



CHIEF JUSTICE OF NEW ZEALAND | TE TUMU WHAKAWĀ O AOTEAROA

# Digital Strategy for Courts and Tribunals

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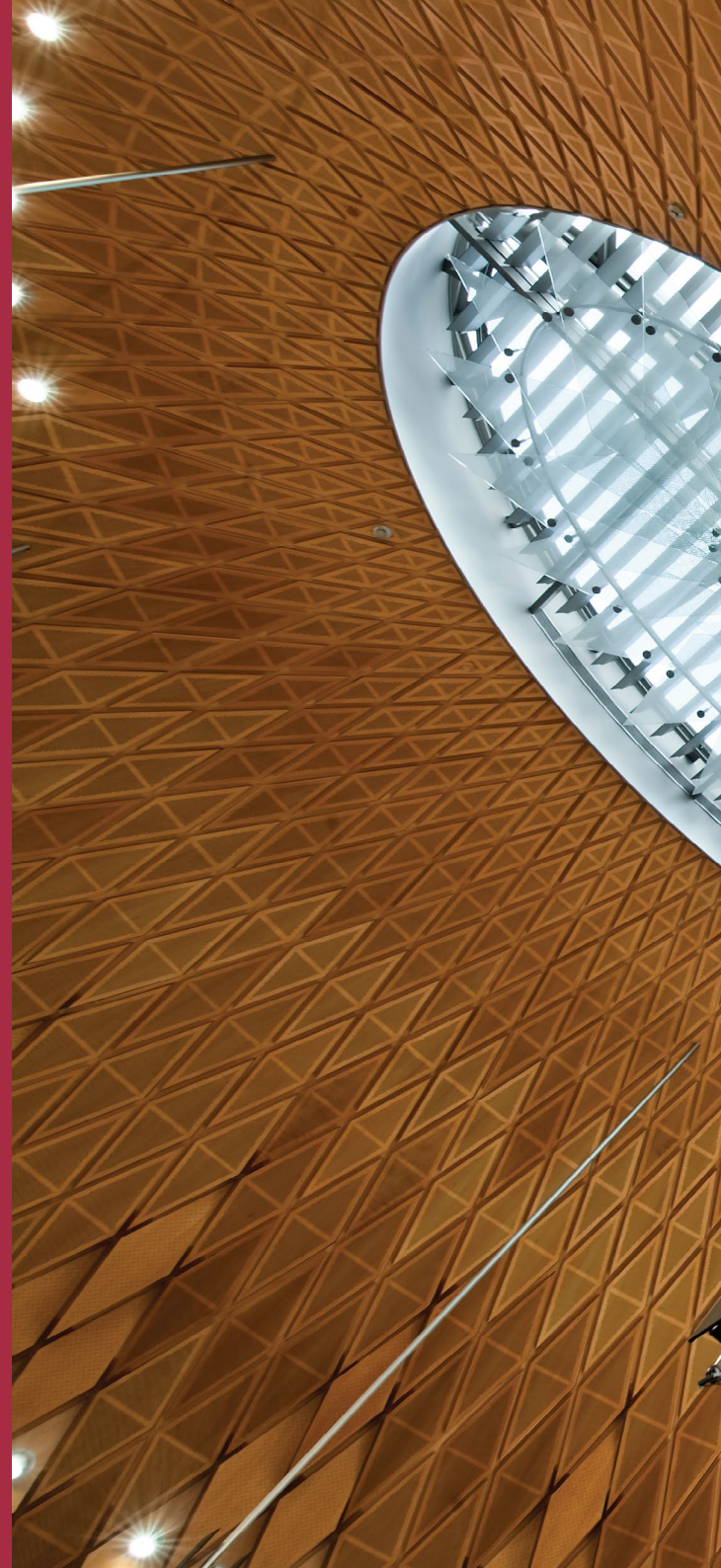
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March 2023









“Using technology wisely... has the potential to be transformative, by better enabling access to the courts and reducing the cost and complexity of proceedings.”



**The Rt Hon Dame Helen Winkelmann, Chief Justice of New Zealand**

## Chief Justice's foreword

Tēnā koutou, tēnā koutou, tēnā tatou katoa,

I am delighted to present this digital strategy for the courts and tribunals of New Zealand.

As Chief Justice I am the head of our country's judiciary. The judiciary is the independent branch of government responsible for the administration of justice through the courts.

Every year hundreds of thousands of New Zealanders interact with the court system. They may come to the Family Court to resolve relationship issues and protect the interests of their children; to the Disputes Tribunal as they bring or defend small claims; to the District and High Courts in civil proceedings or as witnesses, jurors, defendants or victims in criminal proceedings; to one of the specialist courts that deal with matters such as employment disputes or environmental issues; or to the appeal courts.

There is an important common thread in these proceedings: the judiciary is responsible for providing just outcomes for all people. In order to achieve this, court proceedings must be simple, accessible and timely. They must be conducted in a way that enables all people to fully participate in the proceedings that affect them, respecting and responding fairly to ethnicity, culture, disability, financial or educational status. Using technology wisely

to achieve these aims is now essential. It has the potential to be transformative, by better enabling access to the courts and reducing the cost and complexity of proceedings. But at the same time, we must maintain and strive to improve the connection between the community and the courts. And we must meet the needs of the people interacting with our court system. The model of justice we currently have is a very human one. That human quality is in my view fundamental and indispensable.

This digital strategy 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 model of justice.

I am grateful to the many people who have contributed time and ideas to the development of this strategy – people who share our commitment to addressing the barriers to accessing our current court system, and who have shared their thoughts on how technology can enable the court system to better serve all New Zealanders.

It is important to acknowledge that implementing this strategy will be challenging. It will require the courts to learn and adopt new ways of working. The judiciary and court staff, and the legal profession, will need to be flexible as they adapt to new tools and new processes. The Ministry of Justice will need to develop its capacity to support these initiatives. The strategy also depends on the other branches of government providing sustained financial support for investment in digital technology in the court system. But I am optimistic that these challenges will be met, and that our collective efforts to deliver this strategy will improve access to justice and strengthen the rule of law in Aotearoa New Zealand.

Ngā mihi nui ki a koutou,

**Helen Winkelmann**

Chief Justice | Te Tumu Whakawā



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PART ONE

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# Purpose and Context



# The judiciary and the courts

The judiciary is an independent branch of government, responsible for the administration of justice in Aotearoa New Zealand. The core task of the judiciary is to uphold the rule of law.

The rule of law is the ideal that all are equal before the law. For that ideal to be served, court proceedings must be conducted in ways that enable all to fully participate, respecting and responding equitably to ethnicity, culture, disability, lack of means or educational status. Court processes must be capable of delivering just outcomes for all members of our society in a simple, accessible and timely manner.

The use of appropriate digital technology is now essential to enable the courts to perform their function of upholding the rule of law, and to enable the judiciary to administer justice for the benefit of all people.

This digital strategy for the courts has been developed by the judiciary to apply to all of the courts of Aotearoa New Zealand: the Supreme Court, Court of Appeal, High Court, District Court, Employment Court, Environment Court, Family Court, Māori Land Court, Youth Court, the Court Martial, and the Coroners' Court.<sup>1</sup> It also applies in relation to the Disputes Tribunal (which is a division of the District Court) and the tribunals identified in Appendix 1. All references to the court system in this strategy include those tribunals. Similarly, all references to the judiciary in this strategy include the members of those tribunals.

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<sup>1</sup> A diagram showing the structure of the courts is set out in Appendix 1



# The purpose of this digital strategy

How can digital technology be used to support the administration of justice by the judiciary as an independent branch of government in Aotearoa New Zealand?

How will technology enable courts and tribunals to do better what they do now?

How will technology enable courts and tribunals to find new ways to administer justice for the benefit of all court users, including people whose justice needs are not currently met?

This digital strategy outlines the judiciary's responses to these questions. It sets out objectives and guiding principles for use of digital technology. It identifies some specific areas of focus for enhanced use of technology in the next five years, and some longer-term aspirations. Its core purpose is to help the judiciary make

decisions about use of technology and, in collaboration with the Ministry of Justice, about technology projects and how they should be designed and implemented.

The digital strategy reflects the judiciary's overarching objectives for the operation of our nation's court system, and the judiciary's vision of what that court system will look like over the next decade and more. Technology will be used as a means to support that vision: it is not an end in itself and will not determine how justice is delivered. Importantly, the use of technology will complement existing channels for engaging with the court system for people who are not well placed to use digital technologies.

The judiciary's vision for the courts and tribunals of the future is being developed through a number of workstreams including:

- » Te Ao Mārama;
- » Huakina kia Tika | Open Justice Committee;
- » The Access to Justice Advisory Group;
- » The Rules Committee's work on simplifying civil procedure;

- » The Courthouse Design Committee's work on innovative courthouses;
- » The work of the Tomo Mai | Inclusive Workplace and Courtrooms Committee on ways to reduce barriers to participation within the courts.

The digital strategy is another strand of this work, focusing on how technology can support and enable the vision being developed through those other workstreams. It will also feed into those workstreams: for example, design of courthouses will need to reflect the growing use of technology in hearings to access relevant information and to facilitate participation.

This digital strategy is intended to be a living document. It is the start of a conversation between the judiciary, the Ministry of Justice and stakeholders – not the “last word” on the topic. It will be kept under review by Heads of Bench and will evolve over time as work continues on the judiciary's vision for the court system, and on how technology can support that vision.



# Judicial responsibility for control and supervision of court technology

The judiciary is responsible for the conduct of the business of the courts and certain tribunals.<sup>2</sup> The judiciary is supported in performing that responsibility by the Ministry of Justice.<sup>3</sup> The judiciary and the Ministry of Justice each contribute to the delivery of justice through the courts/tribunals, and are responsible for working together to develop and maintain a system of justice that is just, fair, accessible, modern, effective and efficient, and which delivers timely, impartial, and open justice.<sup>4</sup>

The judiciary's responsibilities in relation to conducting the business of courts and tribunals include the control and supervision of the use of technology for court/tribunal business. The Ministry's responsibilities include the provision, maintenance and operation of that technology.<sup>5</sup>

The Secretary for Justice is accountable to Parliament for the expenditure of public funds used to administer the courts. The judiciary and the Ministry work together to make decisions about technology for use in the court system, consistent with their respective responsibilities.

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2 This important constitutional principle is reflected in legislation including the Senior Courts Act 2016, which provides that the Chief Justice is the head of the New Zealand judiciary (s 89) and is head of the Supreme Court and responsible for ensuring the orderly and efficient conduct of the Supreme Court's business (s 90); the President of the Court of Appeal is head of the Court of Appeal and responsible to the Chief Justice for ensuring the orderly and efficient conduct of the Court of Appeal's business (s 91); and the Chief High Court Judge is the head of the High Court and is responsible to the Chief Justice for ensuring the orderly and efficient conduct of the High Court's business (s 92). See also District Court Act 2016, s 24; Employment Relations Act 2000, s 197; Resource Management Act 1991, s 251; Family Court Act 1980, s 6; Te Ture Whenua Māori Act 1993, s 8; Oranga Tamariki Act 1989, s 434; and Coroners Act 2006, s 7.

3 Some of the Tribunals listed in Appendix 1 are supported by the Ministry for Business, Innovation and Employment (MBIE), as noted in that Appendix. MBIE is responsible for providing, maintaining and operating the technology used by those tribunals, and is accountable to Parliament for the expenditure of public funds used to administer those tribunals.

4 *Principles Observed By Judiciary And Ministry Of Justice In The Administration Of The Courts*, November 2018 at [1.2]-[1.4].

5 *Principles*, above n 4, at [3.1(g)], [4.2(c)].



In order for the judiciary to perform its responsibilities in relation to technology used in the court system, and court information, the judiciary needs to develop and maintain the capacity to participate effectively in decisions concerning such technology. That will require the judiciary, with the support of the Ministry of Justice, to:

- » Develop and maintain a strategy for use of digital technology in Aotearoa New Zealand's courts and tribunals;
- » Ensure the judiciary is well-informed about:
  - i. the needs of all court/tribunal users, and the extent to which those needs are or are not currently being met;
  - ii. barriers to access to the court system experienced by people whose justice needs are not being met by the current system;
  - iii. technology options for meeting the needs of current users and expanding access to the court system, with a particular focus on how courts and tribunals in other jurisdictions are using technology to support the administration of justice;
- » Be fully engaged from the earliest stage in decisions about the design, implementation, review and improvement of technology for use in courts and tribunals.



**IMAGE:** Wall sculpture by Robert Jahnke displayed in Wellington High Court.





PART TWO

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# Courts and Tribunals today



# Why this strategy matters

## The current state of technology in our courts and tribunals

All of New Zealand's courts, and most tribunals, work using paper files. The official court record of every court is kept in paper form.

The use of paper files limits the ability of courts and tribunals to perform their core function of delivering justice to all people in a simple, accessible and timely manner, and to meet the reasonable expectations of court system participants.

Today many people expect to be able to engage with government online. But their ability to do so with courts and tribunals is very limited. Users can file some documents online, and pay court fees online. However this generally involves preparing paper documents and scanning and submitting them by email, when it would be simpler and faster and cheaper to simply enter the information online. All too often documents are created in paper form, scanned, emailed to the court, then printed out again to be put on paper files.

Increasingly materials such as bundles of evidence or cases on appeal are provided to a court electronically: but they often have to be saved on physical media (eg flash drives) and physically delivered to the court office, because there is no mechanism for online filing of large data files and folders.

People dealing with courts and tribunals are often asked to provide the same information time and again. People cannot check the status of proceedings they are involved in online: they have to visit the relevant court registry, or make a phone call. For all but the simplest inquiries, they need to get through to the registry that holds the relevant paper file, as that is the only "source of truth". That can be difficult and time-consuming. The use of paper files can also mean that a decision-maker does not have access to a complete and up to date set of information. Documents that have been filed in the court registry may not reach the judge before a hearing.

They may be lost or mis-filed. A judge in one court may not know about, and will not have access to, a relevant paper file in another court – or in another registry of the same court.

There are no automated systems for monitoring compliance with time frames, and alerting court staff and parties to failures to provide information required for upcoming hearings. Judges cannot count on the completeness and accuracy of the material before them. Judges using a paper file may not be able to locate information on the file, and can struggle to decipher key information that has been handwritten on the court file by other judges.

The use of paper files also significantly limits flexibility in work allocation. Decision-makers and court staff in one location cannot pick up work to support other locations that are under pressure, because they do not have access to the physical files needed to carry out that work.

As the recent Covid-19 pandemic has demonstrated, reliance on paper files limits the ability of the courts to operate with the flexibility and resilience that is needed to meet court users' needs, and to ensure that justice can be administered in an effective and timely manner despite events such as pandemics, earthquakes or other natural disasters.

There are significant costs associated with the vast quantities of paper produced by these systems, including the cost of storage space for hundreds of thousands of files, the cost of shipping large numbers of files around the country from where they are stored to where they are needed for hearings, and special strengthening of floors of court buildings to hold the sheer weight of the paper.

Many courts and tribunals also lack appropriate digital tools for carrying out their work and meeting users' justice needs. Digital systems are used by courts and tribunals for various functions including caseflow management, conducting remote hearings, and transcription of hearings. (The systems currently in use are identified in Appendix 2.) But those systems are in many cases at or beyond the end of their working life, and in some cases out of support. They are not accessible to parties and their lawyers. They depend on information provided by parties in hard copy documents being re-entered by court staff, often on multiple occasions. Errors, unsurprisingly, creep in. Essential digital infrastructure – for example, video technology to enable remote hearings – is not available in all courts and tribunals. And when it is available, it does not always work reliably – so time is lost, or events cannot proceed. Some hearing rooms do not even have monitors for the decision-maker to use to view electronic materials.

Today many people expect to be able to engage with government online. But their ability to do so with courts and tribunals is very limited.





Our current paper-based systems and inadequate technology result in a great deal of time being spent trying to ensure that documents and other materials end up in the right place, and in a great deal of churn and wasted time – for example, where hearings cannot proceed because relevant reports have not been received or have not made it onto the file. There is also a real risk of adverse outcomes for court participants and for the community, where decisions are made without access to all relevant information.

Our current systems also create significant barriers to access to justice, and contribute to significant disparities in access to justice. Digital systems used in courts and tribunals in other countries have demonstrated the potential for digital technology to enhance access to justice: by making it simpler, faster and cheaper to bring and defend civil claims; by providing participants with better information about the current status of proceedings; by reducing the need for people to attend in-person hearings, in particular on procedural matters; by helping to ensure that

every hearing that does take place is a meaningful event because the parties and the court have all the information that they need in advance of that hearing; and by facilitating timely and accurate coverage of court proceedings by the media as surrogates of the public.

The current mix of paper and inadequate digital systems also makes it very difficult to collect system-wide information to inform decisions about court administration, and to make informed policy decisions about the structure and operation of the courts or the implications for court processes of proposed law changes.

It is not acceptable for the judicial branch of government to be dependent on paper files and on outdated, inadequate and unsupported hardware and software. The ability of the court system to meet participants' reasonable expectations, and to serve those whose justice needs currently go unmet, depends on modernising that system by adopting fit-for-purpose digital technologies and progressively eliminating reliance on paper files.

There has been a long period of underinvestment in the technology required to support the administration of justice in Aotearoa New Zealand.

There is now a pressing need for a more appropriate level of investment in the core infrastructure of our court system, to make up for the current deficit and to maintain and enhance the ability of our courts and tribunals to meet the justice needs of all people in Aotearoa New Zealand.

The funding for a new digital case management system, to be known as Te Au Reka, was approved by the Government in Budget 2022. This is an important first step in the modernisation of technology to support the court system. It needs to be successfully implemented as soon as practicable, and accompanied by the other initiatives described in this strategy.





PART THREE

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# Objectives and principles



# Objectives for use of digital technology in the court system

The court system should deploy digital technology to promote the rule of law and to meet the needs of all the different groups of people involved in the court system: people who interact with the court system including parties, victims, witnesses, jurors, lawyers, justice sector agencies, the media and members of the public; people who are not currently accessing courts and tribunals because existing processes are too complex, costly, slow or difficult to use; and people within the court system including judges and court staff.

**The administration of justice is first and foremost a human process. But that human process can be supported and enhanced by appropriate use of digital technology to:**

**Facilitate and expand access to justice by**

- » Reducing complexity, cost and delay;
- » Reducing barriers to access to the court system, in particular for people with disabilities, people who are neurodiverse, people from different ethnicities and cultures, and people who lack the means to travel to court locations;
- » Enabling the court system to adopt innovative ways of working to better meet the diverse needs of existing users and of people with unmet justice needs.

**Support informed and effective participation in the court system including by**

- » Enhancing the predictability of timeframes and outcomes of court/tribunal processes;
- » Enhancing access for parties to information about proceedings.

**Maintain and enhance public confidence in the court system by**

- » Supporting just, timely and efficient processes and decision-making at all stages of proceedings;
- » Supporting open justice and transparency of the court system;
- » Creating and maintaining a reliable and enduring digital record that meets the needs of the parties, the court/tribunal, and appellate courts; and that meets the requirements of courts of record;
- » Enhancing understanding, acceptance and durability of outcomes of proceedings;
- » Supporting connection between communities and courts and tribunals;
- » Providing information and education about the court system.

**Enhance resilience and sustainability of the court system in particular by**

- » Making it easier to gather and analyse data about the court system, and draw on that analysis to make improvements to the court system and to inform policy development;
- » Enabling courts and tribunals to continue to function in a civil emergency or other disruptive event;
- » Reducing the carbon footprint of the court system;
- » Making it easier to implement changes to legislation and procedural rules.

# Principles governing digital technology in the court system

The judiciary has identified 13 core principles to guide all decisions about digital technology used in the court system. These principles are relevant to the overall approach to developing and implementing digital technology in the court system, and to specific technology initiatives. Every initiative should be assessed against these principles.

The design and implementation of digital technologies for use in the court system must be:

## 1. CONSISTENT WITH CORE VALUES

Technology should support the delivery of justice in a manner that promotes the rule of law and respects human dignity and the values that underpin the legal system of Aotearoa New Zealand, including the values reflected in the common law, tikanga Māori, te Tiriti o Waitangi/the Treaty of Waitangi and the New Zealand Bill of Rights Act 1990.

## 2. CONSISTENT WITH CONSTITUTIONAL RESPONSIBILITIES

Technology solutions should be consistent with the judiciary's constitutional responsibility for court information, judicial information and court business. Judicial control and supervision of court information, judicial information and court business should be preserved and enhanced. The separation of court information and judicial information from Ministry information should be enhanced.

## 3. PEOPLE-CENTRED

The design of technology should be centred on meeting the needs of all its users, and based on an accurate understanding of those needs.<sup>6</sup> Users should be involved in design processes, development and testing. Systems should be accessible, intuitive and easy to use; compatible across different courts and tribunals, in particular along appeal pathways; and compatible with digital technologies in widespread use by court participants. They should make it easier for people to participate in the court system, and do the right thing.

## 4. INCLUSIVE

The adoption of digital technologies should reduce barriers to access to the court system, including barriers currently faced by people with disabilities, people using languages other than English, and people with limited means.

There should be a particular focus on people with significant legal needs who experience difficulty in accessing the justice system, or do not access it at all.

Technology must not increase barriers to access for people who are digitally disadvantaged – alternative channels for interacting with the court system must remain available for people who are not well placed to use digital technologies. Court staff time and resources freed up by technology should be redeployed to enhance the assistance and support provided to people not using digital technologies, ensuring that they are not disadvantaged by lack of access to those technologies or by difficulties in using those technologies.

<sup>6</sup> Users of court system technology include, as noted above, people who interact with the court system including parties, victims, witnesses, jurors, lawyers, justice sector agencies, the media and members of the public; people who are not currently accessing courts and tribunals because existing processes are too complex, costly, slow or difficult to use; and people within the court system including judges and court staff.



## 5. RELIABLE

Technology used in the courts must be reliable and resilient, appropriately scaled to meet peak demand, and well maintained and supported.

## 6. SECURE

Information that is communicated and stored using digital technologies must be appropriately secure. Systems should be designed to manage all relevant data risks including unauthorised access to data; interference with the integrity of data; and loss of data. Systems must enable access to court information to be managed in a way that ensures appropriate protection of privacy and confidentiality interests, and awareness of and compliance with statutory and court-ordered restrictions on publication of information.

## 7. TRANSPARENT

People who provide information that is stored digitally should be able to ascertain how that information is stored, who will have access to that information, and the purposes for which that information may be used.

## 8. INTEGRATED

Systems should be appropriately integrated to ensure simplicity, ease of use and efficiency.

## 9. FLEXIBLE AND ENABLING

The technology that supports the courts must be capable of iterative evolution to meet changing needs and to generate, and take advantage of, new opportunities for innovation and enhanced delivery of justice. Systems should be designed to facilitate, and must not hinder, changes to court processes and forms.

## 10. IMPLEMENTABLE

All technology changes should be accompanied by appropriate organisational and process changes to maximise the benefits from the technology. Careful attention should be given to change management processes, and to initial training and support, especially for major changes such as Te Au Reka.

## 11. PROPERLY SUPPORTED

In addition to support for the technology itself, ongoing training and high quality and responsive support for users are essential to enable digital technologies to be used effectively across the court system. The timeliness and quality of user support will be critical as technology becomes increasingly central to the courts' ability to conduct hearings and administer justice.

## 12. DATA-DRIVEN

The ability to gather data and report on the operation of the court system, and to obtain feedback from users, should be a core design feature of all systems. This should enable accurate information to be obtained to assist in assessing the extent to which the objectives identified above are being met, and to identify opportunities for improvement.

## 13. BASED ON PROVEN SOLUTIONS

Digital technology solutions should be based on proven solutions, unless there is a compelling reason to do otherwise. In general, our court system should aim to be a fast-follower, and to adopt "best of class" solutions that have been deployed successfully in courts and tribunals in other similar jurisdictions. We should maintain a high level of awareness of how courts and tribunals in other jurisdictions are using technology, and learn from their experience. We should be cautious about embarking on attempts to develop our own novel "bespoke" systems, and should do so only for compelling reasons.



PART FOUR

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# Initiatives

# Initiatives to implement the strategy

## High priority initiatives in the next five years

The four highest priority initiatives for the judiciary in the next five years address the most acute justice infrastructure needs of New Zealand's courts and tribunals:

### TE AU REKA

- » Adopting digital systems for case management and for creating and maintaining the court record and court files. This project, known as Te Au Reka (formerly Caseflow), is now under way. The judiciary considers that a fully digital document and case management system should be progressively introduced from 2023 onwards and should be in place for all courts and tribunals at the earliest practicable date.

### REMOTE HEARING TECHNOLOGY

- » Implementation of a high quality reliable and flexible system for remote hearings using audio-visual (AV) technologies. The AV equipment and software used for remote hearings need to be reviewed and refreshed to better meet the needs of all users. The judiciary considers that a review needs to be completed by mid-2023, and decisions made and implemented promptly after that. Implementation should be completed by the end of 2024.

### PHYSICAL INFRASTRUCTURE

- » Ensuring reliable, secure, fit for purpose network infrastructure and hearing room and end-user infrastructure and devices are in place across all courts and tribunals. The judiciary considers this should be completed by the end of 2024. Without appropriate physical infrastructure, none of the technology initiatives identified in this strategy can succeed.

### TRAINING AND SUPPORT

- » Ensuring high quality and responsive training and support can be accessed by users of the digital technologies on which the court system depends, in particular support for infrastructure, devices and systems needed in the context of hearings. The judiciary and court staff need to have ready access to ongoing support (including on-site support) for the tools they use to administer justice, and training and support to ensure they are well placed to effectively use those tools.



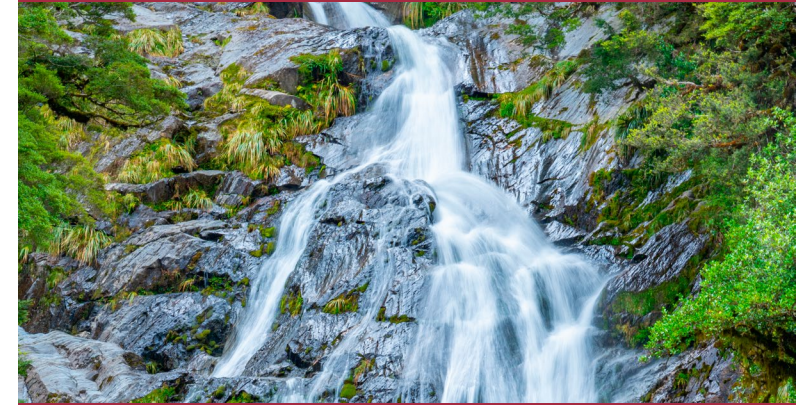


## Te Au Reka capabilities

The judiciary considers that Te Au Reka should incorporate the following core capabilities:

- » Digital record, digital files, and progressive elimination of paper files;
- » Digital case management and workflow management;
- » Scheduling of court events, including AV resources in courts and other facilities;
- » Online portal for commencing claims in most, and preferably all, civil courts and tribunals;
- » Online response to civil claims through the portal;
- » Online mechanisms for making and responding to applications in civil proceedings (eg in relation to timetabling, case management, interim relief)
- » Online mechanisms for providing documents and evidence relevant to proceedings, including digital bundles of documents and digital bundles of legal materials for hearings;
- » Online commencement of criminal proceedings;
- » Online mechanisms for making, and responding to, applications in criminal proceedings (eg in relation to admissibility of evidence, conduct of trial, variation of bail conditions, timeframe for payment of fines);
- » Facilitating digital communication through the court system portal between parties, and between parties and the court/tribunal, including simplifying the interface between parties and the court system;
- » Party and lawyer online access to case information (events, documents etc);
- » Automated monitoring of compliance by parties, report writers etc with deadlines and automated reminders/advice of consequences/ notifications to parties and the court where deadlines are missed;
- » Simplified process for preparing materials for appeals (file index to information in digital case management system, and make all documents filed at first instance accessible for the purposes of the appeal, removing the need to duplicate materials from first instance proceeding);
- » Management of court information throughout its lifecycle from collection and creation through to disposal or transfer to archives;
- » Enhanced reporting on court and tribunal business (standardised and one-off) to support operational improvements and strategic decision-making, including supporting Heads of Bench in the performance of their statutory responsibilities for the orderly and efficient conduct of court/tribunal business.

Appendix 3 provides more information about the capabilities that will over time be included within the scope of Te Au Reka.



## Te Au Reka

Te Au Reka is a phrase used in a Tairāwhiti karakia for opening a new meeting house. Te Au translates as ‘current’ or ‘flow’, and Reka translates as ‘sweet, palatable and pleasant.’ Te Au Reka means the sweet flow.

Te Au Reka conjures an image of a case management system that enables court processes to flow seamlessly from beginning to end.

Te Au Reka stands at the doorway of a modern court and tribunal system that is trusted, safe and responds to the needs of its users. It will make it easier to engage with the court and know what is happening.

## Other areas of focus within the next five years

Other initiatives that the judiciary considers should be pursued as a matter of priority in the next five years include:

### CIVIL PROCEEDINGS

- a. Single portal providing pre-commencement information about processes, timeframes, and possible outcomes to enhance understanding of justice needs and of pathways for resolving civil disputes and other proceedings – text and video materials;
- b. Single portal for commencing and responding to proceedings in all civil courts and tribunals, using plain language questions and logical flows to guide users to the appropriate forum and to the appropriate steps to be taken in that forum;

### CRIMINAL PROCEEDINGS

- c. Single portal providing information about processes, timeframes, and possible outcomes to enhance understanding of criminal justice pathways – text and video materials;
- d. Monitoring of key steps in criminal cases such as disclosure to defence and provision of reports, automated reporting to parties and the court of failures to meet applicable deadlines, and ability to seek and approve changes for deadlines online;
- e. Online mechanisms for timely provision of relevant information to victims in criminal proceedings;
- f. Support for key processes in criminal proceedings such as summoning, balloting and empanelling juries (eg online portal for people summoned as jurors; remote balloting using AV technology);
- g. Support for appropriate community involvement in criminal proceedings eg online mechanisms for communication with whānau and with community service providers;
- h. Support for appropriate involvement of relevant agencies in criminal proceedings, including mechanisms for exchanging information between agencies and courts;
- i. Provision of decision-making aids for jurors eg iPads with photobooks, note-taking facility, question trail etc;

## ALL TYPES OF PROCEEDING

- j. Information in the single portal and other court websites available in Te Reo, NZSL (potentially using digital avatars) and English, in accessible formats, so far as practicable;
- k. Online modules – written, audio and NZSL – taking people through core court processes in simple terms, to support effective participation in those processes;
- l. Access to legal information relevant to parties and other court participants through the single portal and court websites and/or through links on those websites to relevant resources eg online legislation, Community Law Manual, judgments (with appropriate indexing and search tools);
- m. Enhanced access to relevant information for the judiciary and enhanced tools (hardware and software) for working with information, to support high quality and timely decision-making;
- n. Review and refresh court participation technology other than remote hearing systems (including screen sharing technology, systems for viewing electronic exhibits, interactive monitors for witnesses, and other digital evidence technology);
- o. Provide spaces and appropriate technology and support in court buildings to enable members of the public to access the single portal to obtain information, take steps in proceedings, print court documents etc;
- p. Increase availability of, and support for, distributed justice spaces in libraries, community centres, marae, community law centres, citizens advice bureaus, etc;
- q. Enhanced support for users of the court system via website, call centre eg ability for a party to call in to obtain information and resolve a wide range of process issues including scheduling of events;
- r. Investigate, and make progress in implementing, technological solutions designed to facilitate participation of disabled and deaf communities in the court system;
- s. Online asynchronous processes for participation in appropriate classes of proceedings (text, audio, video);
- t. Remote access to real-time interpretation services and communication assistance (where appropriate);
- u. Support for just, timely and efficient appeal processes and hearings, including appropriate courtroom technology for interactive hearings;
- v. Live streaming of SC hearings and appropriate hearings in the CA and other courts and tribunals;
- w. Public access to submissions, hearing transcripts and audio/video recordings for appeals to CA and SC and certain other proceedings;
- x. Facilitating enforcement of outcomes of proceedings, including direct communication of outcomes to relevant agencies, and providing guidance and online systems for seeking enforcement of civil judgments;
- y. Management of access by the media and the public to the court record via the single portal, and provision of access via the portal where appropriate.
- z. Management of access for the media via the single portal to publicly available records and to other relevant categories of information such as court hearing lists and suppression orders.

Key factors in determining priorities among these initiatives should be the extent to which they support the principles set out above, and in particular the extent to which they enhance inclusion and access to justice for people with significant unmet justice needs, and provide substantial benefits for court system participants.

Appendix 4 shows how the initiatives to be pursued over the next five years map to the four high level objectives set out on page 19.



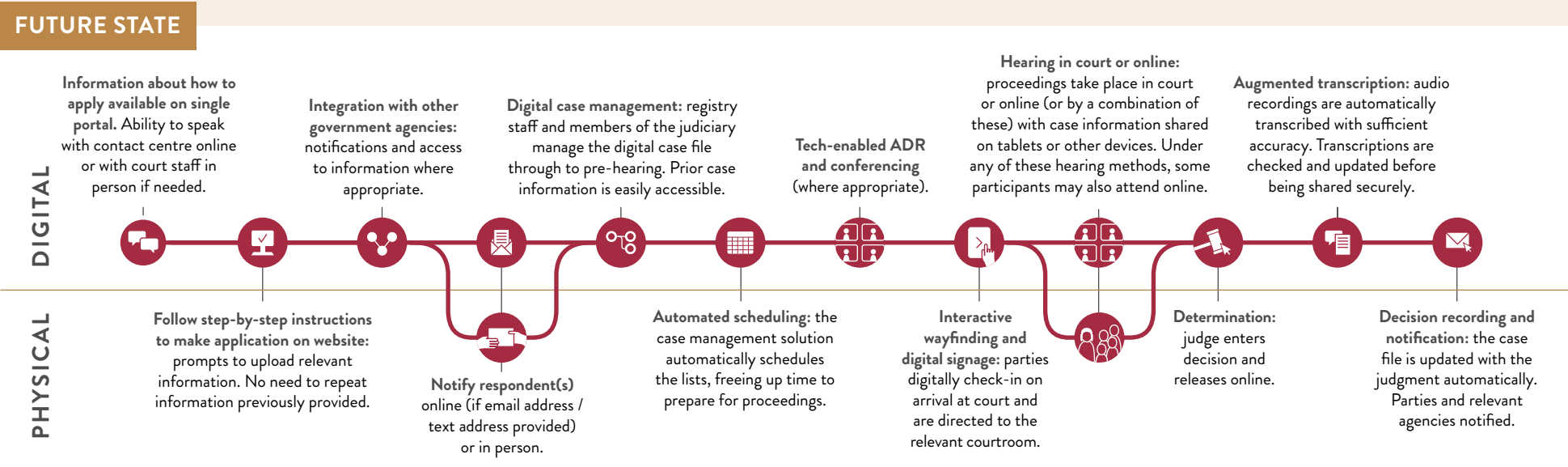
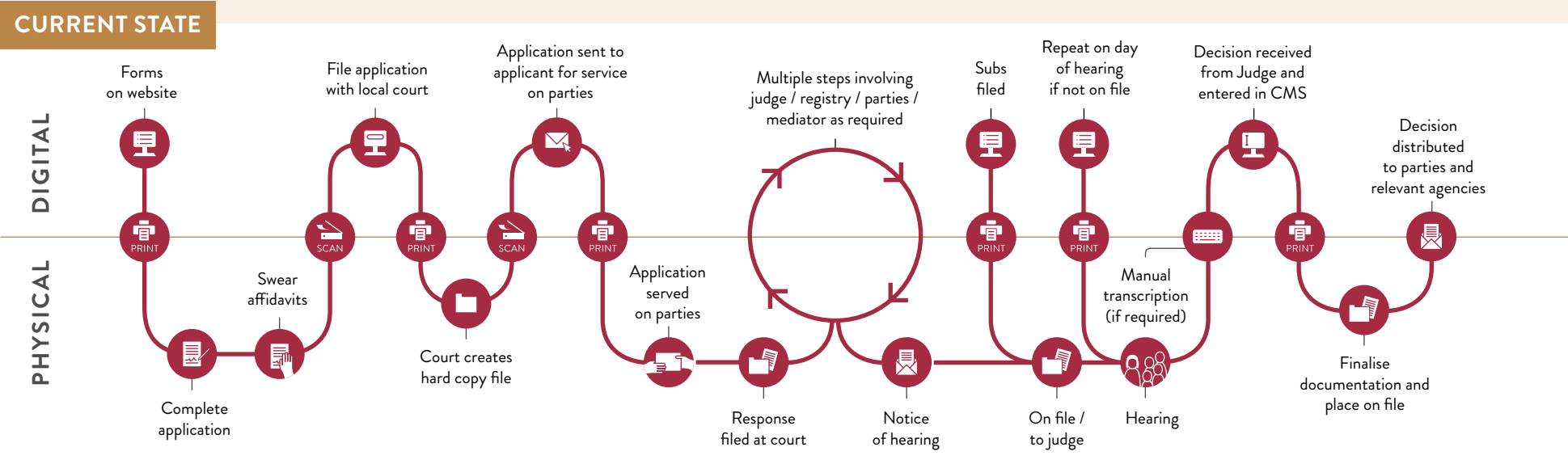


## Longer term aspirations

In the longer term, over the next five to ten years, the judiciary considers that the following initiatives should be investigated and, so far as practicable, pursued:

- a. New justice spaces in court buildings to make better use of technology eg simple, flexible hearing rooms and separate witness/party spaces;
- b. Improved mechanisms for people in custody to participate in court proceedings, including phones and devices in cells to enable effective communication with lawyers and the court, and access to information relevant to proceedings;
- c. Support for court participants via mobile app, webchat;
- d. Automated speech to text hearing transcription services;
- e. Automated interpretation;
- f. Implementation of technological solutions designed to facilitate participation of disabled and deaf communities in all aspects of the court system, including serving as jurors;
- g. Facilitation of agreed resolution of disputes pre-commencement and post-commencement, including Online Dispute Resolution (ODR) services and/or links to accredited external services provided via the single portal;
- h. Use of AI tools (as appropriate, and with necessary safeguards) to provide guidance to parties on potential outcomes;
- i. Use of AI tools (as appropriate, and with necessary safeguards) to assist parties and decision-makers to identify relevant materials, and organise and analyse those materials (eg by identifying references in large document sets to particular individuals, events or topics, or to identify and arrange materials thematically);
- j. Use of algorithms/AI tools (as appropriate, and with necessary safeguards) to support determination of simple procedural applications eg applications for extension of time to file submissions/memoranda, applications for routine pre-hearing case management orders.

# Illustrative current and future states: a Family Court application





# Organisational innovation to enable optimal use of technology

The ability of the courts to meet the justice needs of New Zealanders will be enhanced by adopting digital technologies consistently with the principles set out above. But that will not, by itself, achieve the objectives of this strategy. Technology alone cannot significantly close the justice gap. In order to achieve all of the benefits that new technology offers, and significantly enhance access to justice, courts and tribunals will need to use new technologies to operate in new ways.

At present the widespread use of paper files and ageing technology limits the ability of the courts and tribunals to adopt new and innovative ways of working. But as courts and tribunals adopt key enabling technologies – in particular, digital files and workflow management and improved remote hearing facilities – these constraints will be removed. It will be possible to identify and adopt new ways of working – to put in place some changes that are clearly desirable, and to test others.

For example, when we have a single portal for filing and responding to civil claims we should not just build “forms behind glass”, automating the creation of existing documents and forms. User-friendly online forms should support a claimant to provide the necessary information to commence a simple proceeding (such as a small money claim,

or an application to dissolve a marriage) without needing to produce electronic equivalents of the suite of documents (such as a statement of claim, notice of proceeding, and affidavits) currently required for such a proceeding. Other parties to those simple proceedings should be able to respond online without generating documents that resemble a current statement of defence, or preparing and filing separate paper affidavits. A party should be able to seek an extension of time by completing a single online form and confirming the information in it is accurate, without needing to prepare and file an interlocutory application and a separate supporting affidavit.

Plain English should be used for the portal and all forms. Technical terms should be used only where strictly essential.



Some matters – for example, small civil claims and responses to infringement notices – should be able to be dealt with asynchronously. That is, rather than all participants attending a hearing at a fixed time in a courthouse, the parties would take turns to respond to each other’s communications (with a mix of text, images, audio and/or video); the judicial officer would ask questions; the parties may be supported to agree on a resolution (including through Online Dispute Resolution (ODR)); and (if no agreed resolution is reached) the judicial officer would decide the issue on the basis of the material provided by the parties. People could deal with the proceeding at a time that is convenient to them, in a place where they are comfortable and have the support they need. They would not need to incur the cost of travel, take time off work, or arrange child care. They would not have to participate in unfamiliar processes in an unfamiliar environment, with limited (or no) support, under time pressure.

The judiciary will actively explore innovative ways to take advantage of digital technology to make it easier – simpler, faster and less expensive – for people to access justice through courts and tribunals. As we reach each new horizon of innovation, we will be able to look out to the next horizon and see more opportunities to make further improvements, while ensuring that nothing important is lost. Flexible technology will enable improvements to be progressively implemented.

The judiciary will work with the Ministry of Justice and stakeholders to ensure those opportunities are identified and achieved.

## The justice gap

Aotearoa New Zealand’s access to justice issues are well recognised and frequently noted. Research suggests that between 40 and 63 percent of people in Aotearoa New Zealand will likely experience a legal problem within a two-year period. These problems can cause a range of negative consequences such as stress, anxiety, loss of confidence, fear, financial loss, and health problems.

People struggle to find help with these problems. The Global Insights on Access to Justice 2019 study found that less than one-third of participants were able to access help for their legal problems, and of those that could, only 36% sought help from a lawyer or professional help service. There has been a rise in the number of people going through the court process without the help of a lawyer.

Source: *Wayfinding for Civil Justice: Draft National Strategy* at 14 (footnotes omitted)

# Policy and law reform implications

There are legal barriers to making effective use of some new technologies and putting in place the operational improvements that these technologies enable.

The adoption of new technologies will need to be accompanied by a review of procedural rules and legislation to identify changes required to achieve the full benefits of digital technologies in the courts and tribunals. For example:

- a. Legal barriers to use of online electronic forms will need to be identified and removed. New regulations under the Electronic Courts and Tribunals Act 2016 are likely to be needed to enable the use of digital “permitted forms”;
- b. It should be possible to verify information online, with that verification having the same effect as an affidavit or statutory declaration, so that simple civil proceedings can be commenced online. It should not be necessary to prepare and swear a separate paper affidavit in order to bring a small money claim, or apply for a dissolution of a marriage or civil union. This is likely to require changes to procedural rules and/or changes to the law relating to affidavits and statutory declarations;

- c. The law relating to remote participation in court hearings, including the Courts (Remote Participation) Act 2010, will need to be reviewed and updated.

The courts’ procedural rules should be amended to provide the flexibility needed to run pilots of new technology and associated operational changes. One option would be to introduce a “sandbox” to test new initiatives of this kind by adding a new “pilot initiatives” rule that provides for protocols to be issued which can modify existing rules for the purposes of a pilot.<sup>7</sup>

The judiciary will work with the Ministry of Justice to identify the policy and law reform implications of new digital technologies and associated operational changes. The Rules Committee will review the courts’ civil procedure rules to facilitate the adoption of new digital technologies.

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<sup>7</sup> See for example Part 51 of the England and Wales Civil Procedure Rules, and Practice Direction 51R providing for a pilot to test a new online claims process called “Online Civil Money Claims”.



# Implementing and updating the strategy

The implementation of this strategy requires action at a number of levels.

There are already several significant technology initiatives under way in the court system, notably Te Au Reka. Ensuring that these initiatives are pursued consistently with the strategy, and in particular the principles set out on pages 20-21, will be the responsibility of the steering committee and/or project teams responsible for the initiative. Judicial members of the Te Au Reka steering committee will monitor compliance of that critical initiative with the strategy. Where there is no direct judicial involvement in a particular initiative, the relevant Ministry team will address consistency with the strategy in periodic reports to joint committees with a focus on technology and information governance.<sup>8</sup>

The Ministry will prepare a response to the list of initiatives set out on pages 23-27, indicating where work is already under way, potential timeframes, whether the initiative is already funded or can be funded out of existing resources, and where additional funding is required. A dialogue will then take place between the judiciary and the Ministry about priorities, timeframes for initiatives that are already funded, and timeframes and funding for currently unfunded initiatives. The judiciary envisages that this response will be provided

to, and considered by, the Courts Strategic Partnership Group (CSPG).<sup>9</sup> The response will need to be updated periodically: it is envisaged that this will occur at least annually.

The judiciary and the Ministry of Justice will collaborate to prepare an annual report for CSPG on delivery of the strategy. The preparation of the report will be co-ordinated by a joint judiciary and Ministry of Justice committee. The report will address:

- a. Progress towards the strategy's objectives;
- b. Consistency of current technology initiatives with the strategy's principles;
- c. Progress on implementation of the list of initiatives;
- d. User perspectives on the digital technologies in use in the court system, and on progress in delivering the strategy. A user forum will be established, which will include representatives from the legal profession, the wider justice sector, support agencies, the media and the community, to ensure users' perspectives are comprehensively and accurately reflected in the report.

Heads of Bench are responsible for keeping the strategy under review. It is envisaged that the strategy will be on the agenda for Heads of Bench meetings at least annually. Heads of Bench may approve specific changes to the strategy, or approve a process for any more extensive review of the strategy.

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8 The relevant committees are the Judicial Reference Group for Technology in Courts (JRG-IT) and Information Governance Committee (IGC).

9 CSPG is co-chaired by the Chief Justice and the Secretary for Justice. It provides a strategic forum for senior leaders from the judiciary and the Ministry, to facilitate an effective partnership between the two branches of government.





# Appendices

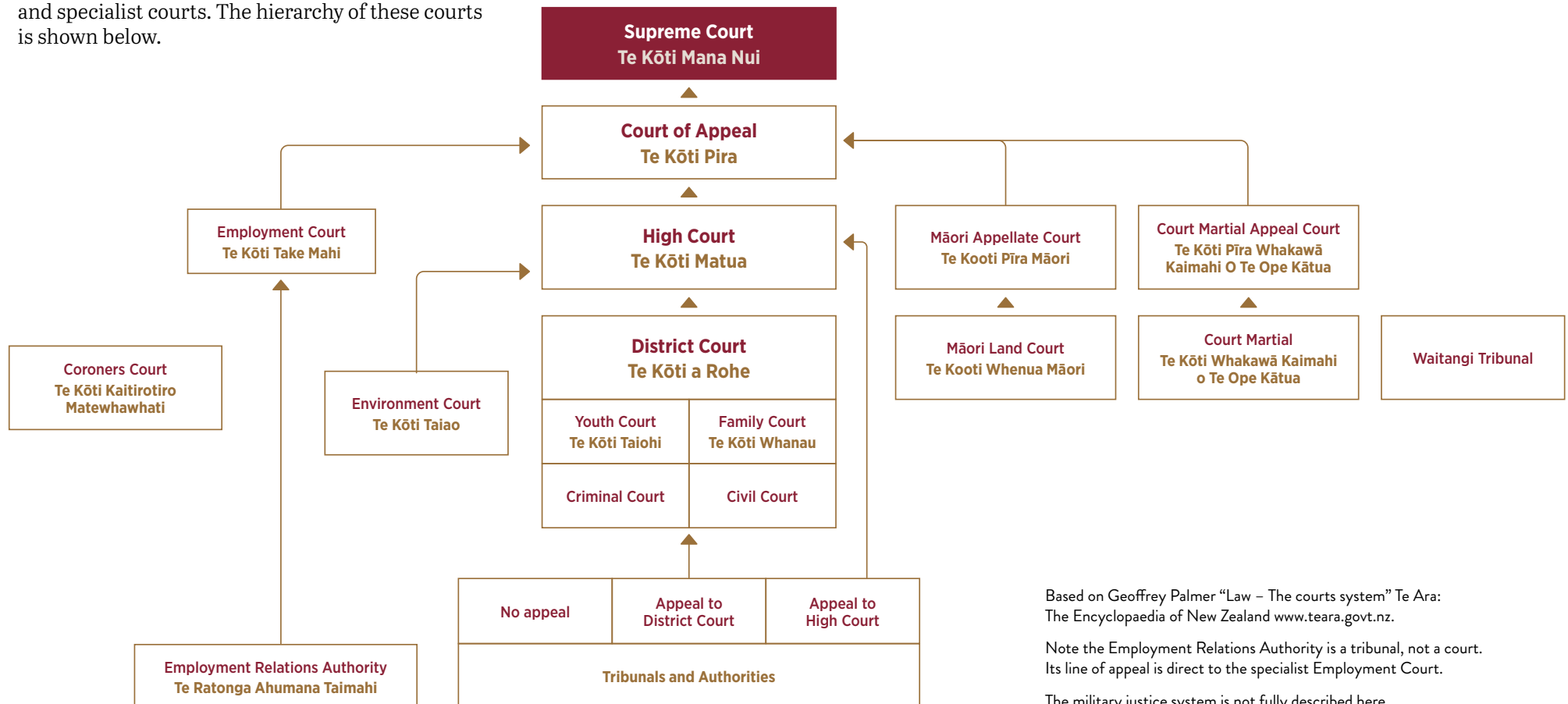
# Appendix 1

## Aotearoa New Zealand Courts and Tribunals

The following pages describe Aotearoa New Zealand’s courts and tribunals.

### OVERVIEW OF THE COURT SYSTEM OF AOTEAROA NEW ZEALAND

In New Zealand, there are a range of trial, appellate, and specialist courts. The hierarchy of these courts is shown below.



Based on Geoffrey Palmer “Law – The courts system” Te Ara: The Encyclopaedia of New Zealand [www.teara.govt.nz](http://www.teara.govt.nz).

Note the Employment Relations Authority is a tribunal, not a court. Its line of appeal is direct to the specialist Employment Court.

The military justice system is not fully described here.

## CIVIL AND ADMINISTRATIVE TRIBUNALS OF AOTEAROA NEW ZEALAND

The table lists New Zealand civil and administrative tribunals supported by the Ministry of Justice or the Ministry for Business, Innovation and Employment.<sup>10</sup>

The tribunals to which this strategy applies are identified in the table by an asterisk.

NAME	ADMINISTERED BY	ESTABLISHED UNDER
<b>Alcohol Regulatory and Licensing Authority*</b>	MOJ	Sale and Supply of Alcohol Act 2012
<b>Canterbury Earthquakes Insurance Tribunal*</b>	MOJ	Canterbury Earthquakes Insurance Tribunal Act 2019
<b>Copyright Tribunal*</b>	MBIE	Copyright Act 1994
<b>Customs Appeals Authority*</b>	MOJ	Customs and Excise Act 2018
<b>Disputes Tribunal*</b>	MOJ	Disputes Tribunal Act 1988
<b>Employment Relations Authority</b>	MBIE	Employment Relations Act 2000
<b>Human Rights Review Tribunal*</b>	MOJ	Human Rights Act 1993
<b>Immigration and Protection Tribunal*</b>	MOJ	Immigration Act 2009
<b>Land Valuation Tribunal*</b>	MOJ	Land Valuation Proceedings Act 1948
<b>Legal Aid Review Authority*</b>	MOJ	Legal Services Act 2011
<b>Legal Aid Tribunal*</b>	MOJ	Legal Services Act 2011
<b>Motor Vehicle Disputes Tribunal*</b>	MOJ	Motor Vehicle Sales Act 2003
<b>Social Security Appeal Authority*</b>	MOJ	Social Security Act 2018
<b>State Housing Appeal Authority</b>	MBIE	Public and Community Housing Management (Appeals) Regulations 2000
<b>Student Allowance Appeal Authority</b>	MOJ	Education Act 1989
<b>Taxation Review Authority*</b>	MOJ	Taxation Review Authorities Act 1994
<b>Tenancy Tribunal*</b>	MBIE/MOJ	Residential Tenancies Act 1986
<b>Trans-Tasman Occupations Tribunal*</b>	MOJ	Trans-Tasman Mutual Recognition Act 1997
<b>Victims' Special Claims Tribunal*</b>	MOJ	Prisoners' and Victims' Claim Act 2005
<b>Waitangi Tribunal*</b>	MOJ	Treaty of Waitangi Act 1975
<b>Weathertight Homes Tribunal*</b>	MOJ	Weathertight Homes Resolution Services Act 2006

<sup>10</sup> The list does not include occupational licensing and industry regulation tribunals.

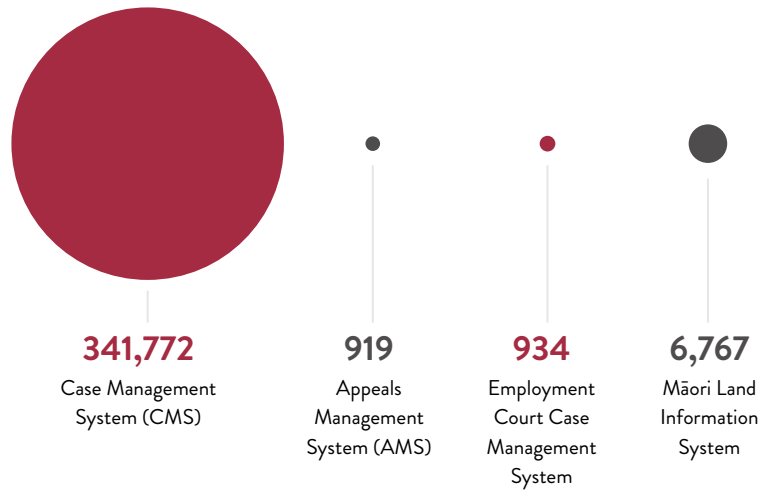


# Appendix 2

## Current state of systems used for case and workflow management

### COURTS CASE MANAGEMENT SYSTEMS

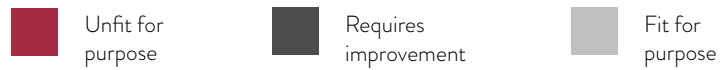
Case application Volume by ICT system (2021)



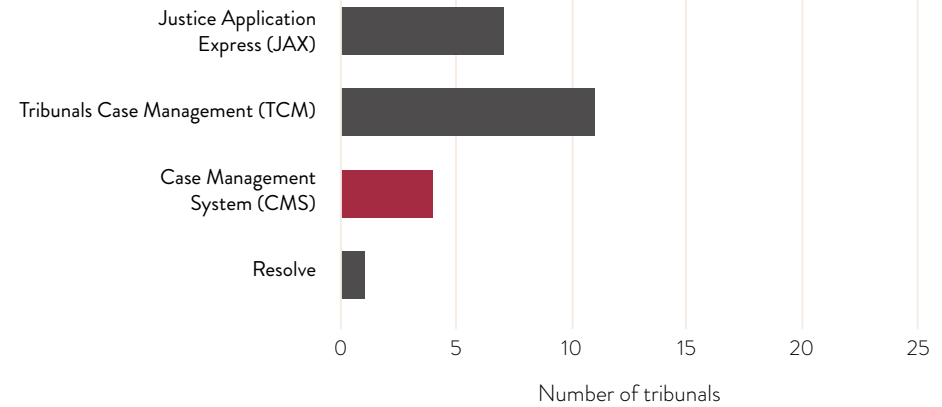
\*Note: there are additional systems which support case management or hold case information.

The oldest Case Management System, CMS, is the most widely used, by many of the busiest jurisdictions, and is over 20 years old.

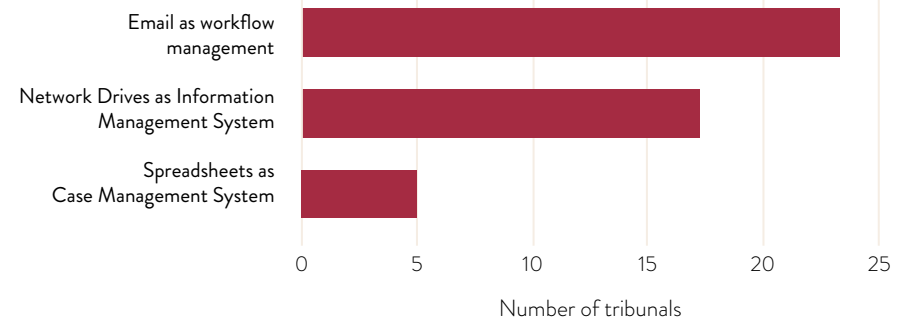
### KEY



### TRIBUNALS CASE MANAGEMENT SYSTEMS



### ADDITIONAL SOFTWARE FOR COURTS AND TRIBUNALS



# Appendix 3

## Te Au Reka capabilities overview

The capability model below illustrates the solutions required across four key areas: online portals, information and content, procedure management and administration management.

ePORTAL		REGISTRY TOOLS*				JUDICIAL TOOLS**				ROSTERING & SCHEDULING	
Indicate participant availability	Access event information	Event information								Create judicial rosters	Import judicial rosters
Confirm attendance	Book meetings									Create and manage court schedule	Schedule resources for court proceedings
Request change of event date	Complete applications and documents									Manage resource required for court proceedings	Manage jurors
Lodge documents	Collaborate on a document	Acknowledge edge receipt/ acceptance/ rejection of application/ request	Create and manage a case file	Manage digitisation and data extraction	Send communications and reminders to submit	Request specialist reports		Search and review casebooks		Schedule an event	Reschedule an event
Access documents and case information	Request a change to a required submission date	Manage exhibits	Generate documents and communications	Create casebooks/ bundles of documents	Distribute documents	Chambers	In court	Chambers	In court	Send event notifications	Book service providers
Service of documents	Make a payment	Action judicial decisions	Create lines between individuals/ organisations, matters and cases	Create and manage the court record	Search individuals/ organisations, matters and cases	Judgments and directions		Annotate case documents		Rostering and scheduling reporting	
Process request to access case	Case related communications	Access embedded knowledge/ training content	Manage payments	Apply acceptance criteria	Manage user information and case access	Chambers	In court	Chambers	In court		
Authenticate documents	Guest user	Escalation processes	Manage requisitions	Track/ log activities and receive alerts	Create and update tasks and alerts	Publish judicial decisions		Authenticate case documents			
Register and manage an individual account	Create and manage an organisation account	Classify and prioritise work	Distribute work to people with the appropriate skills	Work balancing	Manage rules, forms and processes	Chambers	In court	Chambers	In court		
Track matter status	ePortal dashboard	Reporting	Process modelling/ simulation	Review audit trail	Registry dashboard	Record judicial decisions		Judicial decision support core			
						Chambers	In court	Chambers	In court		
						Judicial decision support advanced		Refer matters to another court			
						Chambers	In court	Chambers	In court		
						Record event information		Suppress and restrict access to information			
						Chambers	In court	Chambers	In court		
						Judicial dashboard					
						Chambers	In court				
<b>KEY</b>											
<b>Logistics management</b> <i>Supporting the right things to occur at the right time</i>											
<b>Information and content</b> <i>Supporting the management of information/documents</i>											
<b>Procedure management</b> <i>Supporting the procedural requirements of the court</i>											
<b>Administration management</b> <i>Supporting activities that underpin the functioning of the court processes</i>											

# Appendix 4

## Priority initiatives mapped to objectives

OBJECTIVES		FACILITATE AND EXPAND ACCESS TO JUSTICE	SUPPORT INFORMED AND EFFECTIVE PARTICIPATION	MAINTAIN AND ENHANCE PUBLIC CONFIDENCE	ENHANCE RESILIENCE AND SUSTAINABILITY
<b>PRIORITY INITIATIVES</b>					
Digital court record, court files and case management.					
High quality AV system for remote hearings.					
Secure, reliable, and fit for purpose digital infrastructure and devices.					
High quality and responsive training and support (including on-site support)					
<b>OTHER HORIZON ONE INITIATIVES – CIVIL</b>					
A	Single portal providing information to enhance understanding of civil justice pathways				
B	Single portal for commencing and responding to civil claims				
<b>OTHER HORIZON ONE INITIATIVES – CRIMINAL</b>					
C	Single portal providing information to enhance understanding of criminal justice pathways				



OBJECTIVES	FACILITATE AND EXPAND ACCESS TO JUSTICE	SUPPORT INFORMED AND EFFECTIVE PARTICIPATION	MAINTAIN AND ENHANCE PUBLIC CONFIDENCE	ENHANCE RESILIENCE AND SUSTAINABILITY
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OTHER HORIZON ONE INITIATIVES – CRIMINAL (CONTINUED)

D	Monitoring and automated reporting for key steps in the process				
E	Online provision of information to victims				
F	Support for key processes in criminal proceedings (eg jury processes)				
G	Support for community involvement in proceedings				
H	Support for relevant agency involvement in proceedings				
I	Decision-making aids for jurors				

HORIZON ONE INITIATIVES – ALL PROCEEDINGS

J	Information in Te Reo, NZSL and English, in accessible formats				
K	Online modules explaining core court processes				
L	Access to legal information through links from single portal (eg legislation, judgments, Community Law Manual)				
M	Enhanced digital and information management tools for judiciary				
N	Refresh court participation technology (other than remote hearing AV systems)				

OBJECTIVES	FACILITATE AND EXPAND ACCESS TO JUSTICE	SUPPORT INFORMED AND EFFECTIVE PARTICIPATION	MAINTAIN AND ENHANCE PUBLIC CONFIDENCE	ENHANCE RESILIENCE AND SUSTAINABILITY
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HORIZON ONE INITIATIVES – ALL PROCEEDINGS (CONTINUED)

O	Spaces and facilities in court buildings for public access to single portal, printing documents etc				
P	Increased availability of distributed justice spaces in communities				
Q	Enhanced support for court users through website and call centre				
R	Progress technological solutions designed to facilitate participation of disabled and deaf communities				
S	Online asynchronous procedures				
T	Remote access to real time translation services				
U	Digital support for just, timely, and efficient appeals				
V	Live streaming of appropriate proceedings				
W	Public access to submissions, transcripts etc for appropriate proceedings				
X	Facilitate enforcement of outcomes of proceedings				
Y	Manage public and media access to the court record via portal				
Z	Manage media access to publicly available records and other relevant information eg suppression via portal				

# Appendix 5

## More information

### COURTS AND JUSTICE

#### **Courts of New Zealand**

[Home — Courts of New Zealand \(courtsfnz.govt.nz\)](#)

#### **District Court**

[About the Court | The District Court of New Zealand \(districtcourts.govt.nz\)](#)

#### **Ministry of Justice**

[Ministry of Justice | New Zealand Ministry of Justice](#)

#### **Statement of Principles**

[Statement of Principles — Courts of New Zealand \(courtsfnz.govt.nz\)](#)

#### **The three branches of government**

[New Zealand's constitutional system | New Zealand Ministry of Justice](#)

### ACCESSING COMMUNITY LEGAL HELP

#### **Community Law**

[Community Law - Free Legal Help throughout New Zealand](#)

#### **Citizens Advice Bureau**

[Citizens Advice Bureau \(cab.org.nz\)](#)

### STRATEGIC WORKSTREAMS

#### **Te Au Reka**

[Te Au Reka | New Zealand Ministry of Justice](#)

#### **Te Ao Mārama**

[Te Ao Mārama - Enhancing Justice for All | The District Court of New Zealand \(districtcourts.govt.nz\)](#)

#### **Access to Justice Advisory Group**

[Improving Access to Civil Justice — Courts of New Zealand \(courtsfnz.govt.nz\)](#)

#### **Rules Committee work on simplifying civil procedure**

[Consultation and Discussion Papers — Courts of New Zealand \(courtsfnz.govt.nz\)](#)

# Appendix 6

## Glossary

WORD/PHRASE	DEFINITION
<b>COURT LANGUAGE</b>	
Admissibility of Evidence	Whether or not a piece of evidence is allowed to be used as a part of the case.
Affidavit	A sworn statement in writing made under oath or on affirmation.
Disclosure to Defence	The prosecution in a criminal case must disclose evidence to the defence in order to ensure a fair trial.
Dissolve a Marriage	This is the technical legal term for divorce.
Filing	In the context of the court, filing is where a person sends an application or document to court to initiate a case or as a part of one.
Heads of Bench	The judicial officers responsible for leading the various courts and jurisdictions, such as the Chief Justice or the Principal Youth Court Judge.
Hear/Hearing	This is a technical term for a judicial officer sitting in a court or other appropriate forum listening to the parties argue their case.
Infringement Notices	An infringement notice is the legal technical term for a document received from an agency, such as police, for a minor offence, such as speeding or parking offences.
Leave	Allowing a court user to do something, eg, file an appeal, media covering the hearing.
Procedural Matter	A court event that is a part of the way a case moves through the justice system rather than one that results in decisions on the outcome of the case.
Proceedings	Cases before the courts, and steps taken in those cases such as hearings, conferences, processing documents, reviewing documents etc.
Registry Staff	Staff who work at a court, on court business, ie, not judges, security, or cleaning staff etc.



Substantive Matter	A court event that deals with decisions on the outcome of the case, rather than how the case will run.
Summoning, Balloting and Empanelling Juries	Jurors are first summonsed to court, once there a ballot is held to determine which of the potential jurors summonsed will form a jury for each trial starting that day. Finally, those balloted will be empanelled as a jury for a trial, which means they take an oath to perform their responsibilities as jurors.
Transcription	A transcript is a written version of what was said at a court event. Transcription is the process of preparing a transcript.

### GENERAL TERMS

Asynchronous	Occurring at different times, rather than all at the same time at a hearing.
Caseflow Management	The management of proceedings from start to finish, including allocation of work on cases.
Channels	Ways of interacting with the courts, such as by post, e-mail, online, phone, or in person at court.
Community Service Providers	Non-Governmental Organisations (NGOs) responsible for providing services to the community which the court will refer people to as a part of sentence or pre-sentencing, eg, stop violence programmes, drug or alcohol counselling services etc.
Court information	Information collected and held by the courts. This information is based on the applications and other documents provided by court users as well as information from court hearings etc. It is under the control of the judiciary.
Remote Hearings	A court event where the judicial officer, court staff, or one or more participants in the event appears through audio-visual technology.
The Secretary for Justice	The Secretary for Justice is the Chief Executive Officer of the Ministry of Justice and leads the Ministry, reporting to the Minister for Justice and Minister for Courts.



CHIEF JUSTICE OF NEW ZEALAND | TE TUMU WHAKAWĀ O AOTEAROA

