

Maximising the value from the Ministry of Justice's Property Portfolio



STRATEGY

To strengthen people's trust in the law of Aotearoa New Zealand

Te Tāhū o te Ture | Our Strategy 2023-2027

Our purpose

To strengthen people's trust in the law of Aotearoa New Zealand

Our priorities

Improve justice outcomes for Māori

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

Build a Ministry where all our people thrive

Our values

RISE TOGETHER

Whakamana **Toka Tū** **Ākina** **Eke Panuku**
Respect **Integrity** **Service** **Excellence**



Our relationship with the judiciary

The Ministry is responsible for providing premises and administrative services to support judges who decide each case according to the law.

The Ministry supports the courts of general jurisdiction (eg the High Court and the District Court), Supreme Court, Court of Appeal, as well as specialist courts and tribunals – like the Employment Court.



Our relationship is governed by the Principles observed by the Judiciary and Ministry of Justice in the Administration of the Courts.

The judiciary is responsible for the work of the courts, but is supported by the Ministry of Justice, a department of the Executive government. The Secretary for Justice is accountable for the expenditure of the public funds needed to administer justice in the courts. The judiciary and the Ministry of Justice therefore share responsibility for delivering justice through the courts. The relationship is a partnership.

The judiciary's responsibilities include the use to be made of courts and their precincts, while the Ministry's responsibilities include the provision, maintenance and operation of technology and buildings and ensuring security and safety in court buildings.

Therefore, while the Ministry is accountable for managing the property portfolio, the judiciary has an active and direct interest in management of the portfolio and the development of new courthouses.

WE DELIVER EVERYDAY

People and infrastructure are the foundation upon which we deliver our services to New Zealanders

The Courts and tribunals resolve more than a quarter of a million cases each year.

Over 4,000 staff are at the centre of supporting the judiciary to deliver these events but staff from several other agencies and community providers are also involved

OVER

100 BUILDINGS IN THE PROPERTY PORTFOLIO

71

COURT BUILDINGS

ACTIVE IN

52

TOWNS & CITIES

ACROSS

96

SITES

42

DISTRICT COURTS / HEARING CENTRES

16

DUAL COURTS

3

HIGH COURTS

2

COURT OF APPEAL

1

SUPREME COURT

Our mahi



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



We host the Joint Venture Business Unit and are part of the Joint Venture, Family Violence Sexual Violence.



We supported 43,407 victims in 2021/22.



We contract with over 2,400 individual providers (lawyers and employment advocates) to provide legal aid services to support people moving through the justice system.



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 27 tribunals in New Zealand.



We monitor the performance of seven Crown Entities.



We carry out criminal conviction history checks. We processed 443,794 requests in 2021/22.



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



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



We collect fines, reparations, infringements, and civil and legal aid debt. We collected over \$165.5M in fines in 2021/22.



We support and manage the Public Defence Service (PDS) - New Zealand's largest criminal law practice.



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

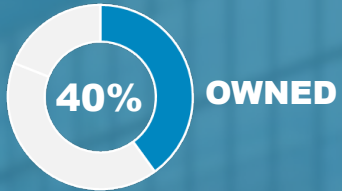
APPROXIMATELY

200,000

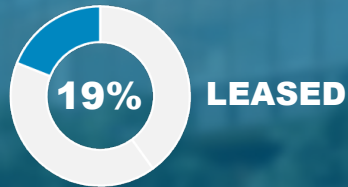
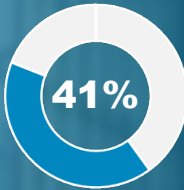
SQUARE METRES OF LAND

296,000

SQUARE METRES OF BUILDING AREA



BUILDINGS OWNED, LAND LEASED



Land value
\$236 Million

Improvement value
\$966 Million

Replacement value
\$5 Billion

Fair value
\$1.2 Billion

Annual capital spend
c\$65 Million

Annual operating budget
c\$36 Million

CHALLENGING PROPERTY PORTFOLIO

71 court sites across 52 locations, more than 4,000 people work in our buildings. Annual maintenance spend is only 0.5% of the portfolio value – chronic underspend, with no additional new investment over many years has led to a portfolio in critical condition

We are experiencing the impacts of underinvestment now. eg temporary closure of six Auckland District Court courtrooms due to flood damage – the country’s busiest court, ongoing health and safety issues more generally, impacting court staff and participants.



- 0.5% of portfolio value spend on infrastructure for good stewardship this should be 4%
- constant underspend = continuous deterioration in condition

- move from a reactive to a proactive state – proactively managing the quality and condition of our buildings
- build essential capability in property, implementing KPMG recommendations from grow to maturity

- 43% of buildings in poor or very poor condition – based on 2019 data. We expect this to deteriorated even further as we refresh our condition assessments

NZ INFRASTRUCTURE STRATEGY ALIGNMENT

Our property management function is maturing



Capability build

KMPG review of the property function in late 2022 rating “improving” – key areas of ongoing improvement include: processes, capacity, capability, funding and systems, property improvement programme underway to deliver sustainable property infrastructure.



Considering our funding and financing options

Feasibility study to consider how we can fund three new builds partnering with private sector, to repay over 25 years – lease to own model



Supporting the move to a circular economy

Green Star certification, establishing clear policies around use of recycled materials in our building programme, etc.



Health and safety, essential infrastructure

Victims, court participants, court staff and the judiciary must be kept safe. Courts are an essential service and critical infrastructure.



Strengthening partnerships with and opportunities for Māori

Property are working closely with hapū in Tauranga, and iwi in Whanganui to design buildings that meet the needs of Māori. We are also engaging with appropriate hapū and iwi to inform the vision and briefs for future property needs of the Māori Land Court. Internally, Atea-a-Rangi is working to strengthen the Ministry’s iwi partnerships across Aotearoa to improve justice outcomes for Māori.



Acceleration of technology use

Te Au Reka, impact on property, planning for future AVL use / flexible spaces, digital strategy, the future of AI. The Digital Strategy for Courts and Tribunals sets out the judiciary’s objectives and guiding principles for use of technology in the courts. It outlines how the judiciary, supported by the Ministry of Justice, will strive to capture the benefits of technology, without compromising the human quality of our justice system. A judicially led Artificial Intelligence Advisory Group has been established to guide the use of AI technology from a Court and judicial perspective.



Strengthening resilience to shocks and stresses

Recent flood events demonstrated our need to improve resilience of our portfolio. We are planning seismic strengthening of three key buildings and upgrade of our most vulnerable buildings, including Auckland District Court, which makes up 10% of our business.



Increasing our standardisation

Refresh of our current design standards, seeking to reuse our new build design as much as possible eg reusing Whanganui and Tauranga in Papakura and Rotorua (respectively).



Partners and stakeholder relationship building and participation capability

Strong relationships with our justice sector partners.



Improving our long term infrastructure planning

Condition refresh to support long term maintenance planning and prioritisation for better long term decision making.

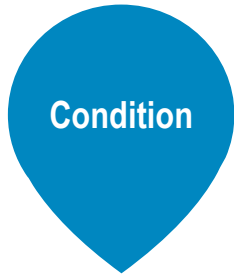
IMMEDIATE ISSUES

Increasing operational failure leading to court closures

A number of buildings require strengthening to meet our policy of 67% NBS

Most courts have backlogs and cases are taking longer, increasing short-term demand

13 courthouses in very poor condition. These are generally the busiest courts so their failure will cause the most disruption

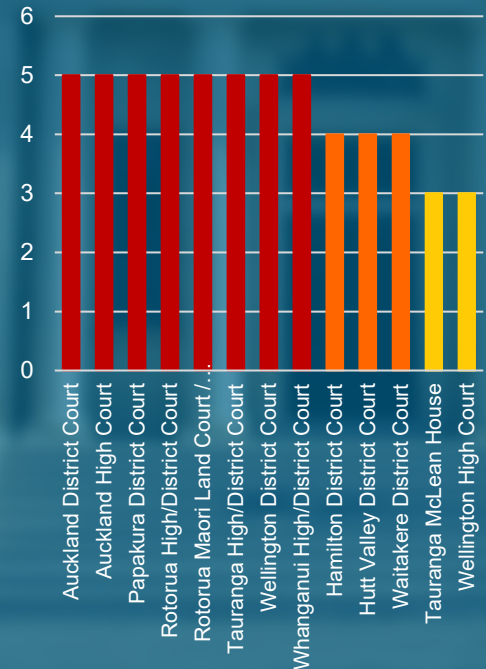


43 of 96 sites have a fair to very poor rating and many courthouses no longer meet the business needs.

Several buildings are leaky; some are being addressed through minor building works

The property team is maturing its management and delivery capabilities

Priority short list



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WE ARE ACTIVELY MANAGING OUR ISSUES

In depth view of the issues we are facing and plans underway to address these



Key projects

- Need for a new courthouse in Tauranga – c\$200M funded via balance sheet and tagged contingency (\$90M)
- Need for a new Whānganui Courthouse – c\$90-100M funded via balance sheet
- Wellington District Court – seismic upgrade - \$44M funded shovel ready \$15M, H&S tagged contingency \$28M, and balance sheet
- Manukau expansion – \$33M funded via balance sheet
- North Shore weathertightness fix – c\$17M funded via balance sheet
- Auckland District Court – c\$10-15M of various health and safety upgrades and investigations into end of life services replacement c\$120M (not yet funded)
- Hutt Valley Courthouse– c\$5M weathertightness repairs, but investigating roof replacement to keep the lights on
- 3 Seismic projects in planning – Auckland, Hamilton District Courts and Wellington High Court – c\$160M



Initiatives

- Feasibility study in conjunction with KPMG to consider long-term lease to own funding for three new of our worst courthouses – considering value for money of working with a cons
- Responding to extreme weather events – recent Auckland flooding.
- Significant number of reactive works underway
- Over 100 minor works projects underway
- EV charger installation programme nearing completion (50 EV charger installed throughout the country)
- Dock upgrade programme – keeping everyone safe – installing upgrades to 30 docks across the country. 17 complete.
- Strengthening partnerships with and opportunities for Māori through our work with iwi and hapū
- Partnering with Rau Paenga to support our delivery capability and capacity in Auckland DC.
- Property improvement programme – a trusted property delivery function
- Condition assessment refresh underway, also assessing health of courthouses

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LONGER TERM CHALLENGES

More than 50% of our assets are failing

Majority of buildings are not fit for purpose and do not match up to 21st century courthouses or court house for the future

Assessing the impact of greater AVL use and AI technology – digital strategy

Future demand

Fit for purpose

Resilience

Advances in tech

Aging portfolio

Impact of changing population, trends and demographics

Seismic strengthening of our buildings to 67% NBS, review of low lying properties or those prone to flooding

Old portfolio suffering from sustained underinvestment in buildings

A level of flexibility is required in our buildings to respond to changing justice service needs

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Improvement initiatives already underway

Developing 30 year infrastructure renewal plan to lay down the foundations for delivery of healthy courts – holistic portfolio view, getting ahead of the issues proactively

Considering alternative funding approaches – feasibility study underway

Replacement value of the estate \$5bn

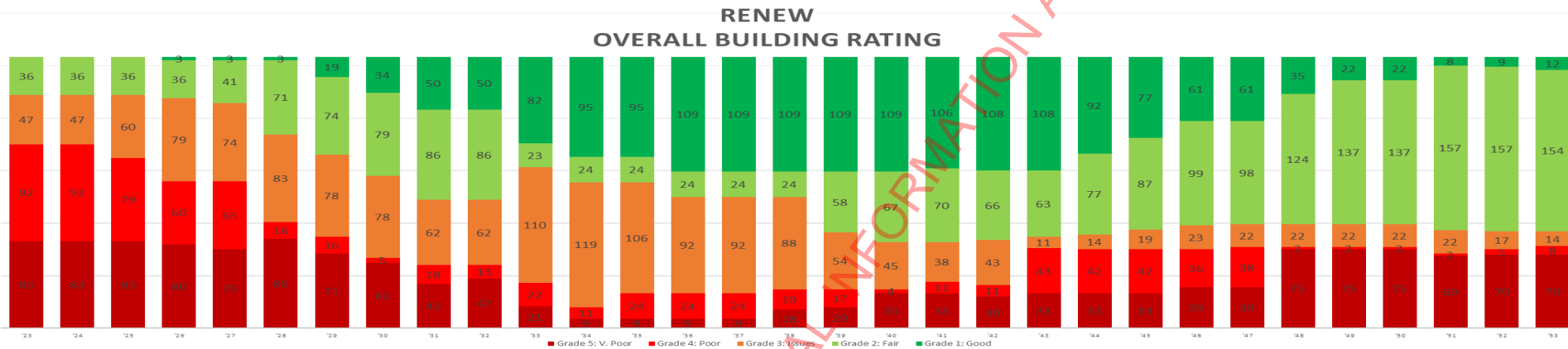
OUR RESPONSE - 30 YEAR INFRASTRUCTURE RENEWAL PLAN

\$1bn capital injection required over the next 10 years to raise the overall condition of the portfolio

- Modelling what happens to the fitness for purpose and condition of the Ministry's property portfolio under different investment scenarios, including no new money
- Combined with our improved property management maturity, only a relatively modest additional investment is required to provide a portfolio well placed to support current and future justice service needs.

RENEW CASE – \$2BN INJECTION OVER 30 YEARS

The Renew Case demonstrates how modest investment can make a significant difference



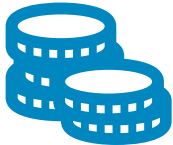
	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	FY 33	FY 34	FY 35	FY 36	FY 37	FY 38	FY 39	FY 40	FY 41	FY 42	FY 43	FY 44	FY 45	FY 46	FY 47	FY 48	FY 49	FY 50	FY 51	FY 52	FY 53
Sites Rated NAMS 3 FY 23	Issues	Issues	Issues	Issues	Issues	Issues	Fair	Fair	Fair	Fair	Fair	Fair	Fair	Fair	Fair	Fair	Fair	Fair	Fair	Fair	Fair	Issues	Issues	Issues	Issues	Issues	Issues	Issues	Issues	Issues
Kaikōhe District Court	Issues	Issues	Issues	Issues	Issues	Issues	Issues	Issues	Issues	Issues	Issues	Issues	Issues	Issues	Issues	Issues	Issues	Issues	Issues	Issues	Issues	Issues	Issues	Issues	Issues	Issues	Issues	Issues	Issues	Issues
Whangarei High/District Court	Poor	Poor	Poor	Poor	Poor	Poor	Poor	Poor	Poor	Poor	Poor	Poor	Poor	Poor	Poor	Poor	Poor	Poor	Poor	Poor	Poor	Poor	Poor	Poor	Poor	Poor	Poor	Poor	Poor	Poor
North Shore District Court	Poor	Poor	Poor	Poor	Poor	Poor	Poor	Poor	Poor	Poor	Poor	Poor	Poor	Poor	Poor	Poor	Poor	Poor	Poor	Poor	Poor	Poor	Poor	Poor	Poor	Poor	Poor	Poor	Poor	Poor
Auckland High Court	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	Poor	Poor	Poor	Poor	Good	Good	Good	Good	Good	Good	Good	Good	Good	Good	Good	Good	Good	Good	Good	Good	Fair	Fair	Fair	Fair	Fair
Auckland District Court	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	Poor	Fair	Fair	Fair	Fair	Fair	Fair	Fair	Fair	Fair	Fair	Fair	Fair	Fair	Fair	Fair	Fair	Fair	Fair	Fair	Fair	Fair	Fair	Fair	Fair
Waitakere District Court	Poor	Poor	Poor	Poor	Poor	Poor	Poor	Good	Good	Good	Good	Good	Good	Good	Good	Good	Good	Good	Good	Good	Good	Good	Fair	Fair	Fair	Fair	Fair	Fair	Fair	Fair
Papakura District Court	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	Good	Good	Good	Good	Good	Good	Good	Good	Good	Good	Good	Good	Good	Fair	Fair	Fair	Fair	Fair	Fair	Fair	Fair
Pukekohe District Court	Issues	Issues	Issues	Issues	Issues	Issues	Issues	Issues	Issues	Issues	Fair	Fair	Fair	Fair	Fair	Fair	Fair	Fair	Fair	Fair	Fair	Fair	Fair	Issues	Issues	Issues	Issues	Issues	Issues	Issues
Huntly District Court, Periodic Detention Centre and Probation Off.	Poor	Poor	Poor	Poor	Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor
Morrinsville District Court	Issues	Issues	Issues	Issues	Issues	Issues	Issues	Issues	Issues	Fair	Fair	Fair	Fair	Fair	Fair	Fair	Fair	Fair	Fair	Fair	Fair	Fair	Fair	Issues	Issues	Issues	Issues	Issues	Issues	Issues
Hamilton High Court	Poor	Poor	Poor	Poor	Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor
Hamilton District Court	Poor	Poor	Poor	Issues	Issues	Issues	Issues	Issues	Issues	Poor	Good	Good	Good	Good	Good	Good	Good	Good	Good	Good	Good	Good	Good	Good	Fair	Fair	Fair	Fair	Fair	Fair
Hamilton Old District Court	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor
Tokoroa District Court	Poor	Poor	Poor	Poor	Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor
Tauranga High/District Court Criminal Registry	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	Good	Good	Good	Good	Good	Good	Good	Good	Good	Good	Good	Good	Good	Good	Good	Good	Fair	Fair	Fair	Fair	Fair	Fair	Fair	Fair
Tauranga High/District Court Family and Civil Registries and	Issues	Issues	Issues	Issues	Issues	Issues	Good	Good	Good	Good	Good	Good	Good	Good	Good	Good	Good	Good	Good	Good	Good	Good	Fair	Fair	Fair	Fair	Fair	Fair	Fair	Fair
Whakatane District Court	Poor	Poor	Poor	Poor	Poor	Fair	Fair	Fair	Fair	Fair	Fair	Fair	Fair	Fair	Fair	Fair	Fair	Fair	Fair	Fair	Fair	Fair	Fair	Issues	Issues	Issues	Issues	Issues	Issues	Issues
Opotiki District Court (Hearing Court)	Poor	Poor	Poor	Poor	Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor
Rotorua High/District Court	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	Good	Good	Good	Good	Good	Good	Good	Good	Good	Good	Good	Good	Good	Good	Good	Fair	Fair	Fair	Fair	Fair	Fair
Rotorua Maori Land Court, Coroner's Court and National Tra	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	Good	Good	Good	Good	Good	Good	Good	Good	Good	Good	Good	Good	Good	Good	Good	Fair	Fair	Fair	Fair	Fair	Fair
Gisborne High/District Court and Family Court	Poor	Poor	Poor	Poor	Poor	V. Poor	V. Poor	Fair	Fair	Fair	Fair	Fair	Fair	Fair	Fair	Fair	Fair	Fair	Fair	Fair	Fair	Fair	Issues	Issues	Issues	Issues	Issues	Issues	Issues	Issues
Gisborne Maori Land Court	Poor	Poor	Poor	Poor	Poor	Issues	Issues	Issues	Issues	Issues	Issues	Issues	Issues	Issues	Issues	Poor	Poor	Poor	Poor	Poor	Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor
New Plymouth Family Court and Law Society	Poor	Poor	Poor	Poor	Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor
Hawera District Court	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	Fair	Fair	Fair	Fair	Fair	Fair	Fair	Fair	Fair	Fair	Fair	Fair	Fair	Fair	Fair	Fair	Fair	Fair	Fair	Fair
Ohakune District Court (Hearing Court)	Poor	Poor	Poor	Poor	Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor
Napier High/District Court	Poor	Poor	Poor	Poor	Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor
Hastings District Court and Coroner's Court	Issues	Issues	Issues	Issues	Issues	Issues	Issues	Issues	Issues	Issues	Issues	Issues	Issues	Issues	Issues	Issues	Issues	Issues	Issues	Issues	Issues	Issues	Issues	Issues	Issues	Issues	Issues	Issues	Issues	Issues
Taihape District Court	Issues	Issues	Issues	Issues	Issues	Issues	Issues	Issues	Fair	Fair	Fair	Fair	Fair	Fair	Fair	Fair	Fair	Fair	Fair	Fair	Fair	Fair	Fair	Issues	Issues	Issues	Issues	Issues	Issues	Issues
Whanganui High/District Court	V. Poor	V. Poor	V. Poor	Good	Good	Good	Good	Good	Good	Good	Good	Good	Good	Good	Good	Good	Good	Good	Fair	Fair	Fair	Fair	Fair	Fair	Fair	Fair	Fair	Fair	Fair	Fair
Marton District Court (Hearing Court)	Poor	Poor	Poor	Poor	Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	Issues	Issues	Issues	Issues	Issues	Issues	Issues	Issues
Palmerston North High/District Court	Poor	Poor	Poor	Poor	Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor
Chatham Islands District Court (Hearing Court)	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	Good
Porirua District Court	Issues	Issues	Issues	Issues	Issues	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor
Hutt Valley District Court	Poor	Poor	Poor	Issues	Issues	Issues	Issues	Issues	Good	Good	Good	Good	Good	Good	Good	Good	Good	Good	Fair	Fair	Fair	Fair	Fair	Fair	Fair	Fair	Fair	Fair	Fair	Fair
Wellington High Court	Issues	Issues	Issues	Issues	Fair	Fair	Fair	Fair	Fair	Fair	Fair	Fair	Fair	Fair	Fair	Fair	Fair	Fair	Fair	Fair	Fair	Fair	Issues	Issues	Issues	Issues	Issues	Issues	Issues	Issues
Wellington District Court	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor
Nelson High/District Court	Poor	Poor	Poor	Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor
Blenheim High/District Court	Issues	Issues	Issues	Issues	Issues	Issues	Issues	Issues	Issues	Issues	Issues	Issues	Issues	Issues	Issues	Issues	Issues	Issues	Issues	Issues	Issues	Issues	Issues	Issues	Issues	Issues	Issues	Issues	Issues	Issues
Greymouth High/District Court	Issues	Issues	Issues	Issues	Issues	Issues	Issues	Issues	Issues	Issues	Issues	Issues	Issues	Issues	Issues	Poor	Poor	Poor	Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor
Ashburton District Court	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	Fair	Fair	Fair	Fair	Fair	Fair	Fair	Fair	Fair	Fair	Fair	Fair	Fair	Fair	Issues	Issues	Issues	Issues	Issues	Issues	Issues
Dunedin High/District Court	Issues	Issues	Issues	Issues	Issues	Issues	Issues	Issues	Issues	Issues	Issues	Issues	Issues	Issues	Issues	Issues	Issues	Issues	Issues	Issues	Issues	Issues	Issues	Issues	Issues	Issues	Issues	Issues	Issues	Issues
Gore District Court	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor	V. Poor
Invercargill High/District Court	Issues	Issues	Issues	Issues	Issues	Issues	Issues	Issues	Issues	Issues	Issues	Issues	Issues	Issues	Issues	Issues	Issues	Issues	Issues	Issues	Issues	Issues	Issues	Issues	Issues	Issues	Issues	Issues	Issues	Issues
Other Sites NAMS 1, 2 (54)	Fair	Fair	Fair	Fair	Fair	Fair	Fair	Fair	Fair	Fair	Fair	Issues	Issues	Issues	Issues	Issues	Issues	Issues	Issues	Issues	Issues	Issues	Issues	Issues	Issues	Issues	Issues	Issues	Issues	Issues

WHERE TO FROM HERE?

Resolving our challenges and building a high performing delivery agency



- We are seeking support from you to deliver our 30 year infrastructure renewal, including:
 - delivering innovative solutions to our challenges (eg alternative funding approaches)
 - ensuring we are making good investment decisions that align with government priorities
 - setting the priorities for infrastructure investment
 - detailing the baseline and new funding needs
 - providing and maintaining the assets needed to deliver quality justice services



- We are seeking your support to becoming a trusted delivery agency, that 'gets stuff done', centred around our current priorities:
 - new courthouses in Papakura, Rotorua and Waitakere
 - developing a high performing property capability with the associated tools and systems
 - strengthening the connections with key agency partners, suppliers and property industry expertise
 - improving our deliver and funding mechanisms - partnership with Rau Paenga, Lease to Own



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