

Statement of Intent

Crown Law

For the Year Ended 30 June 2010

May 2009

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Foreword: Attorney-General

Government requires high quality legal services to ensure its operations are conducted constitutionally and its chosen policies are implemented lawfully. As the Crown's legal advisor, Crown Law plays an important role across Government. Its whole of government focus provides clarity and guidance for all ministries and departments.

This Statement of Intent outlines the goals Crown Law has set for the year and the outcomes it seeks to meet. As the Responsible Minister, I am satisfied the Statement of Intent is consistent with the policies and performance expectations of the Government.

I look forward to working with Crown Law throughout the year as it continues to provide high quality legal services to Government and support to me in my role as Attorney-General.



Hon Christopher Finlayson
Attorney-General

Ministerial Statement of Responsibility

I am satisfied that the information on the future operating intentions provided by my department in this Statement of Intent is in accordance with sections 38, 40 and 41 of the Public Finance Act 1989 and is consistent with the policies and performance expectations of the Government.



Hon Christopher Finlayson
Attorney-General

Introduction from the Solicitor-General

Crown Law is a government department, which operates as a legal practice within government. It provides legal advice to the Government and representation in the courts. Crown Law also gives advice to the Attorney-General and to the Solicitor-General in the exercise of their various statutory and other functions in the public interest.

Crown Law employs 107 counsel and 104 support and corporate staff. Each year we receive more than 500 new instructions for advice and over 700 new instructions in respect of litigation. Crown Solicitors are appointed to prosecute indictable crimes on behalf of the Crown. They handle more than 2,000 trials for indictable crime and 4,500 other criminal matters including bail applications and appeals relating to summary prosecutions each year, on behalf of the Solicitor-General. Crown Law manages more than 500 criminal appeals each year.

Our work focuses on three goals or outcomes:

- protecting the Crown's interests
- ensuring that the Crown's responsibilities are lawfully carried out
- ensuring that the Crown's legal risks from the policy development and operations of other agencies are well managed.

Supporting these goals are two important initiatives:

- ensuring that high quality legal services are provided to government
- ensuring Crown Law is the most engaging and responsive workplace for all of its staff.

These initiatives were commenced in 2007 and will continue in 2009. This Statement of Intent outlines a number of initiatives planned to promote these goals and provide value for money.

In 2009/10 Counsel and other staff in Crown Law will continue to manage a challenging and interesting portfolio of legal work. Almost every day Crown Law receives instructions to provide advice and/or to represent the Government in circumstances which present unique and professionally rewarding challenges.

Crown Law also works with the justice sector agencies to support the Government's policy priorities in this sector. Crown Law will continue its involvement in various justice sector projects and wider Government initiatives.



Dr David Collins QC
Solicitor-General and Chief Executive

Chief Executive Statement of Responsibility

In signing this statement, I acknowledge that I am responsible for the information contained in the Statement of Intent for Crown Law. This information has been prepared in accordance with the Public Finance Act 1989. It is also consistent with the proposed appropriations set out in the Appropriations (2009/10 Estimates) Bill, as presented to the House of Representatives in accordance with section 13 of the Public Finance Act 1989, and with the existing appropriations and financial authorities.



Dr David Collins QC
Solicitor-General and Chief Executive



Chris Walker
Chief Financial Officer

Nature and Scope of Functions

Crown Law provides legal advice to, and legal representation of, the Crown. We also support the Law Officers, the Attorney-General and the Solicitor-General. In providing these services we contribute to the effective and lawful functioning of New Zealand's Government.

Legal services are provided to the Crown and government departments by in-house legal advisors, private sector legal advisors and Crown Law. Crown Law operates much like a private sector legal practice in that it charges for many of its services, with efficient, effective service and value for money being the driving goals.

Legal Advice and Representation

The Crown is subject to the rule of law and has an obligation to ascertain what the law is, comply with it and enforce it. This means that when providing advice, Crown Law has an overarching duty to the public. Our clients have two needs - high quality advice, which addresses the immediate legal problem, and advice that takes into account the Crown's obligations and interests. The Cabinet Directions for the Conduct of Crown Legal Business 1993 direct departments in the use of Crown Law's legal services. The Cabinet Directions provide for two categories of legal work:

- Category 1: Must be referred to the Solicitor-General
- Category 2: Departments may choose other legal advisors to assist them to resolve Category 2 matters.

Crown Law has no specific responsibility for policy formation or for the development of legislation. However, when requested, Crown Law provides legal input on policy issues.

Supporting the Law Officers

Crown Law supports the Law Officers of the Crown, the Attorney-General and the Solicitor-General, by providing legal advice and assisting them in the performance of their statutory and constitutional functions. Specific activities include advice and representation to support the following functions:

- the exercise of a variety of powers, duties and authorities arising from statutory powers and constitutional conventions
- supervision of charities and representation of the public interest
- vexatious litigant proceedings and extraditions.

Crown Law supervises and conducts the Crown's prosecution function. The Solicitor-General has responsibility for prosecuting indictable crime throughout New Zealand. Crown Solicitors are appointed throughout the country under warrant of the Governor-General. They undertake indictable prosecution work for the Crown and appeals to the High Court from the summary jurisdiction. Crown Law coordinates the network, guiding and sharing prosecution practice and knowledge. We also oversee the prosecution work of the Serious Fraud Office, and the conduct of criminal appeals which are heard by the Court of Appeal and the Supreme Court.

Appropriations

To achieve these objectives Vote: Attorney-General provides for the purchase of four appropriations:

- the conduct of appeals from criminal trials on indictment and in Crown appeals against sentence or seeking to clarify points of law (\$3.329 million)
- legal advice and representation services to the Crown via central government departments (\$22.900 million)
- a national Crown prosecution service that undertakes criminal trials on indictment and related appeals (\$35.542 million)
- legal and administrative services for the Attorney-General and Solicitor-General to assist them in the exercise of their statutory functions and responsibilities (\$2.978 million).

Strategic Direction – First Choice Public Sector Lawyer

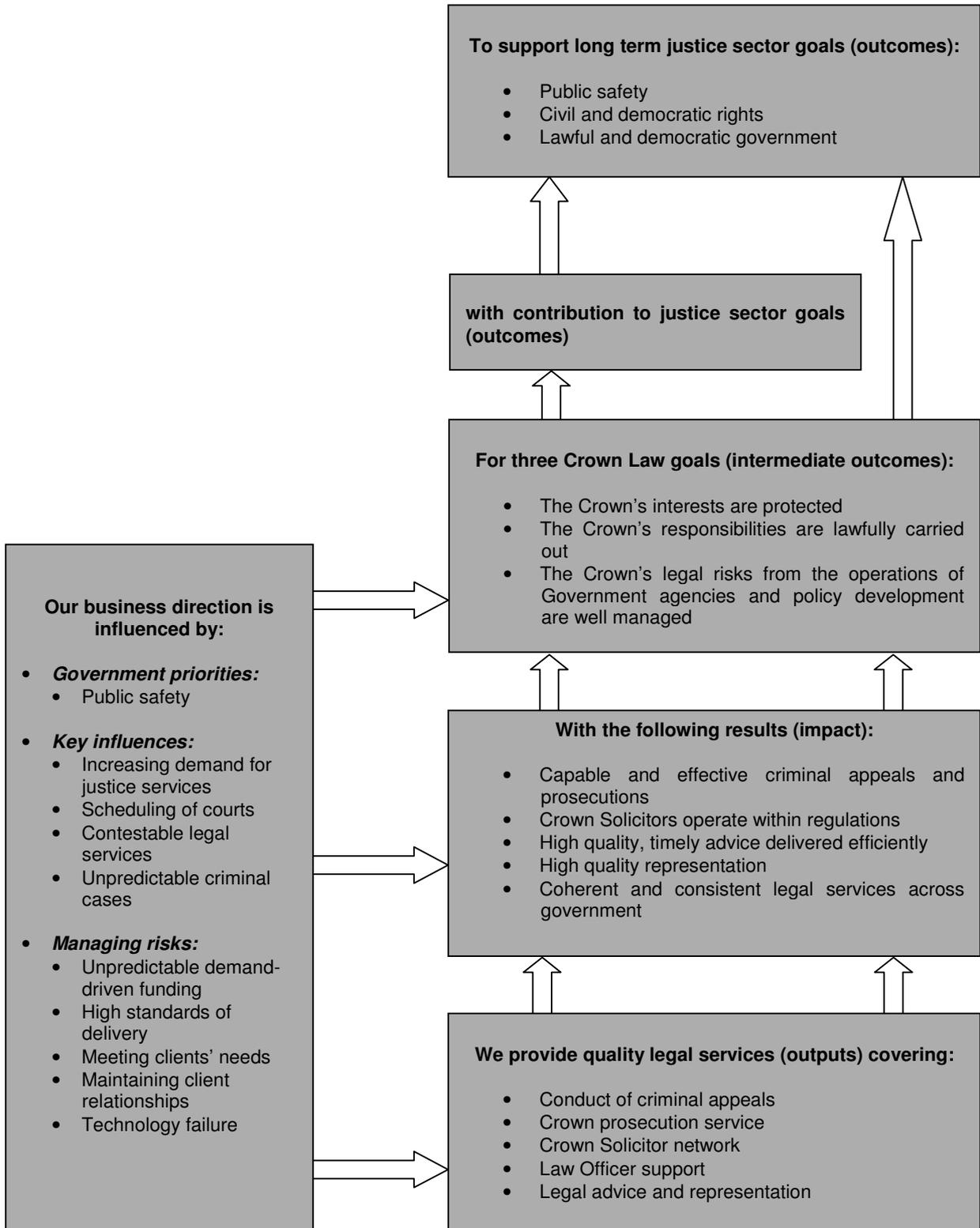
Overview

At the heart of our strategic direction is 'being the first choice public sector lawyer'. As part of our budget comes from providing legal services to departments in competition with private sector law firms, this objective is important. We will achieve this by maximising the value for money our clients receive from our legal services.

Along with other justice sector agencies we contribute to the long-term justice sector goals of public safety, lawful democratic government and the exercise of civil and democratic rights and obligations. For 2009, public safety is the overriding priority for justice sector agencies. Crown Law's contribution to this priority, as well as to the sector's other goals, is achieved through providing high quality legal services. To ensure that we are able to sustain our delivery of high quality legal services we will maintain an organisation that is recognised as an engaging and responsive place to work for legal and support staff.

Figure 1 provides a summary of our strategic direction.

Figure 1: Crown Law Strategic Map



Goals¹

The justice sector and Crown Law goals are stepping stones for ensuring public safety, civil and democratic rights and lawful and democratic government. We provide services that contribute to justice sector goals both directly and indirectly. For example, holding offenders to account is directly related to the effective conduct of Crown prosecutions and conducting efficient and effective criminal appeals. Crown Law is a contributor to the justice sector goals but has no influence over the direction reflected in the goals.

Justice sector goals: The following justice sector goals are most relevant to our work:

- We contribute directly:
 - by holding offenders to account – in particular, resolving criminal cases and seeking the imposition of appropriate sanctions.
- We contribute indirectly through:
 - a trusted justice system – in particular, by ensuring justice sector agencies meet the needs of users and by being accountable
 - durable settlements of treaty claims
 - effective constitutional arrangements
 - an accessible justice system – in particular, by providing efficient and effective services and by holding offenders to account.

Crown Law goals: We have three goals² that are a focus for our work:

- the Crown's legal interests are protected (Goal 1)
- the Crown's responsibilities are lawfully carried out (Goal 2)
- the Crown's legal risks from the operations and policy development of other agencies are well managed (Goal 3).

We achieve these goals by providing quality legal services³ to our clients. We have internal processes to monitor and assess the quality of our services, such as peer review and litigation management planning. Externally we are reliant on client feedback and repeat business for the contestable work. Crown Law has recently introduced a Client Relationship Management programme. As this programme develops, we will develop benchmarks against which we can measure our performance. We participate in an annual independent commercial survey owned by Team Factors. This gives us an external view of both our quality and cost effectiveness compared across New Zealand's legal sector (see page 18).

¹ Or outcomes

² Or intermediate outcomes

³ Or outputs

Services

Chart 1: Legal services that support justice sector and Crown Law goals

Service (output)	Results of our services	Contributes to
Appropriation: Conduct of Criminal Appeals		
Conduct criminal appeals	<ul style="list-style-type: none"> Efficient and effective criminal appeals. 	<ul style="list-style-type: none"> justice sector goal: Offenders are held to account Crown Law goal 2: The Crown's responsibilities are lawfully carried out
Appropriation: Supervision and Conduct of Crown Prosecutions		
Delivery of Crown prosecution service	<ul style="list-style-type: none"> Capable and effective Crown prosecutions 	<ul style="list-style-type: none"> justice sector goal: Offenders are held to account Crown Law goal 2: The Crown's responsibilities are lawfully carried out
Effective Crown Solicitor network	<ul style="list-style-type: none"> Crown Solicitors operate within regulations 	<ul style="list-style-type: none"> Crown Law goal 2: The Crown's responsibilities are lawfully carried out
Delivery of criminal law advice and services	<ul style="list-style-type: none"> Users receive high quality criminal advice and services 	<ul style="list-style-type: none"> Crown Law goal 2: The Crown's responsibilities are lawfully carried out
Appropriation: The Exercise of Principal Law Officer Functions		
Provision of legal and administrative service to Law Officers	<ul style="list-style-type: none"> Law Officers provide consistently high quality advice and representation 	<ul style="list-style-type: none"> All goals
Appropriation: Legal Advice and Representation		
Provision of legal advice and representation	<ul style="list-style-type: none"> Government agencies are efficiently and effectively advised Clients' interests are effectively and efficiently represented Coherent, strategic and consistent legal services across government Crown agencies are supported to meet their legal responsibilities 	<ul style="list-style-type: none"> All goals

In 2009, we will continue with our focus of providing high quality legal services to clients and, ensuring that we have a highly engaging and responsive workplace for legal and support staff. This focus will be supported by three initiatives:

- enhancing services, responding to client needs and promoting legal leadership across government (ensuring that high quality legal services are provided to government)
- continuing to develop internal leadership and management capability, clarity on performance requirements, professional development and a flexible and open work environment (ensuring that Crown Law is the most engaging and responsive workplace for all of its staff)
- contributing to an effective and value-adding justice sector (ensuring that high quality legal services are provided to government and ensuring that Crown Law is the most engaging and responsive workplace for all of its staff).

For details of these initiatives see the section Organisation Health and Capability.

Demonstrating success

We demonstrate success and value for money legal services through:

- annual quality, quantity and timeliness measures. These measures indicate how *efficiently* we are delivering our services. Detailed efficiency measures are contained in the information supporting the Estimates of Appropriations 2009/10
- impact measures and high-level indicators for our goods and services.

Managing risks to achieving our goals

The main risks that will have the greatest impact upon achieving our goals and our mitigation proposals are:

Chart 2: Risk management

Risk	Goal	Risk Management
Inability to sustain high standards in the delivery of our legal services	• All goals	Recruitment and retention processes; professional development framework; the management of client requests for service; peer review
Inability to understand or meet the requirements of clients	• Goal 3	Client Relationship Management programme; peer review
Inability to maintain and develop effective relationships with clients	• Goal 3	Client Relationship Management programme; peer review
Loss of reputation for quality advice	• All goals	Professional development programme; peer review
Major technology failure	• All goals	Business continuity planning
Demand-driven funding of Crown Law – the demand for many of our services cannot be forecast with sufficient accuracy for effective planning	• All goals	More timely financial information from new 3E system; continuous improvement of Crown Solicitor information system
Inability to recruit or retain sufficiently high quality staff to meet the Crown's demand for high quality legal advice from Crown Law.	• All goals	More timely financial information from new 3E system; client relationship management

We address the risks to achieving goals by proactively identifying and, where possible, monitoring and managing the *conditions* that give rise to the risk. We then use our performance and risk management programme to monitor and respond to changing conditions on a day-to-day basis.

Operating Intentions

Justice sector goals

Offenders are held to account

Holding offenders to account supports public confidence and trust in the justice system. Part of confidence and trust in the justice system lies in resolving criminal cases. Crown Law contributes to the resolution of criminal cases through the supervision and conduct of Crown prosecutions and conduct of criminal appeals. The Crown prosecution service also contributes to Crown Law goal 1 - the Crown's legal interests are protected.

The appropriation for supervision and conduct of Crown prosecutions is \$35.542 million and \$3.329 million for the conduct of criminal appeals.

Crown Law Services

Chart 3: Services that contribute to offenders being held to account:

Service (output)	Main activities	Service impacts
<ul style="list-style-type: none">• Crown prosecution service for criminal trials and appeals (conviction and sentence)• Conduct of criminal appeals	<ul style="list-style-type: none">• Prosecution of criminal trials on indictment• Conduct of appeals arising out of summary prosecutions• Conduct of appeals arising out of criminal trials on indictment and from Crown appeals	<ul style="list-style-type: none">• Effective and capable criminal appeals and Crown prosecutions

Demonstrating success

Much of our contribution to holding offenders to account is demonstrated through the efficiency and effectiveness measures for Crown prosecutions and criminal appeals. We gather annual quality, quantity and timeliness measures to assist with the monitoring of our efficiency and effectiveness, in respect of:

- decisions made on requests for the Solicitor-General to take Crown appeals
- success rate for sentence appeals brought by the Solicitor-General
- compliance with Court procedures and requirements of the judiciary

The reactive nature of Crown Law's role in the justice sector means that meaningful measures of our service impact are not readily identified. For detailed annual efficiency measures see the information supporting the Performance Information Appropriations for 2009/10.

Our efficiency measures are supplemented by the justice sector goal indicators for holding offenders to account. They are high-level trend indicators showing progress towards the goal as a result of the combined contribution of all Justice sector agencies. These include indicators such as resolution rates, seriousness of prosecutions and convictions, sanctions imposed and compliance with sanctions. Details on the trends and indicators are contained in the report "New Zealand Criminal justice sector – outcomes report 2008".

Crown Law goals

Goal 1: The Crown’s legal interests are protected

As the Government’s lawyer, an important role for Crown Law is to take into account the Crown’s legal obligations and protect its interests when providing legal advice. Goal one reflects this role as well as supporting the justice sector goal of durable settlement of Treaty claims, for example, ensuring that the Crown’s interests are represented and protected in settling Treaty claims for public resources.

Crown Law services

Chart 4: Services provided for Goal 1

Service (output)	Main activities	Service impacts
Crown Law goal 1		
Supervision of Crown Solicitor network	<ul style="list-style-type: none"> Provision of the Solicitor-General’s Prosecution Guidelines Managing Crown Solicitor warrants 	<ul style="list-style-type: none"> Crown Solicitors act within regulations
Exercise of principal Law Officer functions	<ul style="list-style-type: none"> Advice to the Attorney-General and Solicitor-General on constitutional issues and Law Officer functions 	<ul style="list-style-type: none"> Law Officers provide consistently high quality advice and representation
Crown prosecution service for criminal trials and appeals (conviction and sentence)	<ul style="list-style-type: none"> For detailed activities see justice sector goal – offenders are held to account, see Chart 3 	<ul style="list-style-type: none"> Effective and capable criminal appeals and Crown prosecutions
justice sector goal – durable settlement of Treaty claims		
Legal advice and representation	<ul style="list-style-type: none"> Legal advice on settlements and during negotiations Representation in the Waitangi Tribunal and courts Advice on policy proposals with implications for Treaty settlements 	<ul style="list-style-type: none"> Clients receive consistently high quality and timely advice Clients interests are effectively and efficiently represented

Demonstrating success

Much of our contribution to Goal 1 is demonstrated through the efficiency and effectiveness measures for the above services. These measures cover quality, quantity and timeliness and include:

- Crown Solicitor’s practices reviewed on a periodic basis (quality assurance)
- compliance with professional standards and court procedures, requirements of the judiciary and clients in managing cases
- compliance with Crown Solicitors regulations
- the number of new applications or requests for advice on behalf of the Attorney-General or Solicitor-General
- average number of applications or requests for legal advice in progress during the year

For detailed annual efficiency measures see the Performance Information for Appropriations 2009/10.

Goal 2: The Crown’s responsibilities are lawfully carried out

An important foundation for lawful democratic government and a trusted justice system is that the Crown carries out its responsibilities lawfully and ethically. In doing so the Crown will be a model litigant and will:

- demonstrate legal leadership to the community
- reinforce public confidence in the justice system.

Crown Law’s role is to provide a range of legal services to ensure that the Crown’s responsibilities are lawfully carried out.

The main services that we provide for Goal 2 are:

- criminal law and advice services
- exercise of principal Law Officer functions
- legal advice and representation to departments and agencies.

Criminal law and advice services also contribute to the justice sector goal of holding offenders to account. The focus for legal advice and representation services for Goal 2 relates more to providing advice rather than representation.

Crown Law services

Chart 5: Services provided for Goal 2

Service (output)	Main activities	Service impacts
Criminal Law and advice services	Provision of advice in relation to criminal law and undertaking work in relation to: <ul style="list-style-type: none"> • proceeds of crime • mutual assistance • blood sampling for DNA • requests from the Crown for appeals • consents to prosecute • applications for stays and immunities for prosecution • ministerials in relation to criminal matters. 	<ul style="list-style-type: none"> • Users received high quality criminal advice and services
Exercise of Principal Law Officer functions	<ul style="list-style-type: none"> • Advice to the Attorney-General and Solicitor-General on constitutional issues and Law Officer functions • Monitoring the enforcement of the law • Exercise of a variety of powers, duties and authorities from statute and convention • Compliance with the Bill of Rights Act 1990 • Vexatious litigant proceedings 	<ul style="list-style-type: none"> • Law Officers provide consistently high quality advice and representation
Legal advice and representation to departments and agencies	<ul style="list-style-type: none"> • Advice to Government agencies on the legal and constitutional conduct of their operations 	<ul style="list-style-type: none"> • Clients receive consistently high quality and timely advice.

Demonstrating success

Much of our contribution to goal two is demonstrated through the efficiency and effectiveness measures for the above services. These measures cover quality, quantity and timeliness and include:

- volume of requests for legal advice or determination of applications in relation to criminal law processes
- number of new applications or requests for advice on behalf of the Attorney-General or Solicitor-General
- quality of legal advice and opinions in relation to our professional standards. The quality of our advice to departments and agencies is also reflected in the success measure for goal three.

For detailed annual efficiency measures see the Performance Information for Appropriations 2009/10.

Goal 3: The Crown's legal risks from the operations and policy development of other agencies are well managed

In providing policy advice to Ministers and in managing their day to day operations, many government agencies face significant legal risks. If these risks are not well managed they may result in actions that could for example be unlawful, unethical, not in the public interest or that adversely affect effective and efficient delivery of government policies. Goal 3 focuses on Crown Law's role in supplying contestable legal services to government agencies (clients) to assist them in anticipating and managing policy or operating legal risks.

This goal is supported by the delivery of legal advice and representation services and has a special emphasis on matters of public and administrative law. These services also take into account the responsibility of the government to lawfully implement its chosen policies (Goal 2) and the underlying obligation of the Attorney-General and Solicitor-General to act in the public interest.

Crown Law services

Chart 6: Services provided for Goal 3

Service (output)	Main activities	Service impacts
Legal advice and representation to departments and agencies	<ul style="list-style-type: none"> • Advice to government agencies on the legal and constitutional conduct of their operations 	<ul style="list-style-type: none"> • Clients receive consistently high quality and timely advice • Clients interests are effectively and efficiently represented • Coherent and consistent legal services across Government
Exercise of principal Law Officer functions	<ul style="list-style-type: none"> • Representation of the public interest • Monitoring of the application of the law • Supervision of charities • Compliance with the New Zealand Bill of Rights Act 1990 	<ul style="list-style-type: none"> • Crown agencies are supported to meet their legal responsibilities

Demonstrating success

We demonstrate success in two ways:

- efficiency and effectiveness measures for the delivery of our services
- client perceptions of the quality of our services and our reputation.

In combination, these measures provide an indication of value for money and our ability to support clients in managing legal risks.

(a) Efficiency and effectiveness

We use annual quality, quantity and timeliness measures to monitor our efficiency and effectiveness which include:

- volume of new instructions for legal advice and litigation matters
- completion rates for requests in progress during the year
- quality of legal advice and opinions in relation to our professional standards.

For detailed annual efficiency measures see the Performance Information for Appropriations 2009/10.

Our efficiency measures are supplemented by external and independent measures of our reputation with clients and our share of the contestable legal spend of clients. These measures provide us with high-level trends that inform our decisions on the management and delivery of contestable services. The measures also indirectly provide us with an indication of how well clients are being supported in managing legal risk.

Chart 7: Key Indicators for Goal 3

Indicator	Target	Actual trend
Perceptions of Crown Law in the public sector market in relation to our desired attributes	Maintain and improve	Average rating Good
Competitive position with other law firms in relation to our desired attributes	Maintain	Consistent with top three firms in the private sector
Overall performance ranking	Improve	Up from 2007
People and relationship attributes	Grow	Average rating Good
Service delivery in relation to desired attributes	Improve	Average rating Good

Cost Effectiveness of Crown Law's Activities

An expectation of all publicly funded activities is that they are delivered in a cost-effective manner – that is, that the desired results are achieved for the minimum cost and represent value for money. Two key indicators are needed to measure cost-effectiveness:

- Was the desired result achieved?
- Could it have been achieved with less funding: or could more have been achieved with the same funding, if things had been done differently?

Was the desired result achieved?

The performance measures for each of our services are how we establish our effectiveness. In addition each goal has an indicator that is a tool for monitoring progress towards goals. Results measures⁴ also add depth to our understanding of effectiveness. Indicators that are used to measure effectiveness are shown in Chart 8 below.

Chart 8: Extract from the Team Factors Market & Lead Firm Client Perceptions Report

	2008	2007
Professional	1 st equal 	2 nd equal
Quality	2 nd equal 	3 rd equal
Trustworthy	1 st	1 st
Reliable	1 st Yet all low; highest 48%	1 st Yet all low, highest 50%
Conservative	1 st By a long margin	1 st By a long margin
Easy to work with	2 nd Yet all low; highest 46%	2 nd Yet all low; highest 42%
Value for money	1 st Yet all low; highest 39%	1 st Yet all low; highest 35%
Efficient	6 th of 12 places; all low; highest 48%	8 th Yet all low; highest 29%
Solves my problems	1 st Yet all low; highest 34%	2 nd Yet all low; highest 29%
Expensive	Last 	11 th
Innovative	7 th equal of 9 places; all low; highest 14% 	Last equal Yet all low; highest 12%
Aggressive	Last Wide range; 1-52%	Last Wide range; 0-70%

Cost effectiveness

Indicators such as the number of trials and the cost of trials are not a useful measure, as Crown Law is required to be reactive and has no control over the number or complexity of these undertakings.

⁴ Or impact measures

Crown Law is committed to cost effectiveness, but the level of investment in measuring its outputs has to be balanced against the value derived from gathering the information. It is necessary to be judicious in the selection of indicators for measurement. For the period covered Crown Law will continue to measure cost performance over time. This involves assessment of the cost per hour of client services, and is accompanied by some analysis of cost drivers.

Departmental capital intentions

Chart 9: Capital expenditure

Category	Forecast Expenditure \$000			
	2008/09	2009/10	2010/11	2011/12
Computer hardware	220	204	200	400
Furniture and fittings	80	30	20	20
Leasehold improvements	350	125	-	-
Library	25	25	25	25
Office equipment	60	45	20	20
Total property plant and equipment	735	429	265	465
Computer software – Other	1,670	514	200	50
Total intangible assets	1,670	514	200	50

Crown Law operates on a standard maintenance and replacement schedule. The higher computer software expenditure in 2008/09 is due to the replacement of the practice and financial management software system. In 2009/10 an electronic records management system is being implemented.

Organisational Health and Capability

The components of Crown Law's overall capability are its people, information and knowledge, and its systems, support and communications processes.

Chart 10: Organisation health and capability initiatives

Initiatives	Objective
Enhancing services, responding to client needs and promoting legal leadership across government (high quality legal service to clients)	Improved standards of legal advice across government
Continuing to develop internal leadership and management capability, clarity on performance requirements, professional development and a flexible and open work environment (highly engaging and responsive workplace).	Engaging and responsive workplace for legal and support staff Sustain the calibre and integrity of our staff
Continuously improving our systems and processes	Effective structures and systems including a replacement practice and financial management system (3E), the implementation of an electronic records management system and greater emphasis on client relationship management.

Improved standards of legal advice across Government

As the Government's legal advisor, Crown Law has an interest in leading and supporting improved standards of legal advice across government. Currently we contribute to PS Law, an opinion database and workspace for government lawyers, and lead the Chief Legal Advisers' Forum. In addition, we provide a regular newsletter on employment law. Four further initiatives underway in 2009:

- the development of a newsletter summarising key court decisions, legislative developments and other major legal issues
- additional seminars for lawyers in government
- developing and maintaining a talented workforce
- effective structures and systems, particularly client relationship management, records and financial management.

Ensuring Crown Law is the most engaging and responsive workplace for legal and support staff

To offer its clients quality legal advice Crown Law must continue to attract staff of the highest quality.

Crown Law aims to ensure that all staff know they are truly valued and have opportunities to continue their career development. This goal is also consistent with the state sector development goal of being an employer of choice and encouraging the development of excellent state servants.

Crown Law's focus in the next two years is on:

- continuing to build leadership and management capability through providing opportunities for Team Leader and senior manager development
- being clear about performance expectations through the development of competency frameworks
- reviewing Crown Law's approach to the provision of professional development to ensure that the need for a challenging career in the public service is addressed and also that Crown Law is able:
 - to respond to the varying needs of clients as an authoritative, trusted, responsive and cost-effective provider of legal services
 - develop a work environment that is open and receptive to different and more flexible ways of working and which supports a balance between work and home.

Investment in people

Crown Law employs 211 staff (200FTE) of whom over 100 are lawyers specialised in the areas of public, administrative and criminal law. Other staff provide specialist support services.

All of Crown Law's goals are reliant on the calibre and integrity of its staff, therefore our focus is on

- developing and maintaining a talented workforce
- providing an environment that supports the ongoing application of key skills and knowledge.

Supporting this focus are policies and practices to promote the well-being and effective contribution of all staff and processes to increase staff participation in decisions affecting them. There are also programmes for professional development including external and internal seminars for counsel and support staff.

Managing performance

Crown Law's organisational structure continues to focus on the effective delivery of legal services to clients by division into Constitutional, Public Law and Criminal Process and Human Rights Groups. Crown Law's group and team structure is a convenient mechanism to manage Crown Law and its resources.

The Management Board comprising the Solicitor-General, Deputy Solicitors-General and Practice Manager support the team structure. This group focuses on strategy, development, monitoring of supporting policies and practices and assurance of organisational outputs and outcomes. The Management Board consults and works with the Team Leader Forum and Corporate Managers on the management of Crown Law. The Team Leader Forum also meets regularly to discuss matters arising from the Team Leaders' role to support continued learning and development and collaboration.

Client Relationship Management

Crown Law has in 2009, introduced a Client Relationship Management programme. This programme requires all staff to take a proactive attitude to clients and related business processes. Its aim is to ensure that clients' objectives are understood, their business needs are met and that the work done for them is of a high standard. Any client approaching Crown Law for advice must be sure that the right mix

of counsel will respond to their requests. Coordination throughout Crown Law and the new Client Relationship Management programme are designed to provide the flexibility to respond to clients' needs.

A number of the attributes shown in Chart 8 are also the attributes we are focussing on through this programme. We will continue to use client feedback to measure our progress.

Effective systems

The legal advice and representation functions of Crown Law make heavy use of information technology and technological systems for the production and management of documents, the conduct of legal research, communication with clients and the management of matters on behalf of those clients. There will be a renewed focus on enabling staff to more efficiently use existing technologies for managing and processing information.

The most significant recent change is the implementation of a new IT platform including a new back-up and storage solution to support the business. We have continued to develop our electronic litigation support technology, to support the efficient and effective management of litigation by assisting with processing of documents and the determination of strategies for cases. A new integrated practice and financial management system was implemented in May 2009 (3E) which will provide greater efficiencies in financial and client management.

Knowledge management is a major focus for Crown Law. An organisational knowledge development programme has been developed and with a comprehensive range of knowledge initiatives, focusing on people, systems and technology. An electronic records management system will be implemented in 2009/10.

Equal employment opportunities

Crown Law is an equal opportunity employer. Crown Law participated in the Pay and Employment Equity Review for women in the second half of the 2007/08 financial year. The main results of this review were:

- the high percentage of women in senior and other management roles
- the level of access and availability to parental and care-giving leave
- the high level of satisfaction in the way staff are treated by managers
- the pay gap is reducing at a greater rate than for the public sector.

Crown Law will continue with its current employment practices to recruit and retain the best possible people regardless of gender, religion, disability or ethnicity.

Managing in a Changeable Operating Environment

Monitoring the external environment

Keeping in touch with changes in the justice sector and our clients operating environment allows us to respond in advance and maintain our focus on providing value for money legal services. The best source of information comes from our day-to-day relationships with clients, the justice sector, government organisations and stakeholders. Also informative are statistics on the performance of various parts of the justice sector. Reports such as the annual “New Zealand Criminal justice sector Outcomes Report” (to which we contribute) inform our thinking on the future delivery of our legal services.

Key trends and issues

The significant trends that will continue to influence our strategic direction and delivery of services for 2009 - 2013 are:

- **Increasing demands on the justice system:** The justice sector faces the challenge of providing efficient and effective services in an environment of increasing demand. The growing demand results from increased public expectations on the justice sector, the effects of population growth, changes to the geographic and age distribution of the population and an increase in the seriousness of prosecutions – involving more complex and lengthy cases for the courts without additional resources.
- **Scheduling of courts:** Crown Law has no control over the court schedules. In an environment of increasing demands on the court system we expect that the Crown will face increasing costs – particularly the Crown prosecution service. This will place pressure on budgets for 2009.
- **Contestable legal services:** In a tight fiscal environment and an adverse economic outlook we expect increased competition from private law firms for public sector legal work. The maintenance of a high quality service providing value for money will be critical to Crown Law gaining a greater share of the government’s total contestable legal business.
- **Unpredictable criminal cases:** The courts have jurisdiction over the scheduling of criminal appeals and cases. Cases can be scheduled at any time and are often high profile and require significant legal resources. As the Crown has a legal requirement to respond, forecasting, budgeting and allocating scarce resources within appropriations is difficult. We expect this pressure to continue in the foreseeable future.