



## **Tauāki Takune 2025-2029**

Statement of Intent 2025-2029



## **Tauākī Whakamana ā Te Kāhui** **Te Kāhui Statement of Authorisation**

Our Statement of Intent is presented to the House of Representatives in accordance with the requirements of section 141 of the Crown Entities Act 2004 and is for the four years from 1 Hōngongoi | July 2025 to 30 Pīpiri | June 2029.

Our Statement of Intent should be read in conjunction with the Statement of Performance Expectations current for each year.

We are satisfied that the information on strategic intentions prepared by Te Kāhui Tātari Ture | Criminal Cases Review Commission is consistent with the policies and performance expectations of the Government, as expressed through the Minister of Justice.

Our Statement of Intent was approved on 18 Pīpiri | June 2025.



Hon Denis Clifford  
**Kaikōmihana Matua | Chief  
Commissioner**



Paula Rose QSO  
**Kaikōmihana Matua Tuarua | Deputy  
Chief Commissioner**

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Presented to the House of Representatives by Te Kāhui Tātari Ture | Criminal Cases Review Commission pursuant to the provisions of the Crown Entities Act 2004. Te Kāhui Tātari Ture | Criminal Cases Review Commission is an independent Crown entity under the Crown Entities Act 2004, with its role established under the Criminal Cases Review Commission Act 2019.

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## Te Whakatakinga Introduction

**Hutia te rito o te harakeke, kei whea te korimako e ko,**

**Ki mai ki ahau he aha te mea nui o te ao?**

**Māku e kī atu, he tangata, he tangata, he tangata!**

*If you remove the heart of the flax bush from where will the  
bellbird sing?*

*If you say to me, what is the most important thing in this world*

*I will say it is people, people, people.*

Aotearoa New Zealand has well-established criminal appeal pathways-based on substantive rights and procedural safeguards – to protect against miscarriages of justice occurring in connection with convictions and sentences. But, as in any system, mistakes are made. As we have learnt over time, miscarriages of justice do occur and can be difficult to identify. Public confidence in our justice system can be adversely affected as a result.

Te Kāhui was established under the Criminal Cases Review Commission Act 2019 (the CCRC Act) as an independent Crown entity to provide an additional safeguard for addressing concerns New Zealanders had expressed about the independence, timeliness, quality and fairness of investigations into potential miscarriages in convictions and sentences.

Under the CCRC Act persons concerned they have suffered a miscarriage may apply to Te Kāhui, or others may do so on their behalf. The role of Te Kāhui is to review and investigate the circumstances of the convictions and sentences in question and, where it considers it is in the interests of justice to do so, to refer them to the appropriate court where they are reconsidered as if a first appeal.

Te Kāhui received applications from 1 Hōngongoi | July 2020 onwards. By 1 Hōngongoi | July 2023 a total of 308 had been received and today that total numbers 545. Currently applications are being received at a rate of approximately eight each month. Over the same period Te Kāhui has in the interests of justice referred four convictions and/or sentences for reconsideration as if a first appeal, determined that the interests of justice do not warrant such a referral in 295 cases, and is continuing with its processes of review and investigation in the remaining 246 cases.

Te Kāhui is mindful of the need to act expeditiously and efficiently, and to avoid unnecessary delay in considering and determining applications. At the same time, it is equally mindful of the need to review and investigate thoroughly. Getting that balance right is vital. The need to do so on an ongoing basis has informed our strategic intentions for the four-year period 2025-2029 covered by this Statement of Intent:

1. We will continue to apply additional resources to complete our review and investigation of applications received up to 30 Pipiri | June 2022, which we consider reflect the accumulated need as at 1 Hōngongoi | July 2020 for the establishment of an entity like Te Kāhui.
2. We will review our processes and procedures to build on our experience in our first five years of reviewing and investigating individual applications and of identifying and inquiring into matters of a general nature related to miscarriages of justice.
3. We will improve the efficacy of our outreach to groups that appear to be disproportionately affected by the criminal justice system.

We are committed to reporting plainly and transparently on our success or otherwise in achieving those intentions.



A handwritten signature in dark ink, appearing to read 'Hon Denis Clifford', written over a horizontal line.

Hon Denis Clifford  
**Kaikōmihana Matua | Chief  
Commissioner**  
19 Pīpiri | June 2025



## Mō Te Kāhui Tātari Ture

### About Te Kāhui Tātari Ture

Te Kāhui is an independent Crown entity established under the Criminal Cases Review Commission Act 2019 (CCRC Act) which commenced reviewing applications from 1 Hōngongoi | July 2020.

Te Kāhui is based in Kirikiriroa | Hamilton, which was a deliberate move to signify our independence from the traditional government and judicial centres of Aotearoa New Zealand.

Our work is directed by up to seven Kaikōmihana or Commissioners including a Kaikōmihana Matua | Chief Commissioner and a Kaikōmihana Matua Tuarua | Deputy Chief Commissioner.

### Ngā Uara | Our Values

Te Kāhui has formally adopted Ngā Uara | Values and a Tikanga Matatika | Code of Ethics to serve as pou | pillars to inform the way in which Te Kāhui conducts its mahi. These are available on our website at: <https://ccrc.nz/about-us/nga-uara-values>

### Te Ingoa | Our Name: Te Kāhui Tātari Ture

Waikato-Tainui, the mandated tribal entity of Kirikiriroa | Hamilton region, gifted the name of Te Kāhui Tātari Ture to the Criminal Cases Review Commission in recognition of the Māori-Crown relationship between the two organisations as Treaty partners.

The provenance of Kāhui Tātari is synonymous with the ancient whare wānanga or centres of learning with a role in adapting procedures, processes, and mātauranga.

The literal meaning of the full name Te Kāhui Tātari Ture:

- » Kāhui | Group
- » Tātari | review
- » Ture or Law.

We value the gift of the name “Te Kāhui Tātari Ture” as it specifically recognises the work and role of the Commission. Te Kāhui Tātari Ture is used as our preferred name.

## Te Mana Whakahaere A-Ture | Legislative Mandate

The **Criminal Cases Review Commission Act 2019** (CCRC Act) established Te Kāhui as an independent Crown entity on 3 Paēngawhāwhā | April 2020, and we commenced accepting applications on 1 Hōngongoi | July 2020.

Other legislation relevant to the governance of Te Kāhui includes:

- » Crown Entities Act 2004
- » Public Service Act 2020
- » Public Finance Act 1989.

The CCRC Act and other legislation can be accessed on the New Zealand Legislation website at: [www.legislation.govt.nz](http://www.legislation.govt.nz)

## Te Minita Haepapa | Responsible Minister

The Minister of Justice is the Government Minister responsible for Te Kāhui.

We expect to engage with our Minister regularly. Our annual engagement will include:

- » Keeping the Minister informed of our activities, for the purposes of financial security and ensuring outputs are delivered.
- » Providing the Minister with regular reporting, including:
  - › performance reports covering key results and performance highlights, any emerging issues, and significant performance variances or risks,
  - › an audited annual report for each financial year.
- » The Minister informing Te Kāhui Board of the Government's expectations for the coming year, through an entity letter of expectations and providing feedback on the Statement of Performance Expectations.
- » Informing the Minister, as appropriate, on any issues that may result in significant media, public, or parliamentary attention. Te Kāhui will also work constructively with the Ministry of Justice as the Minister's monitoring agency.

## Te Tiriti o Waitangi

Our CCRC Act requires that our operating procedures are consistent with Te Tiriti o Waitangi (section 15). We are committed to being a strong and effective partner addressing inequality. We are committed to being a member of a better, more inclusive public service.

Building capability to better support the Māori-Crown relationship has been identified by Māori, the Government, and the public service as a critical area of development for the public service.

We have obligations to improve services and outcomes for Māori and to strengthen the Crown's relationship with Māori. We continue to tailor our outreach and engagement to reduce inequities, while developing and maintaining our cultural capability to engage with Māori.

This has included incorporating tikanga Māori in our policies, practices, and procedures, to contribute to positive outcomes for Māori in the criminal justice system.

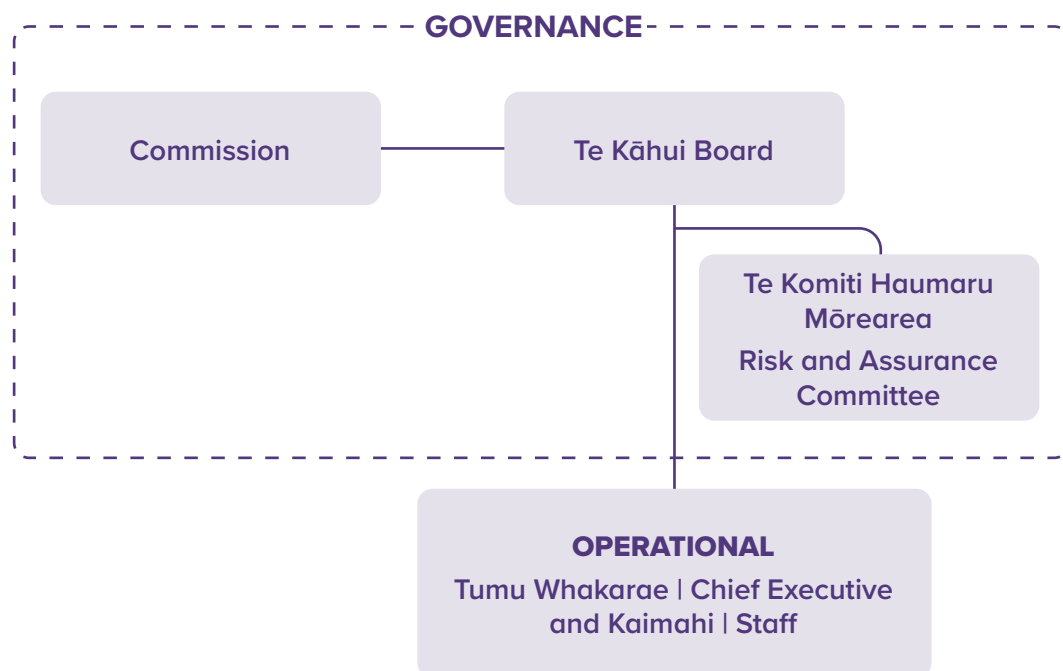
We are committed to this ongoing mahi, including:

- » Maintaining relationships with kaumātua from Waikato-Tainui (mana whenua).
- » Kaikōmihana and kaimahi with expertise in tikanga, te reo Māori, and te ao Māori.
- » Te Pou Tarāwaho | Outreach and Education Action Plan is operational, with a focus on Māori and Pacific peoples and other priority groups. Continued engagement with mana whenua from across the motu through our outreach and education mahi.
- » Māori and Pacific language translations for all application forms and resources. Internal capability to conduct interviews in Māori.

## Te Mana Whakahaere | Governance

Ngā Kaikōmihana | Commissioners undertake a dual governance role:

- » The Commission's role is to deliver on its functions as set out in the Criminal Cases Review Commission Act 2019 (CCRC Act).
- » The Board's role is to deliver a sustainable organisation including setting strategic goals, monitoring performance, and ensuring it meets statutory obligations.



Kaikōmihana have a range of skills and experience, including experience in community and corporate governance, legal expertise, academia, and in the public sector.



The CCRC Act stipulates that:

- » at least one Kaikōmihana must have knowledge or understanding of te ao Māori and tikanga Māori.
- » at least one-third must be legally qualified.
- » at least two-thirds must have experience working in the justice system.

Our Kaikōmihana meet these requirements.

A kawenata | charter was created that describes how Kaikōmihana will work together and ensure an ethical approach to investigating criminal convictions and sentences where there is a claimed miscarriage of justice. A copy of the charter is available on our website at: <https://ccrc.nz/assets/Accountability-Documents/Nga-Whakamaori-CCRC-Board-Charter-August-2024.pdf>

Te Kāhui Tātari Ture Board members will ensure they exhibit the highest standards of ethical and professional behaviours required to undertake their Board role effectively.

Profiles of ngā Kaikōmihana can be found on our website at: <https://ccrc.nz/about-us/a-matou-kaikomihana-our-commissioners>

## Te Anga Whakahaere | Operating Model

Our investigations into possible miscarriages of justice are rigorous and thorough, to minimise the risk of error and to preserve New Zealanders' confidence in the criminal justice system.

Our case procedures and processes are designed to ensure every application is treated independently, fairly, and efficiently. Te Kāhui has received more applications than anticipated, with greater complexity than anticipated. Applications can take up to three years to gather information, investigate and review. Some applications may need more time because the complexity of the legal matters involved, the availability of records from other justice sector partners, the time elapsed since conviction, and other contributing factors. At the time of the approval of this Statement of Intent 2025-2029, our case procedures can be summarised as follows:



Our current case procedures are published on our website at: <https://ccrc.nz/assets/Uploads/CCRC-Case-Procedures-FINAL-17-March-2022.pdf>

## Manaaki Tāngata | Caring for Victims

We are committed to ensuring we treat all mōrehu | victims of crime with respect and dignity throughout the duration of our mahi. We appreciate that where an application is made to Te Kāhui, this will impact the mōrehu and their whānau.

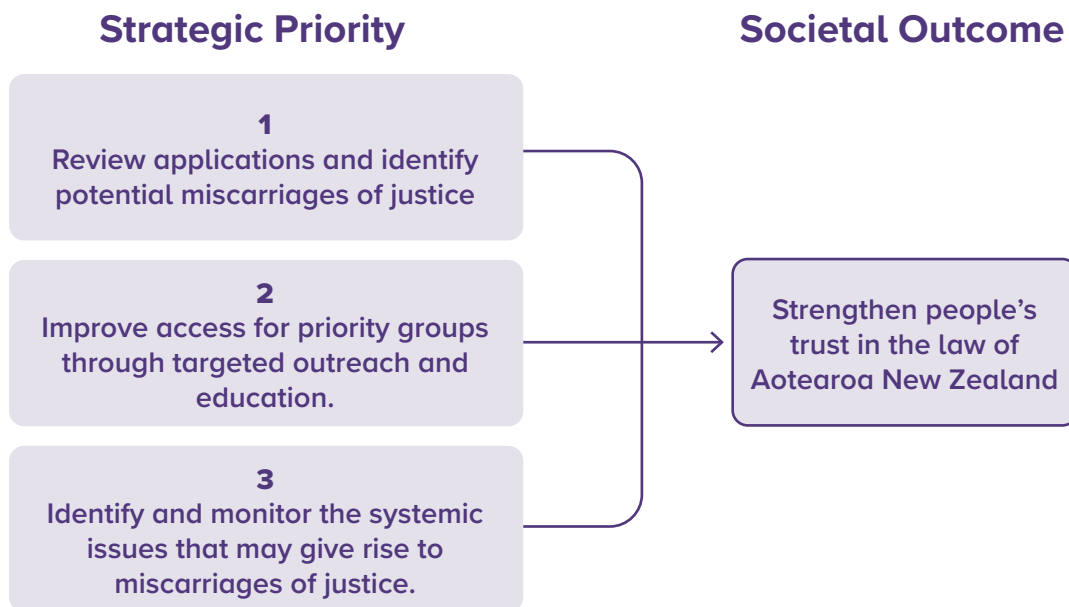
Each application is unique and often complex, so we tailor our approach for each identifiable mōrehu. Wherever possible, mōrehu are not notified of an application until it is deemed necessary and appropriate. Consideration is given to the best approach, recognising and giving effect to the needs and rights of mōrehu, doing all we can to enhance the safety of mōrehu and whānau throughout our processes.

We often engage with appropriate experts, police, other agencies, or mōrehu advocates to ensure victims' needs are met.

We are committed to continuously improving our mōrehu engagement processes.



# Te Aronga Rautaki Strategic Framework



## Ngā Rautaki Whakaarotau | Strategic Priorities

Our strategic priorities, for this Statement of Intent 2025-2029 are:

1. Review applications and identify potential miscarriages of justice.
2. Improve access for priority groups through targeted outreach and education.
3. Identify and monitor the systemic issues that may give rise to miscarriages of justice.

These outcomes contribute to an overall societal outcome of strengthening people's trust in the law of Aotearoa New Zealand.

### Strategic Priority 1 – Review applications and identify potential miscarriages of justice

Our primary role is to investigate and review potential miscarriages of justice, including both convictions and sentences, and decide whether it is in the interests of justice to refer them to an appeal court. Our top priority is to ensure that all applications to Te Kāhui are reviewed fairly and efficiently.

The 2025-2029 Statement of Intent seeks to increase the number of reviewed and completed applications, leading to meritorious referrals being made more quickly and a reduction in the number of active cases.

We aim to be open, transparent, and accessible in all our mahi. We will continue to publish all our procedures on our website and will continue our outreach and education programme to those with unsafe convictions or sentences, or both.

Te Kāhui maintains the skills and expertise to undertake our mahi, and where necessary will utilise external experts and specialists.

A key part of our mahi is to ensure we have the information required to undertake investigations on a timely basis, without any barriers. We continue to do this through our established relationships with our justice sector partners, who hold the information and advocate for improved access on a timely basis.

Subject to available funding, our annual priorities for the coming four years are set out below.

2025/26	2026/27	2027/28	2028/29 and beyond
Improve timeliness of reviews of applications within triage.	Improve timeliness of reviews of investigations.	Improve timeliness of reviews of all applications.	Complete investigations and reviews in a timely manner.
Use reserves to complete more reviews of backlog applications.		Complete reviews of any remaining backlog applications.	
Continuously improve our mōrehu engagement processes.			

## **Strategic Priority 2 – Improve access for priority groups through targeted outreach and education.**

We want to ensure that the people who need our services are aware of them and can access information on how to apply.

Māori, Pacific peoples, wāhine | women and youth are under-represented in applications to Te Kāhui. Our focus is to improve awareness and accessibility for these priority groups through targeted outreach and education. Our outreach and education plan, Te Pou Tarāwaho will guide our activities to these groups.

Subject to available funding, our annual priorities for the coming four years are set out below.

2025/26	2026/27	2027/28	2028/29 and beyond
Target outreach and education to priority groups.			

**Strategic Priority 3 – Identify and monitor the systemic issues that may give rise to miscarriages of justice.**

Under section 12 of the CCRC Act, Te Kāhui can initiate and conduct inquiries into general matters that it considers may be related to miscarriages of justice cases, or that have the potential to give rise to such cases. We describe these matters as systemic issues.

We identify and monitor any systemic issues identified while performing our functions and duties under the Act. Where appropriate, we will engage with our justice sector partners in relation to these issues.

We may undertake a formal inquiry into a systemic issue under section 12 if we are satisfied that an inquiry is in the public interest. This will be signalled in the Statement of Performance Expectations for the appropriate year.

Subject to available funding, our annual priorities for the coming four years are set out below.

2025/26	2026/27	2027/28	2028/29 and beyond
Identify matters that may give rise to miscarriages of justice and consider whether a section 12 inquiry is in the public interest.			



## Te Haepapa Angitū

### How we will measure success

Each year in our Annual Report, Te Kāhui reports performance against:

- » the functions set out in the Criminal Cases Review Commission Act 2019.
- » our strategic priorities as set out in our current Statement of Intent.
- » the Minister of Justice's entity letter of expectations.
- » the Statement of Performance Expectations.

Societal outcome	Te Kāhui Strategic Priority	Measure of success
Strengthen people's trust in the law of Aotearoa New Zealand	Strategic Priority 1: <b>Review applications and identify potential miscarriages of justice</b>	Proportion of applications received during a financial year that have completed Triage at the end of that financial year. Applicants are aware of the status of their application. Number of investigations closed during the year ended 30 June. Reduction in number of backlog cases that remain open.
	Strategic Priority 2: <b>Improve access for priority groups through targeted outreach and education</b>	Proportion of applications from priority groups reflects their conviction rates.
	Strategic Priority 3: <b>Identify and monitor the systemic issues that may give rise to miscarriages of justice</b>	Number of times Te Kāhui has engaged with justice sector partners regarding systemic issues.

Our targets for each year will be shown in the Statement of Performance Expectations for that year.

In selecting measures and targets for each Statement of Performance Expectations, we consider the characteristics of relevance and clarity. Value is placed on measures that we, Te Kāhui Board, can use to guide decisions and measure the wider organisation's performance. Where possible, the measures selected are ones that are already used to manage our activities.

The choice of measures reflects that Te Kāhui is often dependent information sourced from third parties to carry out investigations and reviews, such as court, police or defence lawyer files.

Actual performance will be measured in the Annual Report against the target included in the Statement of Performance Expectations for the same period.

# Papakupu | Glossary

Term	Explanation
<b>Appellate court</b>	Court to which a referral is made
<b>Application</b>	A request to consider a potential miscarriage of justice received from a tangata whaiture
<b>Backlog</b>	The initial 308 applications received up to 30 June 2022, numbered 0000 to 0307
<b>CCRC Act</b>	<b>Criminal Cases Review Commission Act 2019</b> , which established Te Kāhui and our mahi
<b>CE Act</b>	The Crown Entities Act 2004, which guides accountability of Crown Entities
<b>Investigation</b>	Applications that have been accepted and are either in the initial assessment or section 25 investigation stages but are not ready to be closed or referred
<b>Justice sector partners</b>	The agencies, bodies and entities that we engage with across the criminal justice sector, including police, courts, Independent Police Complaints Authority, Law Commission, Waitangi Tribunal and non-government agencies
<b>Kaimahi</b>	Staff, our permanent and fixed-term employees
<b>(ngā) Kaikōmihana</b>	Commissioner or Commissioners
<b>Mahi</b>	Work
<b>Miscarriage of justice</b>	A miscarriage of justice is any error, irregularity, or occurrence in or in relation to or affecting the trial that - <ul style="list-style-type: none"> <li>a. has created a real risk that the outcome of the trial was affected; or</li> <li>b. has resulted in an unfair trial or a trial that was a nullity.</li> </ul>
<b>Mōrehu</b>	Victims. Refers to the victims of the crimes that are subject to review and investigation for potential miscarriages
<b>Pou Tātari</b>	Investigation and review manager
<b>Pou Ture</b>	Legal Manager
<b>Referral</b>	Where Commissioners consider that it is in the interests of justice to do so they may refer an applicant's convictions and/or sentence case to an appeal court. The appeal court will then consider the case as if it were a first appeal. See section 17 CCRC Act
<b>Reviewed and closed</b>	Those cases where the Commission has decided not to refer or to take no further action
<b>Rīpoata-ā-Tau</b>	Annual Report
<b>Systemic issue</b>	Systemic issues are matters of a general nature that the Commission considers may be related to cases involving a miscarriage of justice or has the potential to give rise to such cases. See section 12 CCRC Act
<b>Tangata whaiture</b>	People who have applied for review of their conviction and/or sentence
<b>Tauāki Takune</b>	Statement of Intent (SOI), which is a long-term strategic accountability document
<b>Te Kāhui Tātari Ture</b>	The Criminal Cases Review Commission (Te Kāhui or the Commission)
<b>Te Komiti Haumarū Mōrearea</b>	The Risk and Assurance Committee, a subcommittee of Te Kāhui Board
<b>Te Pou Tarāwaho</b>	Our Outreach and Education Action plan to inform people of our services. See section 13 CCRC Act
<b>Te Pūrongo Mahi me Ngā Kawataū</b>	Statement of Performance Expectations (SPE), which is an annual accountability document that sets out our performance targets for each year ended 30 June
<b>Te Tiriti o Waitangi</b>	The Treaty of Waitangi. Foundational document of Aotearoa New Zealand
<b>Triage</b>	Process to review applications that are being considered for possible investigation
<b>Tumu Whakarae</b>	Chief Executive
<b>Whānau</b>	Family



**Te Kāhui  
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