

# Hon Paul Goldsmith

Minister for Arts, Culture and Heritage  
Minister of Justice  
Minister for State Owned Enterprises  
Minister for Treaty of Waitangi Negotiations



Amokura Kawharu  
President | Tumu Whakarae  
Law Commission | Te Aka Matua  
[akawharu@lawcom.govt.nz](mailto:akawharu@lawcom.govt.nz)

Dear Amokura,

## LETTER OF EXPECTATIONS 2024/25

This letter sets out my expectations for the Law Commission in 2024/25 and to assist you and the Board in developing your strategic direction and performance expectations. This letter should be considered alongside a revised Enduring Letter of Expectations to be released early in 2024, the Crown Entities Act, and other relevant legislation.

As announced in December 2023 as part of the Government's mini budget, all Government agencies are expected to operate efficiently, effectively, and in a financially responsible manner, ensuring they act as a successful going concern.

Crown entity boards have an important role to play in ensuring they support New Zealanders while achieving fiscal sustainability and demonstrating value-for-money for services provided to the public.

### Entity direction

My specific expectations for the Law Commission in 2024/25 are that you will:

- continue working with the Ministry of Justice to review and refresh the process for setting the Law Commission's annual work programme
- continue to deliver your programme of work as efficiently and effectively as possible within available resources, including the appropriate use of reserves.

I welcome the opportunity to discuss my expectations with you and understand any material challenges you foresee in meeting these expectations.

### Effective working relationships

I expect to be informed on a "no surprises" approach of any material event, transaction, or other issue that could be considered contentious or attract wide public interest.

On all matters, I expect that you maintain a positive and constructive relationship with Ministry officials to ensure that I have the information and assurances I need to make decisions.

I look forward to working with the Board during the coming year and receiving your draft 2024-2028 Statement of Intention and 2024/25 Statement of Performance Expectations in April.

Yours sincerely



Hon Paul Goldsmith  
**Minister of Justice**

Copy to: ~~Sindy Gallen, General Manager, Law Commission~~  
~~Andrew Kibblewhite, Secretary for Justice~~

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# Hon Paul Goldsmith

Minister for Arts, Culture and Heritage  
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Dr Karanina Sumeo Saunoamaali'i  
Acting Chief Commissioner  
Te Kāhui Tika Tāngata | New Zealand Human Rights Commission  
KaraninaS@tikatangata.org.nz

Dear Dr Karanina

## Letter of Expectations 2024/25

This letter sets out my expectations for the Human Rights Commission in 2024/25 and assists you and the Board in developing your strategic direction and performance expectations. This letter should be considered alongside a revised Enduring Letter of Expectations to be released early in 2024, the Crown Entities Act, and other relevant legislation.

As announced in December 2023 as part of the Government's mini budget, all Government agencies are expected to operate efficiently, effectively, and in a financially responsible manner, ensuring they act as a successful going concern.

Crown entity boards have an important role to play in ensuring they support New Zealanders while achieving fiscal sustainability and demonstrating value-for-money for services provided to the public.

It is very important to me and the Government, that the Board can clearly demonstrate in the Human Rights Commission's accountability documents, how its specific services and interventions have materially improved outcomes for all New Zealanders.

### Entity direction

My specific expectations for the Human Rights Commission in 2024/25 are that you will:

- prioritise activities to ensure Crown funding is spent efficiently and effectively on core functions that protect universal human rights in New Zealand and deprioritise projects that take your focus away from this important work
- develop clear outcomes that are supported by well-defined performance metrics, which clearly demonstrate the impact of the Commission for all New Zealanders
- continue to maintain robust governance practices and provide appropriate support for new Board appointees, to ensure a smooth transition occurs.

As a new Chief Commissioner is due to be appointed in the coming months, I look forward to discussing with them my expectations. In the meantime, should you foresee any material challenges in meeting these expectations please inform me.

### **Development of a new Statement of Intent**

Under section 139 of the Crown Entities Act 2004, the Human Rights Commission is required to provide a new Statement of Intent. However, as I will be appointing new Board members in the coming months, there may be a material change in strategic direction. As such, I am utilising my authority under s139B of the Crown Entities Act 2004 to grant a time extension of one year for providing a new Statement of Intent.

I expect that the Human Rights Commission will not publish a new Statement of Intent until the new Commissioners have been appointed and had the opportunity to determine the strategic intentions of the entity.

### **Effective working relationships**

I expect to be informed on a "no surprises" approach to any material event, transaction, or other issue that could be considered contentious or attract wide public interest.

On all matters, I expect that you maintain a positive and constructive relationship with Ministry officials to ensure that I have the information and assurances I need to make decisions.

I look forward to working with the Board during the coming year and receiving your draft 2024/25 Statement of Performance Expectations in April.

Yours sincerely

Hon Paul Goldsmith  
**Minister of Justice**

Copy to: Meg de Ronde, Chief Executive, Human Rights Commission  
Andrew Kibblewhite, Secretary for Justice

# Hon Paul Goldsmith

Minister for Arts, Culture and Heritage  
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Judge Kenneth Johnston KC  
Chair  
Independent Police Conduct Authority  
[Judge.johnston@ipca.govt.nz](mailto:Judge.johnston@ipca.govt.nz)

Dear Kenneth

## LETTER OF EXPECTATIONS 2024/25

This letter sets out my expectations for the Independent Police Conduct Authority in 2024/25 and to assist you and the Board in developing your strategic direction and performance expectations. This letter should be considered alongside a revised Enduring Letter of Expectations to be released early in 2024, the Crown Entities Act, and other relevant legislation.

As announced in December 2023 as part of the Government's mini budget, all Government agencies are expected to operate efficiently, effectively, and in a financially responsible manner, ensuring they act as a successful going concern.

Crown entity boards have an important role to play in ensuring they support New Zealanders while achieving fiscal sustainability and demonstrating value-for-money for services provided to the public.

It is very important to me and the Government, that the Board can clearly demonstrate in the Independent Police Conduct Authority's accountability documents, how its specific services and interventions have materially improved outcomes for all New Zealanders.

### Entity direction

My specific expectations for the Independent Police Conduct Authority in 2024/25 are that you will:

- develop an outcome-based performance measurement framework to support the Board's refreshed 2024-2028 SOI
- improve the timely resolution of independent investigations conducted by the Authority
- continue to assess if Police custodial practices meet international standards, and where appropriate make recommendations to Police on areas of improvement required.

I welcome the opportunity to discuss my expectations with you and understand any material challenges you foresee in meeting these expectations.

**Effective working relationships**

I expect to be informed on a “no surprises” approach of any material event, transaction, or other issue that could be considered contentious or attract wide public interest.

On all matters, I expect that you maintain a positive and constructive relationship with Ministry officials to ensure that I have the information and assurances I need to make decisions.

I look forward to working with the Board during the coming year and receiving your draft 2024-2028 Statement of Intent and 2024/25 Statement of Performance Expectations in April.

Yours sincerely



Hon Paul Goldsmith  
**Minister of Justice**

Copy to: Kevin Currie, General Manager, Independent Police Conduct Authority  
Andrew Kibblewhite, Secretary for Justice



Colin Carruthers KC  
Chief Commissioner  
Criminal Cases Review Commission | Te Kāhui Tātari Ture  
[colin.carruthers@ccrc.nz](mailto:colin.carruthers@ccrc.nz)

Dear Colin

## LETTER OF EXPECTATIONS 2024/25

This letter sets out my expectations for the Criminal Cases Review Commission in 2024/25 and to assist you and the Board in developing your strategic direction and performance expectations. This letter should be considered alongside a revised Enduring Letter of Expectations to be released early in 2024, the Crown Entities Act, and other relevant legislation.

As announced in December 2023 as part of the Government's mini budget, all Government agencies are expected to operate efficiently, effectively, and in a financially responsible manner, ensuring they act as a successful going concern.

Crown entity boards have an important role to play in ensuring they support New Zealanders while achieving fiscal sustainability and demonstrating value-for-money for services provided to the public.

It is very important to me and the Government, that the Board can clearly demonstrate in the Criminal Cases Review Commission's accountability documents, how its specific services and interventions have materially improved outcomes for all New Zealanders.

### Entity direction

My specific expectations for the Criminal Cases Review Commission in 2024/25 are that you will:

- substantially reduce the current backlog of applications, and move cases through the investigative pipeline more efficiently
- ensure victims' needs are considered and victims receive appropriate support (including any referrals or information needed to access required services) when investigating cases and making referrals to appellate courts.

I welcome the opportunity to discuss my expectations with you and understand any material challenges you foresee in meeting these expectations.

**Effective working relationships**

I expect to be informed on a “no surprises” approach of any material event, transaction, or other issue that could be considered contentious or attract wide public interest.

On all matters, I expect that you maintain a positive and constructive relationship with Ministry officials to ensure that I have the information and assurances I need to make decisions.

I look forward to working with the Board during the coming year and receiving your draft 2024/25 Statement of Performance Expectations in April.

Yours sincerely



Hon Paul Goldsmith  
**Minister of Justice**

Copy to: Parekawhia McLean, Chief Executive, Criminal Cases Review Commission  
Andrew Kibblewhite, Secretary for Justice

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