

E.33 SOI (2013)

# Crown Law

## Statement of Intent 2013–2016

New Zealand Government



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# Foreword by the Attorney-General

Crown Law has been the subject of three external reviews. Each review identified positive aspects of what Crown Law does, but each also made recommendations on how the department's efficiency and effectiveness could be improved.

Over the past year, Crown Law initiated a significant programme of work that will change not only what the department delivers and how it is delivered, but also how the department is organised and managed. The scale and scope of the changes are substantial, and they present a new challenge for Crown Law.

This Statement of Intent sets out how Crown Law will respond to the recent reviews, fiscal pressures, and the changing public sector environment. I am confident that Crown Law will be successful in implementing its change programme, improving the services that it provides and, ultimately, reducing the legal risk to the Crown.

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.

## 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 QC

**Attorney-General**

May 2013

# Introduction from the Solicitor-General

The public sector continues to go through a period of substantial change. The Government has set ambitious targets to create a public sector that can respond even more effectively to the needs and expectations of New Zealanders. Ministers have entrusted us with working together, across agencies, to deliver better public services.

Crown Law is not exempt from these changes. Following three external reviews of Crown Law, and the need to address our short and long-term cost pressures, we have a significant change programme under way.

By the end of the year, we will have a greater focus on core Crown legal work, which will be supported by better client services. We will deliver high quality, responsive, and fit-for-purpose services, in a more efficient way. We will be in a new Crown Law structure, with new surroundings and new technology. These changes will ensure that we deliver greater value for money.

The essence of what we do, however, will remain the same. Our cause, our commitment and our quality will not diminish. Our independence, our dedication to service of the Crown and to the rule of law, will remain as strong as ever.

Ultimately, our success over the next three years, both in implementing our change programme and in continuing to deliver core Crown legal work, will depend on the quality of our people. We need people with a high level of expertise and a strong commitment to delivering a high quality service within the public sector environment. I feel hugely privileged to have joined Crown Law, and to be working with such professional and dedicated staff.

The next year promises to be an exciting one for Crown Law. I am optimistic that the changes we are implementing will result in a stronger, more efficient organisation that delivers better legal services and reduces legal risk across government.

## 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 (2013/14 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.



Michael Heron

**Solicitor-General and Chief Executive**



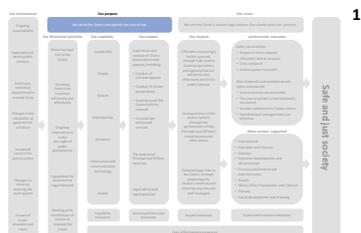
Maria Manaton

**Chief Financial Officer**

May 2013

# Who we are

## Our purpose



Crown Law is a government department that provides legal advice and representation to the government in matters affecting the executive government, particularly in the areas of criminal, public and administrative law. Crown Law supports both the Attorney-General and the Solicitor-General. We serve the Crown and uphold the rule of law.

### THE PRINCIPAL LAW OFFICERS

The Attorney-General is the senior Law Officer of the Crown, with principal responsibility for the Government's administration of the law. The Attorney-General is also a Minister of the Crown, with ministerial responsibility for Crown Law.

The Solicitor-General is the junior Law Officer, and is the government's chief legal adviser and advocate in the courts. The Solicitor-General holds office as an official of government and is also the Chief Executive of Crown Law.

Our focus is on core Crown legal work. This includes matters that, because of their nature, have such significance for the Crown that they should be undertaken under the supervision of the Law Officers. It equates to the core legal work for which the Law Officers are constitutionally responsible.

### OUR EXPERTISE

Crown Law supports the Crown in many unique and varied legal matters in areas such as New Zealand Bill of Rights Act 1990, human rights, land and environment interests, social services, employment law, citizenship, cultural issues, protection of revenue, international obligations, and the Treaty of Waitangi.

We participate in crucial all-of-government responses to national disasters and inquiries, such as the MV Rena maritime disaster and ongoing work regarding Christchurch earthquake recovery.

We are also responsible for managing and supervising the Crown Solicitors Network in their work conducting Crown prosecutions.

## Our vision



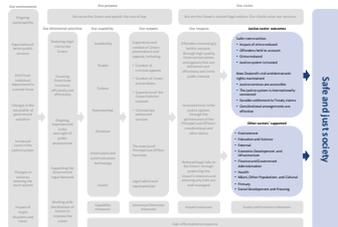
Crown Law's vision is that we are the Crown's trusted legal advisor, and that our clients value our services. We are first choice for Ministers, Chief Executives and Chief Legal Advisors for core Crown advice and litigation. We are highly respected as the leading administrative and public law experts. The Government knows that it is meeting its legal obligations and is able to make decisions to advance its policy programme.

We achieve this by being clear about our focus, passionate about what we do, rigorous in enforcing high standards of technical ability and service, and by being focused on providing excellent client service. We work collaboratively to meet client needs, professionally and cost-effectively, while also managing legal risk across government.

1 These images show how the section relates to the department's overall performance framework. The full performance framework is set out in Appendix 1.

# What difference we make

## Our contribution to government goals



### The justice sector

The Ministry of Justice is the lead agency in the justice sector, which also includes Crown Law, the New Zealand Police, Department of Corrections, Serious Fraud Office, and the Ministry of Social Development (for youth justice).

Justice sector Ministers recognise that achieving the best outcomes for people participating in justice sector processes requires all agencies to be working towards the same goals. The ultimate justice sector outcome is a “safe and just society”, which is achieved through eight shared outcomes, as shown below.

### JUSTICE SECTOR OUTCOMES



The outcomes that Crown Law has a direct impact on are in bold dark blue. Those we have an indirect impact on are in light blue.

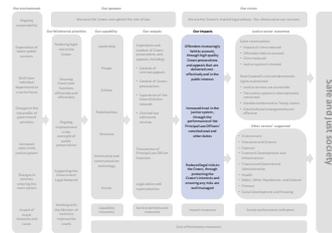
In the last three years, there have been significant policy, legislative and operational changes across the criminal justice system. Over the next three years, there will continue to be substantial change across the sector, as we respond to the government’s ambitious Better Public Services targets to reduce crime (total crime, violent crime and youth crime) and re-offending. The justice sector Results Action Plan sets out a roadmap for achieving the targets – by reducing opportunities for crime, targeting vulnerable youth and youth

offenders, reducing alcohol and drug abuse, and reducing reoffending. Crown Law supports progress in the justice sector result areas through Crown prosecutions and appeals work.

### Other government sectors

The work Crown Law does contributes to all sectors of government. While our home is within the justice sector, our outputs, particularly legal advice and representation services and the exercise of the Principal Law Officer functions, support agencies in other government sectors in managing their legal risks and obligations. This ensures that other agencies can deliver on their responsibilities and achieve their outcomes.

## Our impact



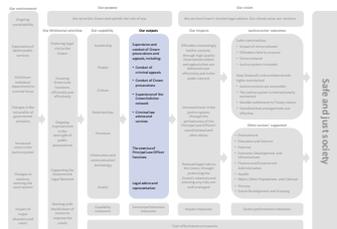
The way in which Crown Law contributes to the justice sector outcomes, or the impacts as a result of Crown Law’s work are:

- Offenders are held to account, through high quality Crown prosecutions and appeals that are delivered cost-effectively and in the public interest
- Increased trust in the justice system, through the performance of the Principal Law Officers’ constitutional and other duties
- Reduced legal risks to the Crown, through protecting the Crown’s interests and ensuring any risks are well managed.

We will know that we have been successful in achieving our desired impact through the monitoring of several key performance measures. These measures are set out in Appendix 2.

# What we do

## Our outputs and the impact they will have



**Offenders increasingly held to account, through high quality Crown prosecutions and appeals that are delivered cost-effectively and in the public interest**

### LINKS TO APPROPRIATIONS

Supervision and conduct of Crown prosecutions and appeals, including:

- Conduct of criminal appeals
- Conduct of Crown prosecutions
- Supervision of the Crown Solicitor Network
- Criminal law advice and services

High quality prosecutions and appeals, delivered cost-effectively and free from political interference, are crucial to a democratic society.

The Solicitor-General is responsible for oversight of public prosecutions, Crown representation in criminal appeals and a number of specific statutory duties in relation to administration of the criminal justice system. Crown Law and Crown Solicitors support the Solicitor-General to fulfil these responsibilities.

Crown Law conducts criminal appeals in the High Court, Court of Appeal and the Supreme Court, both where the appeal has been brought by the Crown and where it has been brought by the accused. We provide advice on requests for Crown appeals, judicial reviews, stays of prosecution, and consent to prosecute. We also make decisions on appeal requests from prosecuting agencies and we bring Crown appeals against sentences imposed by the Courts that are considered to be inadequate.

Crown prosecutions are primarily conducted by Crown Solicitors. Crown Solicitors are appointed under warrant of the Governor-General and they undertake work under the supervision of the Solicitor-General. Crown Law administers the Crown Solicitor Network. This includes managing Crown Solicitor warrants, funding, guiding and

sharing prosecution practice and knowledge, and reviewing practices to ensure high quality, value for money services are provided.

Our new Public Prosecutions Unit is responsible for the effective management of the relationship between Crown Law and the Crown Solicitor Network and government prosecutors. The unit also coordinates the development and implementation of new policy and operational processes, with the aim of delivering efficiencies and enhancing service delivery. The Crown Solicitors Funding Project, and implementation of changes as a result of the project, is being led by the Public Prosecutions Unit.

In addition, the Public Prosecutions Unit is working with the criminal and policy teams to implement changes to give effect to the Criminal Procedure Act 2011. This Act is planned to come into force on 1 July 2013. This is an important reform and will affect all users of the criminal justice sector, including prosecutors. Crown Law is working with the justice sector, Crown Solicitors and departmental prosecutors on the Act's implementation to ensure that the Act achieves its benefits.

Another substantial piece of work for the Public Prosecutions Unit will be to improve the Solicitor-General's oversight of public prosecutions. This work will address recommendations made in the Review of Public Prosecutions, such as implementing monitoring and reporting on prosecutions by all prosecuting departments.

Crown Law also provides legal advice and responds to applications on criminal law issues. We provide legal advice and representation on interventions in respect to alleged contempt of court and breaches of name suppression, and we oversee the prosecution work of the Serious Fraud Office. We also assist in international criminal investigations, proceedings, and extradition requests. The number of requests for mutual assistance and extraditions has increased over recent years, and we anticipate that it will continue to increase over the next three years.

Crown Law's focus over the next three years, regarding Crown prosecutions and appeals, is on the maintenance of high-quality and effective services, while ensuring costs are effectively managed.

## Increased trust in the justice system, through the performance of the Principal Law Officers' constitutional and other duties

### LINKS TO APPROPRIATIONS

#### The exercise of Principal Law Officer functions

Crown Law supports the Attorney-General and the Solicitor-General in performing their roles. We assist the Law Officers to act as independent legal advisors to the Crown, free from political influence. This independence is critical in maintaining the integrity of the rule of law and is instrumental in minimising the risk of the Government acting unlawfully.

In addition to supporting the conduct of Crown prosecutions and appeals, Crown Law provides legal advice and other assistance to the Law Officers in the following areas:

- ensuring that government actions are conducted according to the law
- representing the public interest
- managing the relationship of the executive government with the judiciary
- administering appointments of Queen's Counsel, and Judges to the higher courts
- acting on behalf of the Government in civil litigation
- informing the House whether any provision in a Bill introduced to the House is inconsistent with the Bill of Rights Act 1990
- supporting the supervision of charitable trusts
- managing vexatious litigant proceedings
- processing applications for the discharge of adoption orders
- processing requests for second coronial inquiries
- managing special patient reclassifications
- defending judicial reviews
- providing legal advice and representation on intervention in respect to alleged contempt of court and breach of name suppression.

We also provide advice to the Crown and government agencies on legal issues, and on the legal and constitutional implications of policy proposals. The Cabinet Directions for the Conduct

of Crown Legal Business 2012<sup>2</sup> set out particular legal matters that must be referred to the Solicitor-General. This includes:

- representation or advice in relation to actual or imminent litigation to which the government or agency is or may become a party
- legal services involving questions of the lawfulness of the exercise of government power
- constitutional questions including Treaty of Waitangi issues
- legal issues relating to the protection of revenue.

## Reduced legal risks to the Crown, through protecting the Crown's interests and ensuring any risks are well managed

### LINKS TO APPROPRIATIONS

#### Legal advice and representation

As chief legal advisors to the Government and chief advocate for the Government in the courts, the Principal Law Officers ensure that the Government is not prevented through legal process from lawfully implementing its chosen policies and discharging its governmental responsibilities.

The work undertaken by Crown Law in supporting the Law Officers and providing legal advice and representation ensures the Crown's legal risks are managed and its interests protected.

Crown Law is responsible for advising and providing representation on services related to the Crown infrastructure, its commercial interests, the regulation of those interests, and the protection of revenue.

We take a "one Crown" approach to protect the Crown's legal interests. In looking after the Crown's legal interests we must look beyond the interests of a specific department, even when that department is the client initiating the work. This approach in particular provides assurance to the Attorney-General and Solicitor-General that the Crown's legal risk is being identified early and well managed.

As part of our role in promoting a one Crown approach to the management of legal risk, we

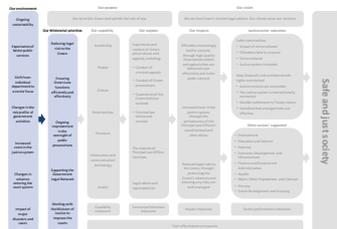
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2 "Cabinet Directions for the Conduct of Crown Legal Business 2012", Appendix C, Cabinet Office Manual, 2012.

actively support and participate in the Government Legal Network. The Solicitor-General will be the 'legal professional' and functional leader, and is supported in this role by a Board, Director and the network of government lawyers. The network, which is comprised of all government lawyers, is an initiative designed to strengthen the delivery of legal advice and services to core government agencies, resulting in more effective management of the Crown's legal risk. The objectives of the network are to proactively support the community of government lawyers, create opportunities for better networking, better enable sharing of services, information and resources, assist the professional development of government lawyers, and promote the government lawyer as a career choice.

# How we work

## Our changing operating environment



There are a number of factors that influence Crown Law's work management and programme.

The entire government sector is operating within tight financial constraints that require us to do more with less. This means that Crown Law must be able to operate sustainably within available funding. We must be cost-effective in everything we do, in order to provide value for money services for our clients and the public. Justice sector costs have grown significantly in recent years but the volume of cases going through the criminal and civil justice systems is declining. The challenge is to realise savings from this reduction in volume while ensuring public safety is maintained and services are accessible.

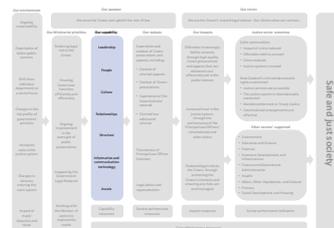
As the financial situation has tightened, the expectations of Ministers, key stakeholders and clients about the quality and timeliness of the services they receive has increased. The Government expects agencies to demonstrate that the services they provide are both effective and efficient, and that they contribute directly to the outcomes the Government is seeking. There is a much greater expectation that agencies will work together within and across sectors to improve the services they deliver and be more cost-effective.

Crown Law is involved in matters that cover a wide range of issues and areas of law. Our work covers and is affected by most aspects of government. We must anticipate and manage legal risks and respond as circumstances change. We must be flexible and maintain a broad perspective to provide effective legal services.

We must also be flexible if we are to continue to respond to unanticipated events and matters. Over recent years New Zealand has suffered economically and socially from disasters such as the Canterbury earthquakes, the Pike River Mine tragedy and the grounding of the MV Rena. These

events will have enduring impacts on the country. Crown Law has played a significant role in the Government's response to these disasters to date and will continue to do so.

## Our response to change



Crown Law is committed to improving its performance and capability. In 2011/12, we were the subject of three external reviews; the Review of Public Prosecution Services, a Performance Improvement Framework review, and the Review of the Role and Functions of the Solicitor-General and the Crown Law Office. In 2012/13, we were subject to a follow-up Performance Improvement Framework review.

Following these reviews and a Benchmarking Administrative and Support Services self-assessment, a significant change programme was initiated. Through this programme, many of the recommendations from the reviews have been implemented or are currently being progressed. However, there is still more that could be done. With our clarified focus on core Crown legal work and greater expectations from our clients and the Government, it is timely to consider how we are organised, how we do our work and how our culture impacts the way we work.

The Legal Capability and Structure Project will ensure that Crown Law has optimal resources, organised in the most appropriate way, to fulfil our purpose and to continue to deliver core Crown legal work. This has included looking at the number of legal teams or groups, reporting lines, the level and mix of legal roles, and how legal roles are defined. The new structure, which will be implemented in 2013, will enable greater flexibility to deploy legal resources across teams and matters.

Also in 2013, we will be moving our Wellington national office. This will reduce our property footprint and provide significant savings. Associated with this move will be the introduction of new ways of working, which will be enabled by

a reduction in onsite records and the relocation of the data centre to an offsite hosted solution.

Crown Law has also established an Auckland office, on a pilot basis, to service core Crown legal work in the Auckland region. Many of our clients have offices in Auckland and a growing proportion of Crown litigation is done in the Auckland courts. The pilot will be funded through Crown Law's current baseline and staffing levels. The demand for, and effectiveness of, the pilot will be assessed in 2014.

Another significant project that is underway is the Crown Solicitors Funding Project. This project has a particular focus on addressing issues with Crown Solicitor Network costs relating to criminal prosecutions. This project will also improve oversight of Crown Solicitors' performance and develop long-term funding options to ensure costs remain within a reduced baseline. We will also implement procedures to provide the Solicitor-General greater oversight of all public prosecutions. This will include monitoring and reporting on prosecutions by all prosecuting departments.

Finally, and importantly, we will be strengthening our client focus and relationships. Our services should be proactive, efficient, practical, relevant, solutions focused, on budget and on time. We must ensure that clients' objectives are understood, their business needs are met and that the work done for them is of a high standard. Our new way of working will mean our clients see a more connected Crown Law. Clients will be served by the lawyers best placed to effectively and efficiently provide the services they need.

## Our leadership and governance

The Management Board recognises that enhanced collective leadership and management capability is essential for Crown Law's success. The Management Board, individually and collectively, are committed to improving the leadership, strategic focus, and management of Crown Law.

Our leadership and governance will be strengthened by our new governance framework. This framework distinguishes between strategic leadership and operational management. It aims to direct the right capability to the right level of governance, to maximise the use of our resources without jeopardising the appropriate level of oversight, management and monitoring. The main governance bodies, such as the Management

Board and Operational Management Committee, are strengthened by a range of supporting groups and committees, such as Project Steering Committees and a Professional Standards Committee. The new governance structure will be implemented in 2013.

Our governance bodies will be supported by an integrated system of monitoring and reporting that demonstrates Crown Law's performance and conformance. Our business data and associated performance measures and reporting will be improved both for our internal management and our external stakeholders.

## Our workforce and culture

To achieve our vision of being the Government's trusted advisors, we need to be passionate about what we do and our employees need to be engaged in the organisation. A high level of staff engagement is a priority for the Management Board. We undertook our first staff engagement survey in March 2012. Our staff engagement was higher than the justice sector benchmark and very close to the public sector benchmark.

Recruitment, retention and staff development remains a priority. In 2013, Crown Law will develop a workforce strategy and roadmap, and an organisational development strategy, to ensure that Crown Law has sufficient capacity and the right mix of skills to deliver on its purpose. The roadmap will include actions to improve remuneration and performance management, in response to concerns raised in the staff engagement survey.

In 2013, we will also implement structural and staffing changes as a result of the Legal Capability and Structure Project. The new structure will allow our senior lawyers to take roles that are best suited to their core skills, while also allowing junior counsel to take on greater responsibilities.

To support these changes we are working with staff to articulate the values and behaviours that underpin our organisation. Our new values will provide clarity around what we do and how we do it.

As a public sector employer, we will continue to provide equal employment opportunities in line with current government requirements.

## Our sustainability

Crown Law is committed to living within its baseline and has put considerable effort in to better understanding its cost pressures and identifying options for how these pressures may be addressed. To address our cost pressures a number of initiatives are underway. These initiatives target our largest areas of expenditure, which are personnel, accommodation, and Crown Solicitor services. The Legal Capability and Structure Project will ensure that Crown Law has optimal resources, organised in the most appropriate way. Our new working environment and accommodation arrangements will provide significant savings for Crown Law. In 2013, we will implement a long-term funding model for Crown Solicitors, to improve our management of Crown prosecutions and ensure that costs remain within baseline.

We are also reviewing our contract management system and arrangements. We are currently participating in several all-of-government contracts and we are well engaged in the functional leadership process for property. We are committed to continuing to take up other all-of-government contracts as appropriate. We may also participate in shared services arrangements, if appropriate, for back office functions.

### FORECAST OPERATING EXPENDITURE AND REVENUE

	\$000	2013/14	2014/15	2015/16	2016/17
<b>Vote Attorney-General</b>					
<b>Revenue</b>					
Crown revenue		41,653	41,647	41,647	41,647
Legal advice and representation		22,365	22,365	22,365	22,365
Other revenue		50	50	50	50
<b>Total revenue</b>		<b>64,068</b>	<b>64,062</b>	<b>64,062</b>	<b>64,062</b>
<b>Expenditure</b>					
Legal advice and representation		22,365	22,365	22,365	22,365
Supervision and conduct of Crown prosecutions and appeals <sup>3</sup>		38,779	38,773	38,773	38,773
The exercise of Principal Law Officer functions		2,924	2,924	2,924	2,924
<b>Total operating expenditure</b>		<b>64,068</b>	<b>64,062</b>	<b>64,062</b>	<b>64,062</b>

### FORECAST CAPITAL EXPENDITURE

	\$000	2013/14	2014/15	2015/16	2016/17
<b>Vote Attorney-General</b>					
Intangible assets		160	160	160	160
Property, plant and equipment		255	355	355	355
<b>Total capital expenditure</b>		<b>415</b>	<b>515</b>	<b>515</b>	<b>515</b>

For more detail on Crown Law's budgeted expenditure and revenue for 2013/14 see the Estimates of Appropriations for Vote Attorney-General.

## Our technology and information management

Crown Law is developing an Information and Communications Technology (ICT) Strategy which addresses our immediate business requirements and lays the foundation to deliver modern, effective and efficient ways of working across all business functions. Re-locating our Wellington office presents us with significant change in business ICT requirements and the opportunity to address end-of-life services and infrastructure.

We are currently introducing smart technologies to enable mobile working, an approach which is crucial to supporting the new, open-plan workspace in the Vogel Centre and the pilot Auckland Office. This includes an upgrade to our telephony and integrated communications system, and migration to an all-of-government Infrastructure as a Service (IaaS) solution. This service provides access to up-to-date technologies and enhanced security. We will also enhance our business continuity and disaster recovery, whilst bringing Crown Law in line with the Government ICT Strategy.

To effectively support the business, more needs to be done than just adding new technology and migrating infrastructure hosting. Our approach to information management seeks to support and enable a swift transition to new ways of working. We are reducing physical space requirements, and an upgrade to our electronic records management system will extend access to more users and make

<sup>3</sup> This is a multi-class output appropriation that covers: Conduct of criminal appeals; conduct of Crown prosecutions; criminal law advice and services; and supervision of the Crown Solicitor Network.

the system much more user friendly, accessible and useful. We're also upgrading our electronic litigation management system and introducing a mobility client, and enhancing electronic litigation support.

Once the accommodation changes have happened, our focus will shift to making sure we make best use of the technology changes and that we maximise value for money from our investments. This will include working closely with the business to ensure users understand how to get the most from their ICT in Crown Law, and also working to identify ways of improving on business processes where ICT plays a major role.

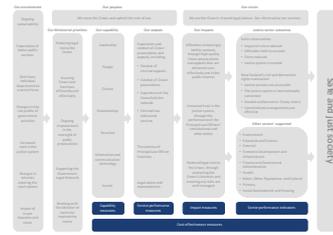
Our longer-term, strategic principles aim to establish a technology environment that builds integrity through security, privacy and business continuity, while improving productivity through solutions that enable flexible, mobile and collaborative working. We will also seek to exploit opportunities for alignment with sector systems and government capabilities and directions, to reduce costs and improve efficiency.

## Our risk management

Crown Law recognises that effective management of our risks is a critical success factor for delivering our outputs and achieving our outcomes. Our strategic risks relate to the substantial change programme that is underway. Our biggest risk is that we are not successful in managing and achieving the change needed. We may lose focus or momentum, we may fail to deliver on some aspects of the change programme, or we may fail to adapt to changes in our external environment.

To effectively identify and manage these risks, as well as our operational risks, we will develop a new risk framework. We will also establish an independent Risk and Assurance Committee. This Committee will advise the Solicitor-General on risk management, internal controls, financial and other external reporting, and compliance with legislation, policies and procedures.

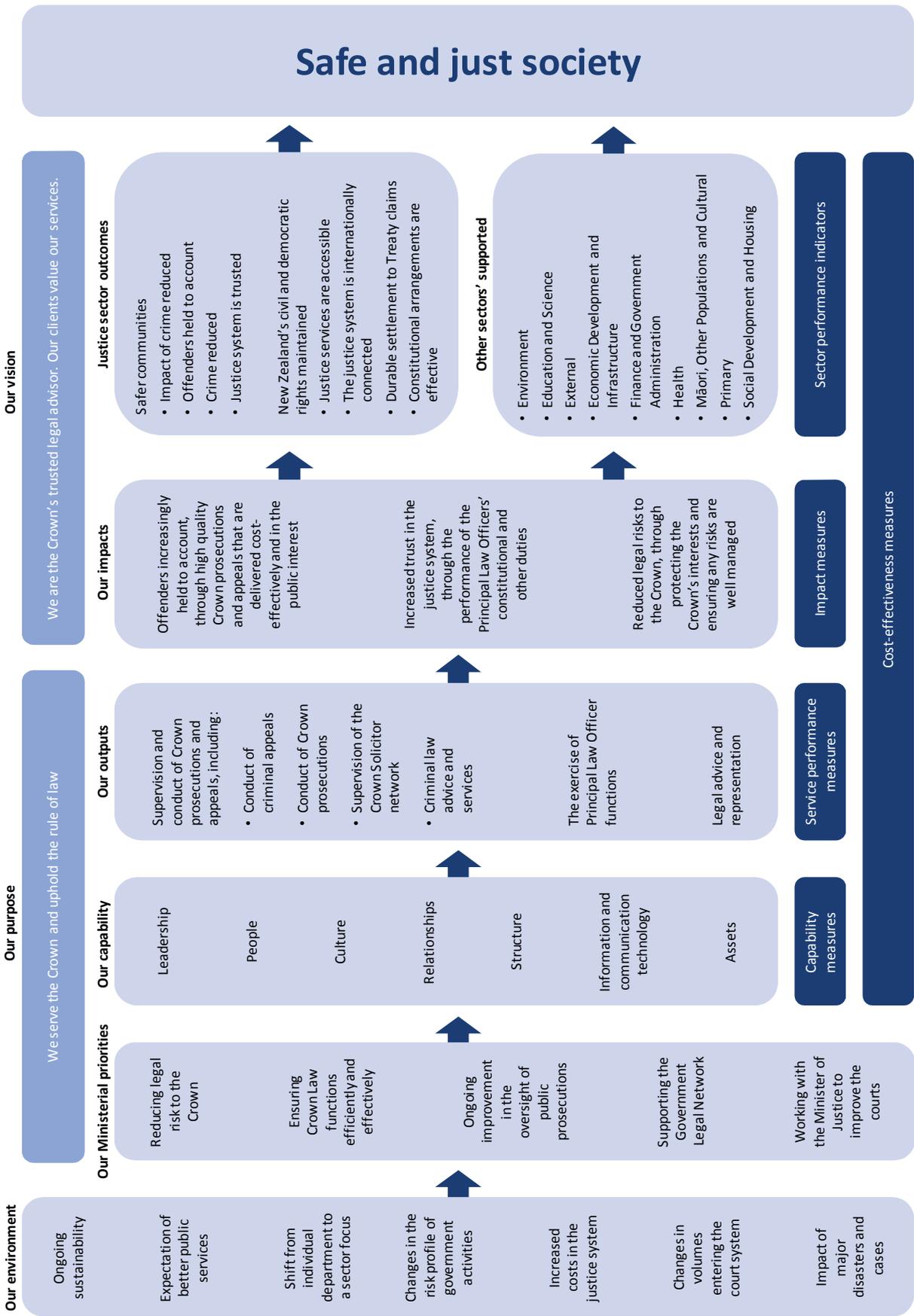
## Our performance management



We understand the importance of monitoring what we deliver and how well we deliver it, so that we can identify further ways to improve our performance.

Following the introduction of a new performance framework in 2011/12, Crown Law is reviewing and redeveloping its performance measures. Work is currently underway to ensure that we have appropriate coverage across our suite of measures, such as measuring quantity, quality, timeliness, and cost. Future work will focus on collating baseline data, identifying comparators to benchmark or judge our performance against (for example, private sector law firms), and setting targets for our future performance. Appendix 2 sets out the areas of performance that we will monitor in future.

# Appendix 1: Our performance framework



## Appendix 2: Our performance measures

Dimension	Measure	Baseline	Desired direction of change
<b>Capability</b>			
Finances	Outputs are managed within appropriation (including expenditure on Crown prosecutions)	2011/12: Managed within appropriation	Maintain
People	Percentage of engaged staff	2011/12: 70.8%	Increase
	Percentage of staff unplanned turnover	2011/12: 10% (compared to 11.4% for the public sector) 2010/11: 9% (compared to 10.9% for the public sector)	Maintain
	Percentage of performance plans and reviews completed	To be developed	To be developed
	Average hours per employee spent on training and education	2011/12: 121.7 hours per employee 2010/11: 131.2 hours per employee	Maintain
ICT	Documents are able to be accessed remotely, securely, without significant time delays	To be developed	To be developed
<b>Outputs</b>			
For the performance measures for Crown Law's outputs and services see the Information Supporting the Estimates for Vote Attorney-General.			
<b>Impacts</b>			
Offenders increasingly held to account, through high quality Crown prosecutions and appeals that are delivered cost-effectively and in the public interest	Percentage of Police prosecutions resulting in conviction	2012: 73.7% 2011: 74.4%	Maintain or improve
Increased trust in the justice system, through the performance of the Principal Law Officers' constitutional and other duties	The World Justice Project Rule of Law Index shows that New Zealand's criminal justice system is:		Maintain or improve
	• free of corruption	2012: 0.94/1 Rank: 2/97	
	• free of improper government influence	2012: 0.91/1 Rank: 5/97	
	• there is due process of law and rights of the accused	2012: 0.84/1 Rank: 8/97	
	The Bertelsmann Foundation Sustainable Governance Indicators Status Index shows that New Zealand has effective:		Maintain or improve
• appointment of justices	2011: 8/10 Rank: 10/31 2009: 8/10		
• corruption prevention	2011: 10/10 Rank: 1/31 2009: 10/10		

Dimension	Measure	Baseline	Desired direction of change
Reduced legal risks to the Crown, through protecting the Crown's interests and ensuring any risks are well managed	The Bertelsmann Foundation Sustainable Governance Indicators Status Index shows that New Zealand has effective:		Maintain
	<ul style="list-style-type: none"> <li>legal certainty</li> <li>judicial review</li> </ul>	2011: 10/10 Rank 1/31 2009: 10/10  2011: 10/10 Rank 1/31 2009: 10/10	
<b>Cost-effectiveness</b>			
Efficiency	Cost per matter disposed	To be developed	To be developed
Value for money	Cost per hour of client services	To be developed	To be developed
	Client perceptions of value for money	2012: 82% <sup>4</sup> 2011: 73% <sup>4</sup>	Increase
<b>Justice sector indicators</b>			
The Ministry of Justice reports on progress against the Better Public Services targets and the justice sector Key Performance Indicators.			

<sup>4</sup> Baseline information for one cohort of clients, representing one quarter of Crown Law's government department clients.



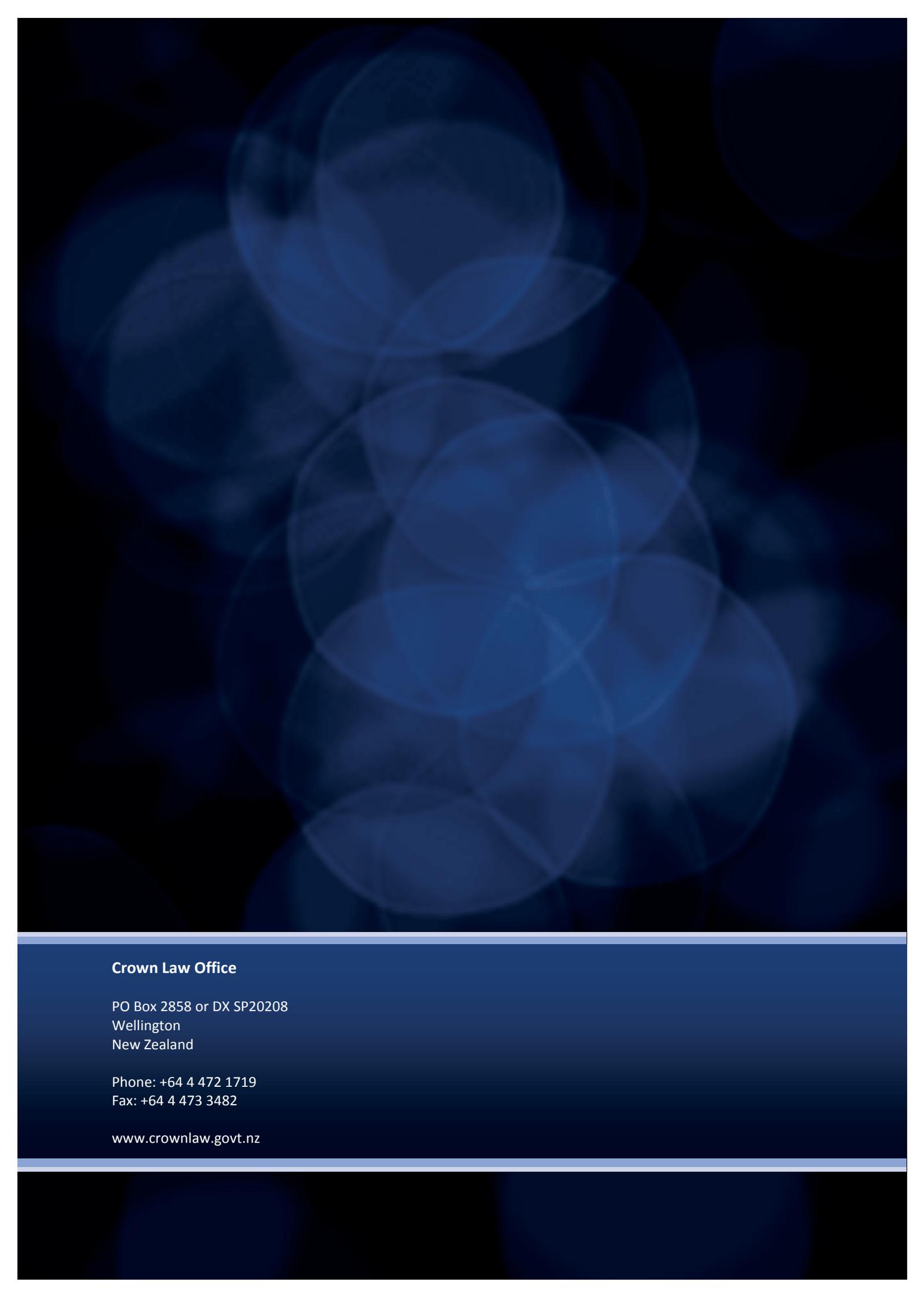


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