It supports a coordinated approach across the public service through the development and application of a consistent framework, tools, and resources.

Ngā Kaupapa Tipu – Growing Te Arawhiti Capabilities through Whāinga Amorangi

Te Arawhiti is committed to growing the capabilities of our kaimahi.

We continue to work towards operating in a way that naturally includes te ao Māori in our day-to-day practice and is woven into culture to support our strategic objectives: whakaora, whakapūmau and whakatipu.

This year, our Whāinga Amorangi plan was used as a tool, ensuring we can deliver on the expectations of Te Arawhiti as a system leader for Māori-Crown relations.

The kaupapa tipu that guide our plan are Aotearoa New Zealand History & Te Tiriti o Waitangi / Treaty of Waitangi, Tikanga and Kawa and Te Reo Māori.

These kaupapa tipu link into our competency areas that we measure our progress against. Alongside these proficiencies, is our Te Arawhiti Māori Language Plan. This focuses on raising the status of Te Reo Māori through it being highly valued in all that we do. This is reflected in all our thinking as our kaupapa tipu work together to normalise our competencies in our mahi as we build our learning opportunities to ensure we expand our capability and resources.

To support the implementation of Whāinga Amorangi and our language plan, we are supported by the Deputy Chief Executive-Tumu a Tikanga who continually looks for further opportunities for kaimahi to authentically engage in te ao Māori, grow internal capability, and develop confidence to engage externally.

Ngā kaupapa tipu



Competency: Aotearoa New Zealand History/Te Tiriti o Waitangi

Our outcome statement: The History of Aotearoa New Zealand and Te Tiriti/The Treaty is more broadly understood by Te Arawhiti kaimahi and how it is woven into our mahi.

Te Arawhiti, as the system lead for building the capability of the public sector, created a bespoke Te Tiriti o Waitangi and Aotearoa History workshop that is compulsory for all our kaimahi as well as delivered to the core public sector agencies. The workshop gives participants an insight into Aotearoa New Zealand's history from the first-hand experiences of Te Arawhiti.

Our hui kaimahi are all staff meetings held weekly with high attendance. This year we have had guest speakers attend and cover topics such as: Māori Crown relations from the perspective of iwi negotiators, the use of data to show the history of Te Reo Māori, and the ways in which Te Tiriti/The Treaty is used in trade negotiations. We have also had internal presentations about key historical events such as Ōrakau. We have found this has been a successful way to share what mahi we do as an organisation, but also weaving education about history has seen an increase in overall understanding of all kaimahi.

This year, 100% of kaimahi have attended at least one and up to four presentations at all kaimahi meetings on topics relevant to The History of Aotearoa New Zealand and Te Tiriti/The Treaty. A further 2.6% of our kaimahi attended our Te Tiriti o Waitangi/Aotearoa History workshop.

Competency: Tikanga and Kawa

Our outcome statement: Te Arawhiti weaves tikanga and kawa through everything it does.

We have continued our weekly opportunities for kaimahi to engage with Te Ao Māori. This includes karakia and waiata sessions throughout the week for all kaimahi in the Justice Centre. These sessions provide context for the appropriate use of particular karakia and waiata. This allows teams to take part in these practices, in a safe and supported learning environment.

Kaimahi have noted that these sessions have increased their confidence externally participating in these aspects of tikanga. A growing number of our kaimahi participate in our internal sessions, with close to 25% of kaimahi attending regularly. As a result of the increased confidence in this space, Te Tīma has been fortunate to support the evolution of Te Ranga Ketekete (Māori Crown Relations Capability Discussion Group).

The discussions lead by this group demonstrates confidence in understanding of tikanga and signals the value for tikanga in how we engage with iwi. The opportunity to engage further with tikanga and kawa has been made available to our kaimahi with wānanga becoming a key offering in our Whāinga Amorangi suite.

Our wānanga cover Tikanga and Kawa but also weave in Te Reo Māori and include aspects of engagement.

We create space for mana whenua to present when hosted on their marae. This often includes presentations on the history of their marae, their rohe and their inter-iwi relationships of which also includes tāngata tiriti. If marae are unavailable, then workshops that involve tikanga in action are arranged. This has recently included waka ama and raranga. Our wānanga have proven to be a success as we see an increase in comfortability with understanding and using tikanga.

- This year 36.5% of kaimahi have attended wānanga and all report to have increased their competency and confidence.
- This year up to 25% of kaimahi regularly attend weekly opportunities of waiata or karakia.

Competency: Te Reo Māori

Our outcome statement: Te Reo Māori is valued, understood, and used in Te Arawhiti.

Levels 1-4 of Te Reo Māori courses have been made available online to all kaimahi. This has delivered on our goal of having more levels available to support all competencies. Te Reo Māori courses are a key part of our commitment to make learning te reo a priority and normalised in Te Arawhiti. These are regular weekly classes that have been used as a foundation for developing Māori language capability throughout Te Arawhiti. Practical usage of the learning is encouraged within our weekly waiata and karakia, our all-staff hui has now seen an increase of use of Te Reo Māori and usage is further encouraged by fortnightly kawhe kōrero – a coffee catch up where kaimahi support each other to use Te Reo Māori.

Success of this is seen in the growing number of kaimahi who feel capable and comfortable to recite mihimihi, along with leading karakia and waiata in internal hui as we work toward reaffirming the importance of Te Reo within Te Arawhiti. Our goal is for 100% of kaimahi being able to use basic greeting in Te Reo Māori.

This year, we have seen an uptake in participation with 61.5% of kaimahi enrolled in an internal Te Reo course.

Opportunities for development include:

- Further partnering with our People team to embed our Whāinga Amorangi outcomes into our people strategy.
- More learning resources available to kaimahi supporting kaupapa Māori events and initiatives.
- Further self-identified reporting on competency levels across Te Arawhiti.

He Korowai Whakamana framework

In December 2022, Cabinet agreed to the He Korowai Whakamana framework for achieving oversight of Treaty settlement commitments and a consistent approach for addressing and resolving settlement issues. Part the framework requires core Crown agencies to track the status of their commitments using Te Haeata, and report on these from this reporting year onwards.

The intention of this reporting requirement is to enhance Crown accountability for Treaty settlement commitments, give iwi visibility and assurance that their settlement commitments have been upheld, and to track progress.

The status of Te Arawhiti Treaty settlement commitments

As of 30 June 2023, Te Arawhiti was responsible for 2,127 Treaty settlement commitments. Te Arawhiti holds the third largest amount of settlement commitments across the core Crown agencies. We are responsible for a variety of settlement commitments relating to financial redress payments, the transfer of settlement properties (in past settlements before 1 July 2016), letters of introduction, relationship redress, and handling tax indemnities and obligations.

Most of the commitments we are responsible for have been completed (83%) or are yet to be triggered (11%). A small proportion of our commitments (3%) have delivery issues. The most common reason for this status relates to the passage of time since the settlement, and 2016 earthquake damage has contributed to these gaps in information. We are actively working to resolve delivery issues.



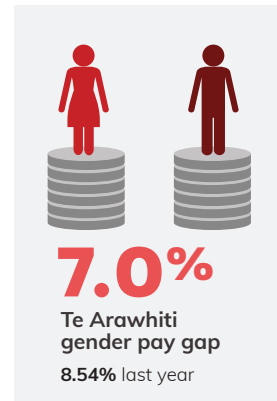
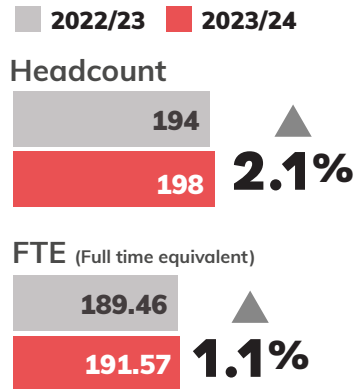
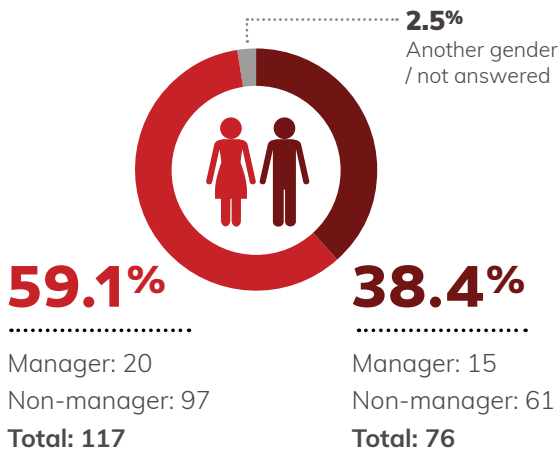
The status of our commitments



A photograph of two men in an office environment. The man on the left is smiling and looking towards the man on the right. The man on the right is wearing glasses and gesturing with his hands while speaking. The background is blurred, showing office equipment and a window.

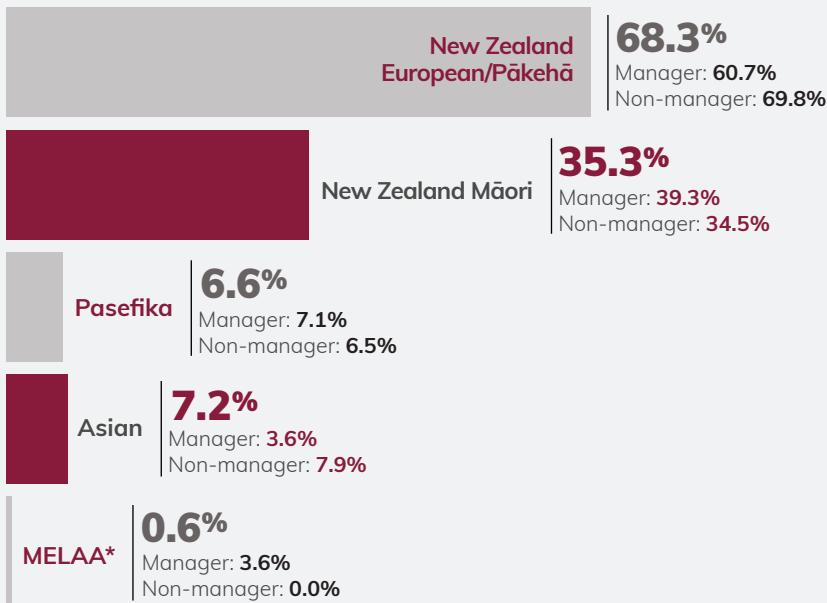
Ā mātou tāngata
Our people

Growth and maturity of our organisation



Ethnicity

Acknowledging intersectionality, our kaimahi have identified to being members of the following communities. Results are self-reported and staff can belong to more than one ethnicity group, so result may not total 100% in all years.



*Middle Eastern/Latin American/African

Average length of service



Unplanned Turnover

Average **2023/24 23.0%**



Average **2022/23 21.0%**

Occupation (headcount)

	All Managers	Policy Analysts/ Information Professionals	Social, Health & Education Workers*	Legal, HR & Finance Professionals	Clerical & Admin Workers	Other
2022/23	36	114	20	5	19	0
2023/24	38	116	19	7	18	0
#/%	▲ 5.6%	▲ 1.8%	▼ 5.0%	▲ 40.0%	▼ 5.3%	◀▶ 0.0%

*Our historians are categorised by ANZSCO (Australian and New Zealand Standard Classification of Occupations) as social, health and education workers.

Ngā kaimahi – Our staff

The vision for our Inclusion and Diversity Strategy along with our Ministry of Justice partners, is building a culture of inclusion where everyone feels valued, respected and able to fully contribute and work. This year has focused on gathering the voice of our kaimahi and their insights to achieve this. After previous growth in our workforce, the last two years have seen Te Arawhiti remain steady.

In 2023/24, there has been no significant increase (2%) in overall kaimahi numbers, with 191.6 full time equivalent positions. The recruitment market has changed dramatically in the past six months with candidate availability greatly increased and a reduction in positions available to be filled. Te Arawhiti, like many Public Sector agencies, has reduced recruitment activity for various reasons. These include consolidation of the work programme in response to the current fiscal environment, replacing kaimahi as they leave and not requiring growth in our workforce. We have over the last year seen continued turnover of between 18-25% in our workforce. Te Arawhiti turnover has continued at this level for a number of years and is in contrast to the reduction in turnover the sector is experiencing. This can be attributed to the skills and experience of our kaimahi remaining in high demand across the sector and beyond.

Our commitment to diversity and inclusion is evident in everything that we do and having a diverse workforce continues to be a great strength for Te Arawhiti. It is important that our workforce reflects the people we work with each day and that kaimahi have a strong understanding of Te Tiriti o Waitangi and Māori culture. Of our kaimahi who have provided ethnicity details, 35.3% identify as Māori, and 39.3% of our management positions are filled with kaimahi who identify as Māori. We have seen increases in the percentages of non Pākehā ethnicity that we capture in 2023/24. 59% of our kaimahi identify as female.

We continue to work collaboratively with the Ministry of Justice, our host agency, to address the Gender Pay Action plan, Kia Toipoto². The Ministry of Justice continues to lead the plan, fully supported by Te Arawhiti.

The Kia Toipoto goals are to:

- Make substantial progress toward closing gender, Māori, Pacific and ethnic pay gaps.
- Accelerate progress for wāhine Māori, Pacific women and women from ethnic communities.
- Create fairer workplaces for all, including disabled people and members of the Rainbow community.

The current gender pay gap is 7.0%, an improvement from last year's result of 8.5%. We expect this trend of closing the gap to continue year on year as Kia Toipoto continues to be implemented.

The table below shows the average pay gap across ethnicities in our organisation.

Ethnicity	Average Pay Gap
New Zealand European / Pākehā	7.9%
Pacific Island	11.7%
New Zealand Māori	-9.6%
Asian	19.3%
Middle Eastern / Latin American / African	-1.1%
Other	-39.5%

- Notes: Employees are counted in each ethnicity they choose (up to 3 ethnicities). European is compared against non-Europeans; Pacific against non-Pacific, etc.
- The average pay gap for the ethnicity European is positive - this means it is in favour of non-Europeans versus Europeans; Māori is negative, which means the pay gap is in favour of Māori compared to non-Māori.

²This is published on the [Ministry of Justice website](#).

Tō mātou Whakahaere – Our organisation

He Tangata – our people strategy 2021/24

Our People Strategy continues to focus on building a strong people foundation, along with sound processes and systems to help grow our capability, alongside our values and commitment to Whāinga Amorangi. He Tangata is due for review in 2024. We have paused this review until later in 2024/25 while proposals on our future are considered by Ministers. Insights gathered through the structural review will help to inform an update to He Tangata and how we work.

This year we:

- Sought kaimahi feedback about their experience working at Te Arawhiti and measuring their level of engagement via an engagement survey. A response rate of 86% gives us confidence that we have gathered the insights of kaimahi and an action plan is underway.
- Completed a project to understand the employee value proposition at Te Arawhiti through information gathering with kaimahi about the positives and challenges of their working experience. This will primarily be used in future recruitment as an attraction tool and to assist with retention.
- Work commenced on an organisational review of our structure to ensure we have the right capability working on the priorities Te Arawhiti needs to deliver.
- Was involved, with our Ministry of Justice colleagues, in the policy review project, which focused on areas such as our Working from Home policy, Tangihanga leave, Te Reo allowance, code of conduct.

Engagement and culture

We conducted an Engagement Survey in March 2024, which sought responses from kaimahi about their experiences working at Te Arawhiti across multiple areas. The response rate from staff was high at 86%. Te Arawhiti had not completed an engagement survey with kaimahi since 2020. During this period of uncertainty, we felt that understanding how our kaimahi were feeling was essential. The employee engagement result was 72%.

Our highest rated questions reflected what is working well, that our people love the mahi they do, the kaupapa and the people they work with. Our people told us that communication across the organisation is important and that we need to ensure workplace behaviours are appropriate.

Around the same time, the employee value proposition (EVP) project was underway, digging deeper into what draws people to work at Te Arawhiti, what makes them stay and what positives and challenges they experience while working here. EVP defines the work environment and experience, which is then used to articulate attracting new people to work at Te Arawhiti and reflecting to existing kaimahi, their own experiences. Through wānanga and one to one discussion, the experiences, and thoughts of our kaimahi were captured. Our EVP explored nine parts which made-up the employee experience elements. These were explored and mapped to our values, we then created our Te Kawa Ora framework.

Our people team have also worked on improving kaimahi understanding of their own work styles and Mahi Tahī working with others, through the introduction of the Clifton Strengths Finder tool and coaching programme. 52% of kaimahi having completed their Strength Finder as well as individual sessions and team sessions. This has resulted in greater understanding of individual preferences and strengths in the workplace and more cohesive working together in teams.

The current organisational review of our structure and the broader restructuring occurring across the Public Service is having an impact on morale. We are seeing higher levels of anxiety in uncertain times and close engagement in the organisational review, taking people away from their work and impacting their enjoyment in the workplace.

Health and safety

A review into our health and safety system in 2021/22 led to a programme of work to develop a full suite of policies and procedures to meet our legislative requirements under the Health and Safety at Work Act 2015. This work programme has continued to be implemented in 2023/24, with the following being achieved:

- By completing their legislatively required health and safety level 1 training, Te Kapa Haumarū (health and safety committee) has continued to strengthen wellbeing health and safety at Te Arawhiti. The committee schedule regular meetings and support the wellbeing, health and safety representatives having a higher profile across Te Arawhiti, along with autonomy for their role in the committee. .
- Developing and tailoring regular reporting to the Executive Leadership Team as part of a broader suite of executive reporting.
- Offering health and wellbeing webinar resources enhancing the wellbeing for our kaimahi and leaders in conjunction with our Ministry of Justice colleagues.
- A series of workshops on positive workplace behaviours for kaimahi and Managers are being developed and due to be rolled out in early 2024/25.

No incidents causing serious harm were reported in 2023/24. Te Arawhiti received 20 reports of incidents, 15 of which resulted in injury. This is an increase of 11 reports from last year and reflects the ongoing work to educate our kaimahi and leaders on the importance of reporting incidents.



Our Carbon Neutral Government Programme reporting

We are committed to the Carbon Neutral Government Programme (CNGP) and reporting our progress both in our Annual Report and in our end-of-year CNGP report. We are reporting on all mandatory emissions sources under the CNGP. Our December 2024 CNGP report will include reporting on emissions from our recycling and organic waste, and our emissions intensity by FTE, expenditure and revenue.

Total annual emissions and their sources

In 2023/24, we emitted 189.09 tCO₂-e (tonnes of carbon dioxide equivalent). This is an 11.4% decrease from 2022/23 and a 36.1% decrease from the base year 2018/19. The decrease in our total emissions is due to a 15% decrease in air travel emissions since 2022/23. Our emissions were verified by Toitū Envirocare on 23 September 2024.

Table 1: Total emissions from mandatory sources under the CNGP

	2018/19	2022/23	2023/24
Total annual emissions	297.38	214.32	189.09

Figure 1: Mandatory emissions breakdown by category in tCO₂-e

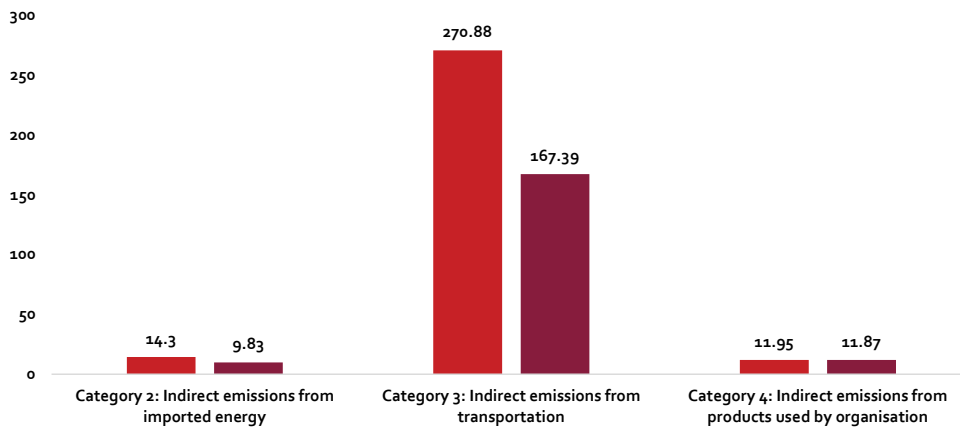


Figure 1 shows our emissions broken down by the three categories applicable to Te Arawhiti. Indirect emissions from transport (category 3) is our largest emissions source due to the importance of kano ki-te-kano engagement.

Figure 2: 2023/24 mandatory emissions breakdown by source in tCO₂-e

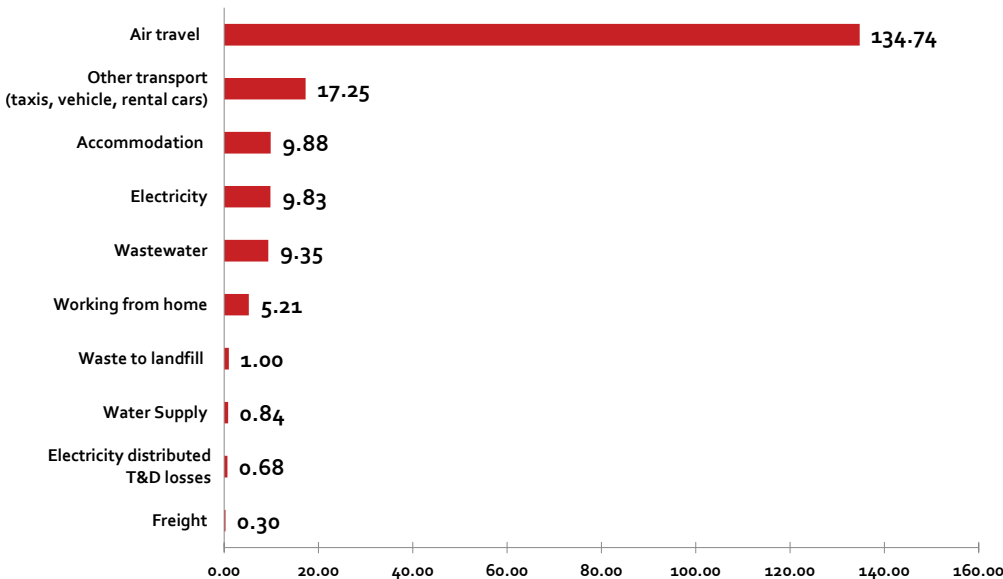


Figure 2 shows that our travel continues to be our largest emissions source. While over 70% of our emissions come from air travel, we have seen a 25.2% decrease in air travel kilometres since last year, from 733,708 km in 2022/23 to 548,490 km in 2023/24.

Our reduction targets

We are committed to science-based gross emissions reduction targets consistent with the 1.5°C pathway. We have committed to reducing our gross emissions by 21% by 2024/25 and by 42% by 2029/30, from our 2018/19 base. We have met our 2024/25 target. We will need to reduce our current year's emissions by a further 9.8% to meet our 2029/30 target.

Table 2: Progress towards 2025 and 2030 targets compared with base year

Target	Current performance
21% reduction by 2024/25	80%
42% reduction by 2029/30	110%

Our reduction projects

In December 2023, we revised our emissions reduction plan based on our learnings from our first year participating in the CNGP. Our strategy focused on reducing our travel emissions with smaller initiatives to improve our knowledge of climate change and reduce waste emissions.

Travel: In March 2024, we reintroduced travel planning into managers' monthly business planning. We have incorporated a travel purpose framework into our travel plans based on monthly travel analysis. We also developed virtual and hybrid meeting guidance. Following this guidance, kaimahi can balance kanohi-ki-te-kanohi interaction with the practicality and sustainability of virtual and hybrid methods.

Improving knowledge of climate change: In November 2023, we launched a new climate change training program. As of 30 June 2024, 62% of kaimahi had completed the climate change training.

Waste: Under our June 2023 Waste Minimisation Plan, we redesigned our bin layout, and purchased new office bins and signage to increase waste-to-landfill diversion and reduce contamination rates. We also established a container library in the office to promote reusable lunch containers and keep-cups. Additionally, we established a sustainability group within Te Arawhiti to champion waste reduction initiatives.

Next steps: We will continue to refine our travel planning and booking processes and develop a tool to forecast our air travel emissions. We will shift the focus of waste emissions initiatives, encouraging our Te Arawhiti Sustainability Group to champion initiatives such as Plastic Free July and paper-free offices.





**Reporting on financial
and performance
information**

Our financial performance summary

Appropriations provide a Minister with the authority from Parliament to spend public money or incur expenses or liabilities on behalf of the Crown, for activities that fall within the defined scope of the appropriation.

For the year ended 30 June 2024 Vote Te Arawhiti included the below appropriations:

Appropriation title	Expenditure ^A 2024 \$000	Approved Appropriation ^A 2024 \$000	Underspend 2024 \$000
Vote Te Arawhiti			
Departmental Expenditure			
Crown Response to Wakatū Litigation and Related Proceedings (MYA Expense)	3,077	3,189	112
Treaty Negotiations and Marine and Coastal Area Customary Interests	40,472	40,763	291
Māori Crown Relations MCA			
- Strengthening Crown Capability	10,603	11,490	887
Total Departmental Expenditure	54,152	55,442	1,290
Non-Departmental Expenditure			
Ancillary redress: financial assistance for beneficiaries	-	1,000	1,000
Claimant Funding	4,527	5,970	1,443
Financial Assistance Toward Determining Customary Interests in the Marine and Coastal Area	28,701	30,823	2,122
Funding to Address Waitangi Tribunal Recommendations	500	500	-
Historical Treaty of Waitangi Settlements (MYA Expense)	66,286	350,000	283,714
Operations of Ngāpuhi Investment Fund Limited	1,900	1,900	-
Post-Settlement Resolution for New Zealand Defence Force Redress at Royal New Zealand Air Force Base Woodbourne	-	25,200	25,200
Reconciliation Initiatives Outside of Treaty Settlements	-	369	369
Māori Crown Relations MCA			
- Supporting Significant Māori Events	728	1,335	607
Total Non-Departmental Expenditure	102,642	417,097	314,455
Total Vote Te Arawhiti	156,794	472,539	315,745

^AExpenditure excludes remeasurements. A remeasurement is generally the movement in the value of an asset or liability that is outside the control of Te Arawhiti as defined by the Public Finance Act 1989. Remeasurements do not require an appropriation.

^BThis includes adjustments made in the supplementary estimates.

Further reporting against appropriations is included on pages 206 – 215.

Budget Significant Initiatives

From 2022/23, Treasury requires agencies to provide information that sets out their Budget Significant Initiatives from at least the previous three Budgets and where information on them can be found in the Annual Report. In the table below we are reporting against the Budget Initiatives listed in the 2023, 2022 and 2021 Summary of Initiatives. These can be found on the Treasury website³. Agencies are asked to use their judgement in selecting the most important initiatives. In considering the Significant Initiatives, we applied the criteria to exclude anything:

- completed before this reporting period - 1 July 2023 to 30 June 2024
- where our role is to administer operational funding to other entities, and
- any tagged contingencies, as being out of scope for current reporting.

Name of initiative	Performance information	Link to Te Arawhiti Performance Framework Outcome	Purpose of initiative
Budget 2023			
Post-Settlement Issue Resolution – Royal New Zealand Air Force Base Woodbourne	Total (\$m): 25.200 Page for reference: 133	The Crown upholds its promises and responsibilities to Māori	This initiative seeks to resolve Post-Settlement Issues at Royal New Zealand Air Force Base Woodbourne by providing substantive redress for sites found to be contaminated
Budget 2022			
Historical Treaty Settlements: Continuing momentum	Total (\$m): 5.614 Page for reference: 208	The Crown addresses breaches and obligations under Te Tiriti	This initiative provides funding to maintain the level of departmental activity for Treaty settlement negotiations.
Relativity Mechanism – Dispute Resolution	Total (\$m): 1.800 Page for reference: 208	The Crown addresses breaches and obligations under Te Tiriti	This initiative will enable the Crown to participate in the resolution of disputes arising from the relativity mechanisms included in the historical Treaty settlements with Waikato-Tainui and Ngāi Tahu.
Supporting the Māori Crown Relationship	Total (\$m): 4.300 Page for reference: 211	The Māori Crown relationship is enhanced	This initiative maintains levels of Te Arawhiti capacity to support the Crown to work effectively with and for Māori and the Māori Crown relationship. It also provides one-off funding in 2022/23 for Te Arawhiti to review its future priorities, workplan and workforce needs.
Takutai Moana – Financial Assistance Scheme	Total (\$m): 14.359 Page for reference: 133	The Crown addresses breaches and obligations under Te Tiriti	This initiative provides additional funding for the Takutai Moana Financial Assistance Scheme to ensure applicants can progress their applications for recognition of customary marine interests under Te Takutai Moana Act 2011 and Ngā Rohe Moana o Ngā Hapū o Ngāti Porou Act 2019.
Takutai Moana – Implementation of Engagement Strategy	Total (\$m): 11.600 Page for reference: 208	The Crown addresses breaches and obligations under Te Tiriti	This initiative provides funding to Te Arawhiti for the delivery of the Takutai Moana Engagement Strategy, which launched in June 2021. The Takutai Moana Engagement Strategy is focussed on achieving fair, transparent and timely determination of Takutai Moana applications for recognition of customary interests.

Budget 2021

Additional Funding for the Takutai Moana Financial Assistance Scheme

Total (\$m): 8.771
Page for reference: 133

The Crown addresses breaches and obligations under Te Tiriti

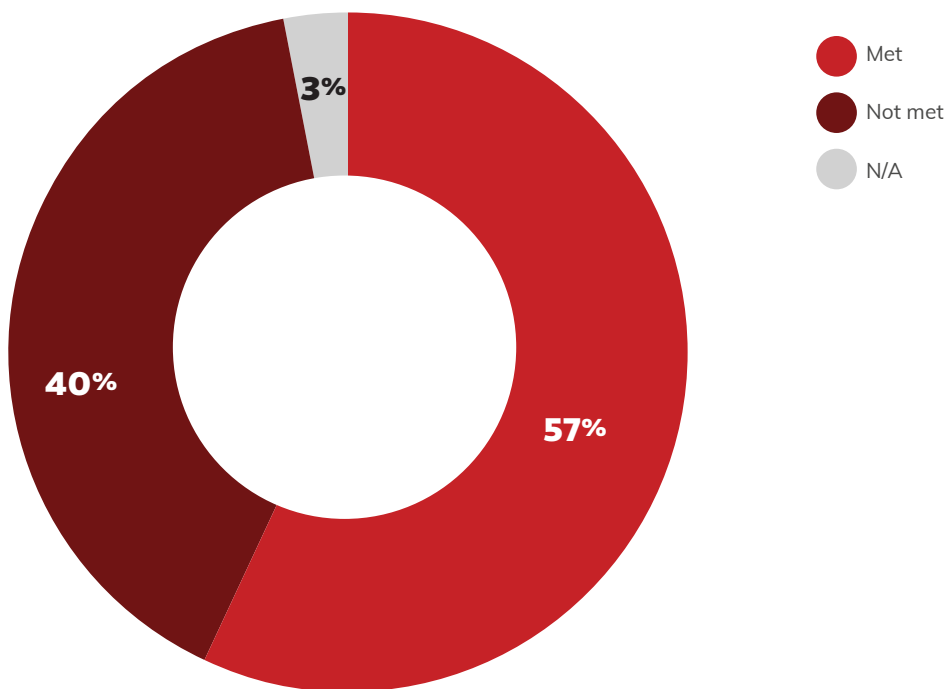
This funding will support Takutai Moana applicant groups to progress their applications under the Marine and Coastal Area (Takutai Moana) 2011.

Performance measures summary

Since our establishment in 2019 we have implemented and evolved our performance measures as we grow as an organisation. In 2022/23 we had a total of 27 performance measures, we met 23 measures (85%) and did not met 4 measure (15%). We now have a total of 35 measures. Of these 35 performance measures in 2023/24:

- we achieved our target for 20 measures (57%)
- we did not achieve our targets for 14 measures (40%)
- one measure was not applicable (3%), as there were no settlement date obligations for Te Arawhiti to meet in the 2023/24 year.

Status of our 2023/2024 performance measures



For further information on our performance measure results see “Reporting against appropriations” section of the Annual Report.

As part of the Estimates of Appropriations in our Supplementary Estimates for 2023/24 we reviewed and updated how performance will be assessed against our appropriations. This resulted in nine additional performance measures for the 2023/24 financial year. These additional performance measures are:

Appropriation	Performance measure	Standard 2023/24	Actual 2023/24	Met / Not met	Purpose of additional measures
Treaty Negotiations and Marine and Coastal Area Customary Interests	Deeds of Mandate recognised	1	1	Met	To provide a more comprehensive overview of the Treaty Settlement process/ milestones.
	Terms of Negotiation signed	1	1	Met	
	Legislation Introduced	4	2	Not met	
	Legislation Enacted	2	1	Not met	
	Develop the Marine and Coastal Area (Takutai Moana) Act 2011 Applicant Group Funding scheme updates	1	2	Met	Te Arawhiti administers the Marine and Coastal Area Act (Takutai Moana) 2011, planned amendments to the Act is a significant piece of mahi and was a large focus for 2023/24.
	Develop the Marine and Coastal Area (Takutai Moana) Act 2011 Legislation updates	2	1	Not met	
	Identify and implement pathways to resolve settlement issues	6	22	Met	To illustrate that the nature and complexity of each settlement issue varies widely and can involve a variety of Post-settlement Governance Entities and Crown agencies with settlement responsibilities.
	The satisfaction of the Minister for Māori Crown Relations: Te Arawhiti and the Minister for Treaty of Waitangi Negotiations that Te Arawhiti advice to Ministers and Cabinet on engagement with Māori, Treaty based rights and interests, Treaty settlements and Takutai Moana is timely, informed, and enabling of good Cabinet decision-making, as per the common satisfaction survey	At least 8/10	7/10	Not met	To evaluate the satisfaction of both of our Ministers on the policy advice, both written and oral, provided by Te Arawhiti over the 2023/24 financial year. Noting due to the recent election Ministers satisfaction will only cover part of the 2023/24 financial year (November 2023 to June 2024).
Māori Crown Relations	The satisfaction of the Minister for Māori Crown Relations: Te Arawhiti and the Minister for Treaty of Waitangi Negotiations that Te Arawhiti advice to Ministers and Cabinet on engagement with Māori, Treaty based rights and interests, Treaty settlements and Takutai Moana is timely, informed, and enabling of good Cabinet decision-making, as per the common satisfaction survey	At least 8/10	7/10	Not met	

Disclosure of Judgements

In January 2019, the Office for Māori Crown Relations – Te Arawhiti was established as a departmental agency as defined by section 2 of the Public Finance Act 1989, which is hosted within the Ministry of Justice. As a Departmental Agency, our Performance information can be found within the Ministry of Justice Annual Report. The section on Our Performance covers all our activities as set out in the 2023–24 Estimates of Appropriations for Vote Te Arawhiti.

Performance Reporting Standards

Each year, Te Arawhiti undertakes a review of existing performance measures, aligned with the Crown's Estimates of Appropriations processes, where it considers:

- whether operational changes mean the measure remains fit for purpose
- the relevance of performance standards (targets), this is especially of note in the Treaty Settlement area as milestone related measures are likely to change each year
- any material changes that might affect delivery
- whether the measure wording still clearly conveys the intent
- whether new measures are required to capture shifting operational focus
- recommendations from external audits.

We have recently developed a Performance Framework that will help us to measure our performance towards our outcomes. As work on developing this continues into the 2024/25 financial year, Te Arawhiti expects additional performance measures as a result of implementing the framework.

All identified service performance information has been prepared in accordance with PBE Standards.

Statement of compliance

The performance information for Te Arawhiti is for the year ended 30 June 2024. The performance information has been prepared in accordance and complies with Tier 1 Public Benefit Entity (PBE) reporting standards, which have been applied consistently throughout the report. Outputs are specified in the 2023/24 Estimates of Appropriations and the 2023/24 Supplementary Estimates of Appropriations Vote Te Arawhiti.

Financial Reporting Standard 48 (PBE FRS 48)

Our approach for developing service performance information follows the Public Benefit Entity Financial Reporting Standard 48 (PBE FRS 48). By aligning the selection of our service performance measures with the following qualitative characteristics, we can provide more useful information to our stakeholders:

- Relevant – selecting service performance information.
- Representative – our service performance information is complete, neutral and free from material error.
- Understandable – striving to report service performance information with clarity.
- Timely – delivering our service performance information promptly to ensure it is useful for our stakeholders' accountability and decision-making purposes.
- Comparable – our service performance information can be viewed by our stakeholders against previous years.
- Verifiable – our service performance information will be capable of measurement or description in a consistent manner, capable of independent verification, and exclude unsubstantiated claims.

As acknowledged in PBE FRS 48, the constraints on reporting service performance information are materiality, cost-benefit, and balance between the qualitative characteristics. Each of these constraints is factored into our selection process for service performance information.

Changes to Service Performance Measures for 2023/24

As part of the Estimates of Appropriations in our Supplementary Estimates for 2023/24 Te Arawhiti reviewed and updated how performance will be assessed against our appropriations. This resulted in nine additional performance measures, these are outlined on page 201. During this process no performance measures were removed from Vote Te Arawhiti for 2023/24.

Judgements and assumptions

Performance measures have been selected for activities that Te Arawhiti performs. In selecting performance measures for these activities, judgements must be made in determining which aspects of performance are relevant and material to users of this Annual Report. Te Arawhiti sets targets for output performance measures based on a combination of historical performance, with consideration of factors that may impact future performance and opportunities for improvement.

There is judgement involved in determining how to measure performance against the measures selected. Judgement has been used in selecting, aggregating and presenting performance measures to determine which aspects of performance information are relevant to the users of the annual report. This includes the extent to which external and internal dynamics have affected the performance information, the extent to which consultation with users influenced the performance information, the extent to which qualitative characteristics and pervasive constraints influenced performance information, as well as the impact of significant external events such as COVID-19 and extreme weather conditions. A number of our measures are demand driven and provide crucial insights into our mahi. However, a number of our performance measures are measured annually, and these will allow us to track progress and trends over time. Both are important for Te Arawhiti leadership to make informed decisions.

The judgements with the most significant impact on selection and measurement are disclosed below. To broadly describe our functions and services, and to disclose material judgements, Te Arawhiti has chosen to group its activities under the following subsets:

- policy advice
- Ngāpuhi Investment Fund Limited
- targets based on our work programme
- Whāinga Amorangi.

Policy advice

We follow the Policy Quality Framework provided by Te Tari o te Pirimia me te Komiti Matua, the Department of the Prime Minister and Cabinet (DPMC) to measure:

- the quality of our policy advice by applying the framework's prescribed measures for quality of policy advice, and
- Ministerial satisfaction that all government agencies with a policy advice appropriation must apply.

This includes a target score for both quality of policy advice and Ministerial satisfaction. More information can be found at The Policy Project's Progress and Performance section on DPMC's website: dpmc.govt.nz.

The DPMC Policy Quality Framework sets out a common set of standards that specify what good-quality policy advice looks like. Its purpose is to assess and improve the quality of our written policy and other advice, and whether it is fit for purpose. The advice may be for a Minister, Cabinet or other decision-makers, and may be jointly provided with other agencies.

Our quality is assessed by an independent organisation. They review a random sample of policy advice papers each year. The organisation considers whether each paper meets or exceeds the quality standards of 'acceptable'. The overall result is based on the DPMC Policy Quality Framework and comes from calculating the average score of papers assessed using a 5-point scale.

The Ministerial Policy Satisfaction Survey contains a common set of questions provided by DPMC. The survey asks about general satisfaction, quality of policy advice and overall performance, which also uses a 5-point scale. The survey is done once per year and this year, due to the general election, will only cover the period the Ministers were in Office (November 2023 to June 2024).

Ngāpuhi Investment Fund Limited

Te Arawhiti provides operational funding to Ngāpuhi Investment Fund Limited. Ngāpuhi Investment Fund Limited (trading as Tupu Tonu) was established as a Crown-owned company to acquire and grow the value of a portfolio of high-performing commercial assets that can be offered to ngā hapū o Ngāpuhi in future Treaty negotiations, and to return a portion of annual profits to those affiliated with Ngāpuhi ahead of negotiations.

Tupu Tonu is a fully independent commercial company and is a Crown-owned company listed under Schedule 4A of the Public Finance Act. Tupu Tonu has two shareholding Ministers, the Minister for Treaty of Waitangi Settlement Negotiations and the Minister of Finance. Each Minister has a 50 per cent shareholding. The Minister for Treaty of Waitangi Negotiations is the Responsible Minister for Tupu Tonu.

Shareholding Ministers appoint a Board of Directors (the Board) to oversee the governance of Tupu Tonu. The business and affairs of Tupu Tonu are carried out under the direction of the Board. The Board is accountable to the shareholding Ministers and is responsible for ensuring that Tupu Tonu operates in a manner consistent with its constitution and is cognisant of the shareholding Ministers' expectations of Tupu Tonu. The Board is committed to a high standard of corporate governance.

Performance information for Tupu Tonu can be found in their annual report.

Targets based on our Work Programme

Te Arawhiti negotiates the settlement of historical Treaty claims with all willing and able iwi groups. Negotiating Treaty settlements also requires the active involvement of a wide range of agencies responsible for redress and for ongoing relationships with Māori.

Each negotiation with a claimant group is different because that group has different claims and interests. However, the negotiation of historical Treaty claims usually involves the following four steps:

1. Preparing claims for negotiations
2. Pre-negotiations
3. Negotiations
4. Ratification and implementation

Under each of these steps there are a number of key milestones. We use these milestones to track our progress through performance measures. This results in targets for performance measures changing each year as we move through the process with the claimant groups.

We also based the Takutai Moana performance measures on the work programme. The two new performance measures (“develop the Marine and Coastal Area (Takutai Moana) Act 2011 Legislation updates” and “develop the Marine and Coastal Area (Takutai Moana) Act 2011 Applicant Group Funding scheme updates”) illustrate our focus on the planned legislation updates to the Marine and Coastal Area (Takutai Moana) Act 2011 and the changes to the Takutai Moana Funding Assistance scheme.

Whāinga Amorangi

Section 14 of the Public Service Act 2020 places explicit responsibilities on public service leaders to build and maintain the capability of the public service to engage with Māori and understand Māori perspectives. To realise this commitment Te Arawhiti has led and encouraged all agencies to have a Whāinga Amorangi capability plan for growth both as individuals and as an organisation.

Te Arawhiti supports the core Crown agencies and respective Chief Executives to meet their responsibilities by setting the direction, pace and guidance for lifting the performance of Crown agencies. As the system lead for Māori Crown relations, Te Arawhiti is the owner of Whāinga Amorangi: Transforming Leadership programme.

Core Crown Agencies are the Public Service departments as defined in Parts 1 and 2 of Schedule 2 to Public Services Act 2020. This year our results include the agencies established in the 2023/24 financial year (Ministry for Regulation, Independent Children’s Monitor – Aroturuki Tamariki and Ministry for Disabled Peoples). While excluding the agency established in 2024/25 (Charter School Agency), as this will be included in the result for 2024/25.

Statement of responsibility

I am responsible, as Tumu Whakarae – Chief Executive of The Office for Māori Crown Relations – Te Arawhiti (Te Arawhiti), for:

- the accuracy of any end-of-year performance information on the appropriation administered by the Ministry of Justice on behalf of Te Arawhiti is provided in accordance with sections 19A to 19C, whether or not that information is included in the annual report; and
- the accuracy of any end-of-year performance information prepared by Te Arawhiti, whether or not that information is included in the annual report of the Ministry of Justice.

In my opinion, the Annual Report fairly reflects the operations, progress, and organisational health and capability of Te Arawhiti.



Lil Anderson

Tumu Whakarae – Chief Executive
The Office for Māori Crown Relations – Te Arawhiti
30 September 2024



Reporting against appropriations

For the year ended 30 June 2024

Our outputs are specified in the 2023/24 Estimates of Appropriations and the 2023/24 Supplementary Estimates of Appropriations for Vote Te Arawhiti.

Vote Te Arawhiti - Departmental

Crown Response to Wakatū Litigation and Related Proceedings

Scope of Appropriation

This appropriation is limited to the development and delivery of a Crown response to the Wakatū litigation and any related proceedings.

What is Intended to be Achieved with this Appropriation

This appropriation is intended to achieve the development and delivery of a coordinated Crown response to the Wakatū litigation and related proceedings.

Assessing Performance

Performance measure	Standard 2022/23	Actual 2022/23	Standard 2023/24	Actual 2023/24
Te Arawhiti convenes regular hui with the interagency panel to ensure agencies contribute appropriately to the development of the Crown response to the Wakatū proceedings	Achieved	Achieved	Achieved	Achieved

Output class statement – Crown Response to Wakatū Litigation and Related Proceedings

Actual 2023 \$000	Revenue and expenses	Actual 2024 \$000	Unaudited budget 2024 \$000	Unaudited supplementary estimate 2024 \$000	Unaudited forecast 2025 \$000
	Revenue				
2,994	Crown	3,189	2,783	3,189	3,600
-	Departmental	-	-	-	-
-	Other	-	-	-	-
2,994	Total Revenue	3,189	2,783	3,189	3,600
2,994	Total Expenses	3,077	2,783	3,189	3,600
-	Netsurplus/ (deficit)	112	-	-	-

Treaty Negotiations and Marine and Coastal Area Customary Interests

Scope of Appropriation

This appropriation is limited to departmental expenses incurred in settling historical Treaty of Waitangi claims, determining customary interests in marine and coastal areas, and implementing such settlements of claims and determinations of interests.

What is Intended to be Achieved with this Appropriation

This appropriation is intended to support the Crown in the negotiations and settlement of historical Treaty of Waitangi claims, and administering Marine and Coastal Area legislation to enable consideration of Māori applications for recognition of their customary interests in the takutai moana.

Assessing Performance - Services to Ministers

Performance measure	Standard 2022/23	Actual 2022/23	Standard 2023/24	Actual 2023/24	Variance explanation
The satisfaction of the Minister for Treaty of Waitangi Negotiations with progress towards negotiation milestones	At least 8/10	Not Measured	At least 8/10	6/10	We will work with the Minister to ensure that we are providing support and advice to a high standard.
The satisfaction of the Minister for Treaty of Waitangi Negotiations with ministerial services, as per the common satisfaction survey	At least 8.5/10	Not Measured	At least 8.5/10	7/10	We will work with the Minister to ensure that we are providing support and advice to a high standard.
Percentage of fast-track consent applications advised on within the time agreed with the Minister's office (see Note 1)	95%	98%	95%	98%	
The satisfaction of the Minister for Māori Crown Relations: Te Arawhiti and the Minister for Treaty of Waitangi Negotiations that Te Arawhiti advice to Ministers and Cabinet on engagement with Māori, Treaty based rights and interests, Treaty settlements and Takutai Moana is timely, informed, and enabling of good Cabinet decision-making, as per the common satisfaction survey (see Note 7)	New measure	New measure	At least 8/10	7/10	We will work with the Minister to ensure that we are providing support and advice to a high standard.

Note 1 – Agreed time is to enable the Minister to meet the ten-day statutory timeframe for providing response.

Note 7 - These new measures for 2023/24 were chosen to provide a more comprehensive overview of activities under this appropriation including the signing of Deeds of Settlement, Terms of Negotiation, and the introduction and enactment of relevant legislation, including updates under the Marine and Coastal Area (Takutai Moana) Act 2011.

Assessing Performance - Representation – Waitangi Tribunal and Courts

Performance measure	Standard 2022/23	Actual 2022/23	Standard 2023/24	Actual 2023/24	Variance explanation
The Crown is represented at 100% of Tribunal Inquiries and Court cases where Te Arawhiti is the instructing agency	100%	100%	100%	100%	

Assessing Performance - Treaty Negotiations and Marine and Coastal Area Act

Performance measure	Standard 2022/23	Actual 2022/23	Standard 2023/24	Actual 2023/24	Variance explanation
Percentage of settlement date obligations met	100%	48%	100%	n/a	There were no settlement date obligations for Te Arawhiti in the 2023/24 year.
Deeds of Mandate recognised (see Notes 2 and 3)	1	0	1	1	
Agreements in Principle signed (see Notes 2 and 3)	1	3	1	0	We did not forecast to sign any Agreements in Principle in 2023/24 so the target could not be met.
Deeds of Settlement initialled (see Notes 2 and 4)	2	2	2	1	The target was not achieved as neither the Crown or the claimant group were in a position to initial a Deed of Settlement.
Deeds of Settlement signed (see Notes 2, 4 and 7)	New measure	New measure	3	2	Either the Crown or the claimant group were not in a position to sign the Deed of Settlement.
Terms of Negotiation signed (see Notes 2, 5 and 7)	New measure	New measure	4	1	
Legislation Introduced (see Notes 6 and 7)	New measure	New measure	1	2	Negotiation and overlapping interest issues delayed the completion of settlements and Introduction of Legislation.
Legislation Enacted (see notes 6 and 7)	New measure	New measure	2	1	Not achieving the target for Legislation Introduction, and a claimant group not being ready for their Bill to proceed, delayed the achievement of this target.
Number of applicants in active discussions with Te Arawhiti regarding the progression of their customary interests in the takutai moana as part of the Crown Engagement Strategy (see Note 8)	20	124	20	28	An increase in groups wishing to engage in active discussion was driven by the launch of the 2023 Financial Assistance Scheme changes, which made funding for applicants more accessible.
The Crown is represented at 100% of current High Court hearings in relation to takutai moana cases	100%	100%	100%	100%	
Identify and implement pathways to resolve settlement issues (see Note 7 and 8)	New measure	New measure	6	22	The result of 22 includes all settlement issues resolved in FY 23/24. For context, in 2018, on establishment of Te Arawhiti, six settlement issues were resolved. Then in the 2022/23 year, 45 issues were resolved. The number is likely to continue to vary due to the nature and complexity of the various settlement issues (not limited to significant settlement issues).

Performance measure	Standard 2022/23	Actual 2022/23	Standard 2023/24	Actual 2023/24	Variance explanation
Develop the Marine and Coastal Area (Takutai Moana) Act 2011 Applicant Group Funding scheme updates (see Note 7)	New measure	New measure	1	2	The updates to the Takutai Moana Funding scheme proceeded in three parts. Cabinet approval of the second update to the scheme occurred on 1 July 2024. However, as the work was completed in June, this has been counted as achieved in 2023/2024.
Develop the Marine and Coastal Area (Takutai Moana) Act 2011 Legislation updates (see Note 7)	New measure	New measure	2	1	Development of legislative updates regarding Marine and Coastal Area (Takutai Moana) Act 2011 Section 58 and the Act's dual pathway issue were planned for 2023/2024. The dual pathway updates were deprioritised in order to focus on Section 58. Cabinet approval of the Section 58 update occurred on 8 July 2024. However as the work for the development was completed in June, this has been counted as achieved within 2023/2024.

Note 2 - Te Arawhiti does not have full control over the achievement of these measures as it is partially reliant on claimant groups undertaking the work required by them to achieve a mandate to negotiate, broadly agree to the Crown's offer and move steadily towards the conclusion of negotiations.

Note 3 - An Agreement in Principle is agreed between the Crown and a claimant group. The document describes the broad outline of a settlement package and is signed by the claimant group and the Minister for Treaty of Waitangi Negotiations.

Note 4 - A Deed of Settlement is the complete, detailed and formal settlement agreement between the Crown and the claimant group.

Note 5 – Terms of Negotiation is agreed between the Crown and a claimant group. The document outlines the objectives for the negotiations.

Note 6 – Settlement legislation operationalises the Deed of Settlement.

Note 7 – These new measures for 2023/24 were chosen to provide a more comprehensive overview of activities under this appropriation including the signing of Deeds of Settlement, Terms of Negotiation, and the introduction and enactment of relevant legislation, including updates under the Marine and Coastal Area (Takutai Moana) Act 2011.

Note 8 - The nature and complexity of each settlement issue varies widely and can involve a variety of iwi post-settlement governance entities and Crown agencies with settlement responsibilities. Te Arawhiti does not have full control over the achievement of this measure as it is partially reliant on settled groups and the agency with settlement responsibilities to engage in the pathway to resolve each settlement issue.

Note 9 - This new measure for 2023/24 was chosen because it evaluates the satisfaction of both Ministers with the policy advice provided.

Output class statement – Treaty Negotiations and Marine and Coastal Area Customary Interests

	Actual 2023 \$000	Revenue and expenses	Actual 2024 \$000	Unaudited budget 2024 \$000	Unaudited supplementary estimate 2024 \$000	Unaudited forecast 2025 \$000
		Revenue				
39,168		Crown	40,631	36,636	40,631	35,992
436		Departmental	29	97	97	97
36		Other	-	35	35	35
39,640		Total Revenue	40,660	36,768	40,763	36,124
37,361		Total Expenses	40,472	36,768	40,763	36,124
2,279		Net surplus/ (deficit)	188	-	-	-

Māori Crown Relations (multi-category appropriation)

Overarching Purpose Statement

The single overarching purpose of this appropriation is to support the strengthening of the relationship between Māori and the Crown.

Scope of Appropriation

The Policy Advice - Māori Crown Relations category is limited to advice (including second opinion advice and contributions to policy led by other agencies) to support decision making by Ministers on government policy matters relating to Māori Crown relations.

The Services to Ministers category is limited to the provision of support, information and services to Ministers to enable them to discharge their portfolio (other than policy decision-making) responsibilities on matters relating to the Māori Crown relationship.

The Strengthening Crown Capability category is limited to the provision of services to strengthen Crown capability in building sustainable and productive Māori Crown relationships.

What is Intended to be Achieved with this Appropriation

This appropriation is intended to achieve strong, ongoing and effective relationships between Māori and the Crown. This appropriation contributes to our goals to resolve longstanding and contemporary issues, 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, lift public sector capability to work with Māori and broker Māori Crown partnerships.

Assessing Performance – Performance of the multi-category appropriation as a whole

Performance measure	Standard 2022/23	Actual 2022/23	Standard 2023/24	Actual 2023/24	Variance explanation
The satisfaction of the Minister for Māori Crown Relations: Te Arawhiti and the Minister for Treaty Negotiations with the strengthening of the relationship between Māori and the Crown, as per the common satisfaction survey	At least 8/10	9.5/10	At least 8/10	6.75	We will work with the Minister to ensure that we are providing support and advice to a high standard.

Assessing Performance - Policy Advice - Māori Crown Relations

Performance measure	Standard 2022/23	Actual 2022/23	Standard 2023/24	Actual 2023/24	Variance explanation
The satisfaction of the Minister for Māori Crown Relations: Te Arawhiti with the policy advice service, as per the common satisfaction survey	At least 4/5	4.9/5	At least 4/5	4/5	We will work with the Minister to ensure that we are providing support and advice to a high standard.
An average score for policy advice papers that are assessed (see Note 1)	3.5/5	3.4/5	3.5/5	3.61/6	
Percentage of policy advice papers that are assessed score 3 or higher out of 5 (see Note 1)	80%	90%	80%	100%	
Percentage of policy advice papers that are assessed score 4 or higher out of 5 (see Note 1)	40%	15%	40%	32%	All our papers met the standard this year; we will use the advice received to move more papers from good (3) to great (4).
Percentage of policy advice papers that are assessed score 2.5 or less out of 5 (see Note 1)	<20%	10%	<20%	0%	

Note 1 - This indicator provides a standardised score for technical quality reviews of policy advice. This review may include an assessment of clarity, accuracy, analytical rigour, fitness for purpose, and relevance.

Assessing Performance - Services to Ministers

Performance measure	Standard 2022/23	Actual 2022/23	Standard 2023/24	Actual 2023/24	Variance explanation
The satisfaction of the Minister for Māori Crown Relations: Te Arawhiti with ministerial services, as per the common satisfaction survey.	At least 8/10	9/10	At least 8/10	7/10	We will work with the Minister to ensure that we are providing support and advice to a high standard.
Percentage of fast-track consent applications advised on within the time agreed with the Minister's office (see Note 2)	95%	100%	95%	100%	
The satisfaction of the Minister for Māori Crown Relations: Te Arawhiti and the Minister for Treaty of Waitangi Negotiations that Te Arawhiti advice to Ministers and Cabinet on engagement with Māori, Treaty based rights and interests, Treaty settlements and Takutai Moana is timely, informed, and enabling of good Cabinet decision-making, as per the common satisfaction survey (see Note 3)	New measure	New measure	At least 8/10	7/10	We will work with the Minister to ensure that we are providing support and advice to a high standard.

Note 2 - The agreed time is to enable the Minister to meet the ten-day statutory timeframe for providing response.

Note 3 - This new measure for 2023/24 was chosen because it evaluates the satisfaction of both Ministers with the policy advice provided.

Assessing Performance – Strengthening Crown Capability

Performance measure	Standard 2022/23	Actual 2022/23	Standard 2023/24	Actual 2023/24	Variance explanation
Number of engagement processes advised on	50	53	50	57	
Number of Māori Crown engagement workshops	15	18	15	32	Due to high demand across the public sector, we added two new workshops this financial year. For further information on these workshops see the "Build the Crown's capability to engage with Māori and become a better treaty partner" section of the Annual Report.
Percentage of core agencies that have a Whāinga Amorangi plan	100%	100%	100%	92%	Three agencies have not got a plan – two of which were new agencies established in 2023/24 and one agency established in 2022 still developing their plan.
Number of people signed up to use Te Haeata (see Note 4)	900	1,231	900	1,448	There has been an increase in the number of people creating accounts in this financial year due to the He Korowai Whakamana requirement for core Crown agencies to enter a status for their commitments, and the recent release of all of core Crown dashboard and Post-Settlement Governance Entities' individual settlement dashboards.
Percentage of all legislated settlements published on Te Haeata within 6 months of settlement date (except where Post Settlement Governance Entities have asked to pause publication of the settlement)	100%	100%	100%	100%	

Note 4 - Te Haeata - the Settlement Portal, is an online record of Treaty settlement commitments, to help agencies and settled groups to search for and manage settlement commitments. Over time the goal is for the number of people signed up to increase. Registered users are reviewed annually to ensure all email addresses remain valid.

Output class statement – Māori Crown Relations

Actual 2023 \$000	Revenue and expenses	Actual 2024 \$000	Unaudited budget 2024 \$000	Unaudited supplementary estimate 2024 \$000	Unaudited forecast 2025 \$000
	Revenue				
12,589	Crown	11,490	10,825	11,490	10,915
132	Departmental	5	-	-	-
10	Other	-	-	-	-
12,731	Total Revenue	11,495	10,825	11,490	10,915
10,626	Total Expenses	10,603	10,825	11,490	10,915
2,105	Net surplus/ (deficit)	892	-	-	-

Minister for Māori Crown Relations: Te Arawhiti reports on non-departmental appropriations – B.14 (Vote: Te Arawhiti)

For the year ended 30 June 2024

The following pages of this document meet the requirement, set out in the supporting information to the 2023/24 Estimates or 2023/24 Supplementary Estimates, for information on certain non-departmental appropriations to be reported by the Minister for Māori Crown Relations: Te Arawhiti as the Minister responsible for Vote Te Arawhiti.

Although the reports are presented in the same document as the Ministry of Justice Annual Report, they do not constitute a part of the Ministry of Justice Annual Report for the year ended 30 June 2024 (including reporting by the Ministry of Justice on appropriations for that year).

Where applicable, an explanation is provided for service performance negative variances of more than 5%. Where there is a range for a standard, a variance explanation is provided for results outside the forecast range. Where applicable, an explanation has been provided for positive variances of more than 10%.

Claimant Funding

Scope of appropriation

This appropriation is limited to payment of claimant funding related to the negotiation and settlement of historical Treaty of Waitangi claims.

What is Intended to be Achieved with this Appropriation

This appropriation is intended to achieve an effective process for providing financial assistance for claimant groups, to achieve durable historical Treaty of Waitangi settlements.

Description of activities

Claimant funding provides a financial contribution to mandated groups towards the cost of negotiating and settling historical Treaty of Waitangi claims. Payments can also be made in certain circumstances to groups seeking a mandate.

Measure selection

This measure was selected to ensure payments are made within 10 working days as per the target set for all government agencies.

Assessing performance

Performance measure	Standard 2022/23	Actual 2022/23	Standard 2023/24	Actual 2023/24
Percentage of payments made to groups within 10 working days of approval of claim	95%	99%	95%	97%

Output class statement – Claimant Funding

Actual 2023 \$000	Actual 2024 \$000	Unaudited budget 2024 \$000	Unaudited supplementary estimate 2024 \$000	Unaudited forecast 2025 \$000
4,669	4,527	7,602	5,970	5,709

Financial Assistance Toward Determining Customary Interests in the Marine and Coastal Area

Scope of appropriation

This appropriation is limited to providing financial assistance to applicant groups to investigate their customary interests in the marine and coastal area.

What is Intended to be Achieved with this Appropriation

This appropriation is intended to achieve supporting an efficient process for providing financial assistance for the investigation of applicant groups' customary rights in the Marine and Coastal Area.

Description of activities

This appropriation contributes to the costs of research and evidence to support applications as well as engagement with the Crown or High Court under the Marine and Coastal Area (Takutai Moana) Act 2011. Financial help is tailored to the individual circumstances of each group taking into account the type of rights applied for, the size of the applicant group and the size and complexity of the application area. Maximum amounts of financial help are available for specified costs tagged to milestones. It does not cover all costs.

Assessing performance

Performance measure	Standard 2022/23	Actual 2022/23	Standard 2023/24	Actual 2023/24
Percentage of funding payments made to groups within 10 days of approval of claim	95%	99%	95%	100%

Output class statement – Financial Assistance Toward Determining Customary Interests in the Marine and Coastal Area

Actual 2023 \$000	Actual 2024 \$000	Unaudited budget 2024 \$000	Unaudited supplementary estimate 2024 \$000	Unaudited forecast 2025 \$000
12,088	28,701	12,023	30,823	12,023

