

TE RAUTAKI RATONGA Ā-TURE
A TE KĀWANATANGA

GOVERNMENT LEGAL SERVICES
STRATEGY
2022-2026



WHIRIA TE TANGATA

In this strategy the whāriki illustrates the weaving of the values and areas of focus. The whāriki also helps us understand how we can weave kaupapa together to form a strong foundation. Each strand in the whāriki has an individual role as well as a collective role. With clarity of purpose and direction, each strand (lawyer or legal team) is able to fulfil its individual role and play an equally important role in connecting with others across the GLN, thus weaving a strong whāriki. Weaknesses in the whāriki create holes for values and areas of focus to fall through. All government lawyers, working in departments are linked by a kaupapa nui, for the benefit of Aotearoa New Zealand.

So we say “Whiria Te Tangata” – weave the people together.

The metaphor of the whāriki is a gift of te ao Māori. In te ao Māori the whakapapa of raranga (weaving) goes back to the creation story and has its own mātauranga and tikanga.



KUPU WHAKATAKI A TE RŌIA MĀTĀMUA

SOLICITOR-GENERAL'S FOREWORD

It is my great pleasure to present this strategy for Government Legal Services. This is the first strategy to look at how the Government Legal Network can enhance delivery of legal services to the government by departmental legal teams, including Crown Law; and through purchased services.

The people of Aotearoa New Zealand expect government to act according to law, and that people will be fairly treated by the government and the justice system. As government lawyers we do not advocate for particular outcomes, we contribute by ensuring that the Crown's long term interests, obligations and the context are understood and taken into account so that governments govern according to law. On occasion these obligations require us to demonstrate courage and independence by highlighting what the law and public interest require.

Te Tiriti o Waitangi/the Treaty of Waitangi is the foundation of a partnership between the Crown and Māori. Te ao Māori and tikanga Māori are increasingly influencing our conventions and law.

This strategy supports these constitutional principles and continues the work the Government Legal Network has been doing for more than ten years to shift the model of the government lawyer to one where the services offered are innovative and solution-focused, and the result of a collaborative work process.

The focus on te ao Māori as a pillar of the strategy is an important recognition of the need, and my expectation, that, to be effective in providing legal services to government, government lawyers have a developed understanding of Treaty rights and obligations, te ao Māori and tikanga Māori to be effective in providing legal services to government. This is important area of focus for this strategy over the coming years.

As government lawyers, we need to keep improving and adapting to new demands and challenges. We will only deliver the best possible results when the network operates as a network. This shift builds on and doesn't displace the importance of strong and trusted in-house legal capability in agencies. The network empowers, strengthens and builds on the current model for in-house lawyers.

We recognise the importance of being able to mobilise in a flexible way across the network to respond to government priorities at a system level. This means we need to shift the ways we operate – to work in a more joined up fashion, to support mobility across the network, and to actively develop the skills and experience of our lawyers in government. These are big opportunities to grasp in the next few years.

This strategy is our blueprint for the next five years. While our purpose and roles will be much more enduring, we should be able to look back in 2026 and mark our success in delivering the objectives identified here.

*Una Jagose QC
Rōia Mātāmua o te Karauna
Solicitor-General*

KUPU WHAKATAKI A TE RŌIA MĀTĀMUA

SOLICITOR-GENERAL'S FOREWORD

Nōku te whiwhi ki te whakaatu i tēnei Rautaki mō ngā Ratonga ā-Ture a te Kāwanatanga. Koinei te rautaki tuatahi e tiro ana ki te āhua e taea ai e te Whatunga ā-Ture a te Kāwanatanga te whakarākei te tukunga o ngā ratonga ā-ture e ngā tira ā-ture ā-tari, tae atu ki te Tari Ture o te Karauna; mā roto hoki i ngā ratonga ka hokona.

Ko te kawatau o te iwi o Aotearoa mō te kāwanatanga, kia whāia ngā ture, ā, ka tōkeke te tiaki a te kāwanatanga me te pūnaha ture i te tangata. Hei rōia kāwanatanga, kāore mātau e whakahau mō ētahi huanga motuhake, ka whai wāhi kē tātou mā te whakarite ka mōhiotia ngā pānga wā roa a te Karauna, ngā takohanga me te horopaki, ā, ka whai whakaarotia hoki kia pai ai te whakahaere a te kāwanatanga i runga anō i te ture. He wā anō, nā ēnei takohanga, ka here i a tātou ki te whakaputa i te māiatanga me te motuhaketanga mā te miramira i ngā hiahia o te ture me te painga o te iwi.

Ko Te Tiriti o Waitangi te tūāpapa o tētahi rangapūtanga i waenga i te Karauna me te Māori. E nui haere ana te whakaaweawetanga a te ao Māori me te tikanga Māori i ō tātou tikanga me te ture.

Ka tautoko tēnei rautaki i ēnei mātāpono kaupapa ā-ture, ā, ka kawea tonu ngā mahi a te Whatunga ā-Ture a te Kāwanatanga neke atu i te tekau tau e mahia ana, ki te nuku i te taurira o te rōia kāwanatanga ki tētahi taurira e tukuna ana ngā ratonga i runga anō i te aronga auaha, otinga hoki, me te hua o tētahi tukanga mahi tahi.

Ko te arotahi ki te ao Māori hei pou o te rautaki, he whakamanatanga nui hoki o te hiahia, ā, me taku kawatau ake, kia whanaketia te māramatanga i roto i ngā rōia kāwanatanga katoa ki ngā motika me ngā takohanga o te Tiriti, te ao Māori me te tikanga Māori, kia whai hua ai tā rātou tuku i ngā ratonga ā-ture ki te kāwanatanga. He aronga whai take tēnei mō tēnei rautaki hei ngā tau e tū mai nei.

I te mea he rōia kāwanatanga tātou, me piki haere tonu ka tika, me urutau hoki ki ngā hiahia hou me ngā wero hou. Ka puta ngā hua pai rawa i te wā ka mahi te whatunga hei whatunga. Ka whakakaha ake tēnei nekenga, otirā e kore e turaki, i te hiranga o te āheinga ā-ture kaha, rō-whare hoki, i ngā tari. E whakamana ana, e whakapakari ana, e whakatipu ana hoki te whatunga i tēnei taurira mā ngā rōia rō-whare.

E mōhio ana tātou ki te hiranga o te panuku haere kia raungāwari tonu puta noa i te whatunga, hei urupare ki ngā whakaarotau a te kāwanatanga puta noa i te rāngai kāwanatanga. Ko te tikanga o tēnei, me whakarerekē tātou i tā tātou huarahi whakahaere – kia tūhonohono ake te mahi, ki te tautoko i te panuku puta noa i te whatunga, me te whanake hohe i ngā pūkenga me ngā wheako o ā tātou rōia i te kāwanatanga. He nui ngā āheinga hei kaponga ake i ngā tau e tū mai nei.

Ka noho tēnei rautaki hei tūāpapa mō ngā tau e rima e tū mai nei. Ahakoa ka matatū ake tā tātou kaupapa me ā tātou mahi, ko te tikanga ka taea e tātou te tiro whakamuri hei te 2026 me te tohu i tā tātou angitu ki te tuku i ngā whāinga i tautuhia i konei.

Una Jagose QC
Rōia Mātāmua o te Karauna
Solicitor-General

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NGĀ HAEPAPA O NGĀ RŌIA KĀWANATANGA

THE RESPONSIBILITIES OF GOVERNMENT LAWYERS

The responsibilities of the Law Officers and the obligations of lawyers provide the backdrop for our services to government and the public

The Attorney-General and Solicitor-General (the Law Officers) oversee all legal advice to, and representation of, the Crown and the criminal justice system. The Solicitor-General is the Crown's chief advocate.

On questions of law, the Crown needs to have a single and consistent view and speak with one voice. It is critical that a settled view of the law, including international law, is available to decision-makers so that the government can act according to law. When necessary the Law Officers provide that view.

The Law Officers have particular responsibility for seeing that government is conducted according to law.

The Attorney-General has a responsibility to represent the public interest on behalf of the general community. In that capacity, the Attorney-General acts independently of the political interests or preferences of the government of the day.

The duties of the Solicitor-General also require independence from the direction of the government of the day. Various arrangements, including the appointment process, protect that independence.

Similarly, our fundamental obligation as lawyers acting for the Crown calls for independent and sound legal advice and advocacy. Our advice and advocacy must have as its basis a strong understanding of context and operational practice, so that Government can make decisions.

As with any public servants, lawyers can come under pressure to give particular advice. Government lawyers have an additional professional obligation to resist that pressure.

Each Chief Legal Advisor assists lawyers to do that. The Solicitor-General, as the professional leader of all lawyers in government, will assist Chief Legal Advisors to maintain their independence on the rare occasions that assistance is required.

Together, the Law Officers and government lawyers are a crucial element in our constitutional arrangements aimed at ensuring that the executive government acts within the law.

Lawyers acting for the Crown have an overarching duty to the public interest to ensure that executive government acts within the law

TE KARAUNA ME TE AO MĀORI | THE CROWN AND TE AO MĀORI

The importance of relationships between Māori and the Crown is a critical part of the context government lawyers must understand to be effective

The Crown's relationships with Māori are shifting. Tikanga Māori is part of our law, with increasing reference to tikanga in statute and the development of an indigenous common law of Aotearoa New Zealand. Te Tiriti/the Treaty partners are engaging more than ever in new ways of recognising the partnership. There is an urgency for government lawyers to understand and be fully capable of moving in the unique relationships between Māori and the Crown. Quality legal analysis is required to inform the government's policy choices in the context of a changing and developing legal landscape.

We, as government lawyers, need to seek out best practice in supporting government to engage successfully with Māori whether iwi, hapū, whānau or other groupings representing Māori interests. We need to ask ourselves, "Is our understanding of the Crown's rights, interests and duties sourced in the partnership context?" We should be well prepared when we engage with Māori, understanding the position of both the Crown and Māori.

We need to increase te ao Māori capability in the Government Legal Network so that we, as advisors to the Crown, fully understand the context, past and future. Hapū and iwi should not be obliged to educate the Crown about past grievances.

Te Tiriti/the Treaty relationship is an important foundation for the future of government and all the work that we do. This partnership provides the lens to support a Treaty-based, multi-cultural society.

Those providing government legal services need to be at the heart of this shift. We cannot properly advise the Crown without a deeper appreciation and understanding of te ao Māori.

We acknowledge that for rōia Māori there can be tension in acting for the Crown. It can cause dislocation from iwi and hapū and, given the nature of past engagements between the Crown and Māori, may still carry a stigma. There are still significant strains and burdens for rōia Māori working for the Crown.

Rōia Māori often carry a double burden of professional responsibilities and expectations to provide expertise in te ao, te reo and tikanga Māori (where they possess these skills and experience). Despite the Crown's urgent and expanding need for this expertise and perspective, it may not be properly resourced or remunerated, and our workplaces may not yet enable all Māori staff to flourish.

Attempts by lawyers to reflect te ao Māori concepts in advice or representation of the Crown can still be met with suspicion or misunderstanding. These factors impact negatively on the wellbeing of some rōia Māori and on our ability to recruit, retain and support them.

"We have to... apply all the principles and conventions of our constitutional framework...and that includes understanding tikanga and te ao Māori"

Una Jagose, QC, Rōia Mātāmua o te Karauna, Solicitor-General. Speech to Te Hunga Rōia Māori o Aotearoa Hui-ā-Tau 2018

This strategy has been prepared in the context of these evolving relationships and the need for Crown legal services that reflect their strategic importance. It draws from te ao Māori in several ways. The values for our service delivery are drawn from recognised te ao Māori values and are woven throughout the strategy. The indicative projects have been considered in terms of how they will support the Crown in its relationship with Māori. The whāriki demonstrates the holistic approach required to meet our challenges.

HE KŌRERO WHAKATAKI I TE RAUTAKI | INTRODUCTION TO THE STRATEGY

Purpose of the strategy

This strategy sets out the direction of travel for the delivery of legal services by the Government Legal Network (GLN) to government for the next five years. It sets out the important areas of focus to ensure we deliver effective services.

Why a strategy is needed

Work in the past decade has developed the network of government lawyers into the GLN we have today, including driving initiatives to enhance legal services provided to government. This strategy identifies key areas of focus to further develop the services, and the capability of the GLN to deliver them.

What we hope to achieve

Our goal through this strategy is to ensure government has access to timely, focused legal services embedded in the government's context and offering the best support. It sets out a clear purpose for government legal services, and a statement of our roles. It also sets expectations for growth and success in five areas of focus:

- **System leadership** – ensuring strategic, system-focused government legal services
- **Te ao Māori** – building a culturally capable government legal workforce that supports the Crown effectively, and nurtures Māori lawyers who work for government

- **Joined up and flexible service** – ensuring government legal services are pragmatic, joined up, timely and flexible
- **Strong network capability** – ensuring we have the capabilities to deliver excellent services within our agencies, in sectors and across government agencies
- **Streamlined systems and tools** – to enable services to be delivered efficiently and in a way that delivers a positive experience for government lawyers

Outline

The strategy describes the future direction of government legal services.

The strategy describes:

- *The purpose and role of government legal services* – what do they exist to do and how government lawyers give effect to this purpose
- *The important shifts* in direction the strategy seeks to achieve
- *What success will look like* from the perspective of the public, service users and government lawyers
- *The values* that guide the way government legal services are provided
- *The key areas of focus to achieve the shifts*, including what we are seeking to achieve within each priority area, headline measures and initiatives that will be scoped and/or developed further as part of implementation

TE KAUPAPA ME TE MAHI A NGĀ RATONGA Ā-TURE A TE KĀWANATANGA

PURPOSE AND ROLE OF GOVERNMENT LEGAL SERVICES

The constitutional conventions and legal duties of the Law Officers create the dynamic at the heart of every government lawyer's role and make delivery of government legal services unique

Purpose of government legal services

We:

- support government to lawfully achieve its objectives
- enhance public confidence in government and in the justice system

Like all public servants, we assist the government of the day to advance its work programme. Our delivery of legal services has an overarching objective to enhance public confidence in the way the government operates, especially in the public's engagement with the justice system.

The role of government lawyers

By:

- giving independent advice informed by context
- shaping development of the law responsibly
- representing the Crown with integrity

We have duties stemming from the role of the Law Officers and our fundamental obligations as lawyers, meaning we must provide independent and sound legal advice and representation.

Government lawyers provide legal services that are pragmatic, reflect the operating context and are solution-focused.

We contribute to the development of the law through our work in the development of policy and in the courts.

TŌ TĀTOU WAWATA | OUR AMBITION

Where we are now

- **Highly distributed legal teams**, with governance at a network level mostly limited to management of centrally delivered products, programmes, events and projects.
- **Increasing focus on projects to deliver wider network benefits**, but with projects heavily reliant on volunteer or discretionary effort.
- **Growing awareness of the importance of te ao Māori** for government lawyers, but mostly considered in the context of risk assessment and issue management.
- **Flexible deployment of people to support crisis management**, but very limited ability for teams to otherwise support or innovate for legal service requirements in other departments.
- **Some planned network movement of people for development**, but most movement between government roles still driven by individual career initiative resulting in unplanned gaps.
- **Shared workspaces available**, but with limited support and subject to access issues and incompatibility of systems.
- **Increasing GLN-wide delivery of training opportunities**, but assessment of training needs and delivery of training still mostly driven by in-house systems.
- **Delivery of whole-of-system legal advice increasing**, but systems for sharing other information and advice still developing.

Where we are going

- **Forward-looking and whole of system focus**, anticipating important legal issues affecting government and providing strategic advice and insights.
- **Growing the collaboration within and across agencies** to support decisions that balance risk with the development of effective solutions.
- **Increased focus on te ao Māori**: supporting the Crown in its relationships with Māori under Te Tiriti o Waitangi /the Treaty of Waitangi by ensuring our legal services are based in a deeper understanding of te ao Māori and tikanga and occur within the context of the partnership relationship.
- **Supporting attraction and development of more Māori lawyers**, in a way that values their perspectives and respects tikanga.
- **Increasingly effective and efficient use of skills and knowledge** across the GLN, taking advantage of economies of scale and centres of knowledge and expertise.
- **An integrated and flexible service** that deploys lawyers and support to where they are most needed.
- **More central leadership and coordination** of activities across the GLN.
- **Government legal services seen more as a career**, offering a range of opportunities for development and progression as lawyers and public servants.
- **Diverse and inclusive GLN**, enabling us to draw on a range of different perspectives in our work.

NGĀ UARA E ĀRAHI ANA I TE TUKUNGA O NGĀ RATONGA Ā-TURE A TE KĀWANATANGA | VALUES GUIDING GOVERNMENT LEGAL SERVICE DELIVERY

The way we work will be guided by six values

These values apply at the 'system' level – how the system of government legal services works to support the Crown - as well as influencing how individual government lawyers work.

They set expectations for government lawyers and legal services and will be incorporated into measures of performance of government legal services.

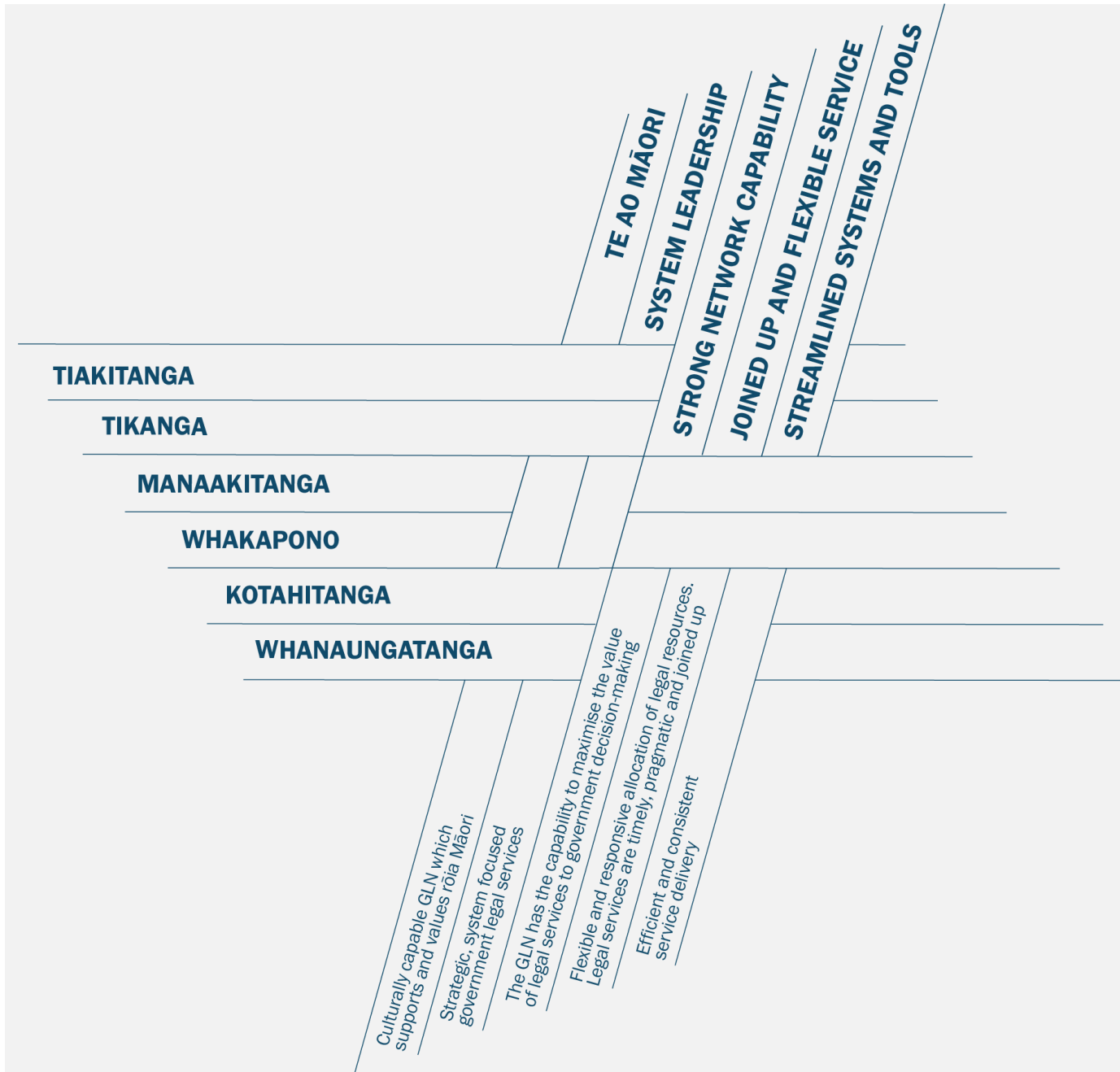
Value	What this means for how we will operate	
Tiakitanga	<i>Te Kaitiakitanga o ngā tukanga me ngā pūnaha ā-ture hei tautoko i te Karauna me āna haepapa</i>	Guardianship and stewardship of legal processes and systems in support of the Crown and its responsibilities
Tikanga	<i>He whakarato i ngā kupu tohutohu e tautoko ana i ngā whakataunga take i runga anō i ngā uara me ngā tukanga tika, tae atu ki te rangapūtanga ki te Māori</i>	Providing advice which supports decision-making in accordance with the right values and processes, including in partnership with Māori
Manaakitanga	<i>Te whakapiki ake i te mana o ētahi atu mā te whakaatu i te aroha me te whakaute, he whakamana i te kanorautanga me te tāpae i te whakaurunga</i>	Enhancing the mana of others by showing care and respect, valuing diversity and offering inclusion
Whakapono	<i>He whakaatu i te ngākau pono kaha, mā te tuku tohutohu tōkeke</i>	Demonstrating strong integrity through fair, impartial advice
Kotahitanga	<i>Te mahi tīaroaro, ruruku hoki, me te tiri o ngā wheako</i>	Working in an aligned, coordinated way, and sharing experience
Whanaungatanga	<i>Te whakatipu i ngā hononga, me te wheako tiri e whakarato ana i tētahi aronga o te oranga, me te whai kaupapa i roto i te Whatunga ā-Ture a te Kāwanatanga</i>	Fostering relationships and shared experience that provide a shared sense of wellbeing and purpose within the GLN

NGĀ ARONGA AREAS OF FOCUS

The strategy has five focus areas. Our values are strands woven through these to form a whāriki.

The focus areas complement each other, drive improvement and create an environment to develop and retain government lawyers.

Each focus area is described with indicative actions to achieve the objectives.



TE ĀHUA O TE ANGITU | WHAT SUCCESS LOOKS LIKE

For the public

- Quality government legal services support ongoing confidence in the conduct of government according to law.

For service users

- Trust that legal services are timely, practical and enable them to understand and navigate the legal implications of a range of options.
- Good understanding of Crown legal risks so that they can be managed or avoided.
- Clear, effective legal input to guide decisions; advice that provides a firm foundation to ensure actions are lawful.
- Government lawyers have strong capability in te ao Māori, and that their advice is based in an understanding of context of te Tiriti/The Treaty and Māori-Crown relationships.
- Legal advice is proactive, represents joined up thinking and provides all-of-government positions on key issues.
- Established relationships with lawyers who know them well and have public sector knowledge, and understand public service principles, language, context and common purpose.
- Access to the right expertise for the task at hand.
- Services delivered in the most efficient manner.
- New public sector structures (e.g. boards) are well supported, in a joined up way.

For government lawyers

- Better access to knowledge and tools across the GLN.
- Quick and effective access to colleagues and information on context which enables solution-focused and timely advice.
- Career paths and mobility across the GLN.
- Structured professional development.
- Clear strategic focus and view of system level legal priorities.
- Confidence in engaging with Māori and applying te ao Māori perspectives appropriately in their work.
- Māori lawyers feel valued and supported as individuals, and in their ability to connect with each other.
- Increased cultural diversity, better reflecting the make-up of New Zealand.
- Clear service model - everyone in the GLN and agencies has a clear sense of who does what, between Crown Law, departmental lawyers, and external providers.
- Smarter ways of working that reduce reinvention of thinking and standardised requirements.

Features of quality services

- **Pragmatic and solution-focused**, reflecting the public sector and the specific agency's context, identifying how risks might affect choices, and focusing on how to achieve the desired outcomes/results.
- **Reflects te ao Māori** perspectives and considerations appropriately.
- **Robust conclusions** support the agency to achieve its goals/strategic direction lawfully.
- **Timely delivery** of advice to inform decisions.
- **Connected** across agencies where relevant, and understanding/acknowledging the impact on other agencies.
- **Consistent** over time and between different lawyers.
- **Accessed in time** to influence options and decisions effectively. Lawyers are more involved in end-to-end work in departments, including strategic decision-making.

What are we aiming to achieve?

Strategic, system-focused government legal services

- Clear direction and priorities for government legal services.
- Effective governance of the GLN, recognising the need for a strategic, joined up view, and an enhanced te ao Māori perspective.
- System level legal issues, trends and risks are identified early, with clear and consistent legal positions and advice developed proactively.
- Government lawyers are working together more across agencies on systemic issues.
- The contribution of government lawyers is valued in agencies, sectors and across government and sought out at the right time to make a difference.
- Clear quality standards and measurement for government legal services.

Why is this important?

Effective system leadership will ensure:

- government legal services are fit for purpose over time
- GLN operates as an effective network on cross-cutting, system level issues
- advice is consistently high quality
- government lawyers bring their perspective on important issues at the right time
- the focus of government legal services is where it needs to be
- the Crown is well supported by the GLN to be a good te Tiriti/Treaty partner and apply a te ao Māori perspective.

Areas for action

• *Leadership*

Strengthen leadership and supporting functions for the GLN, including building understanding of the Solicitor-General's role as system leader, growing Māori representation on GLN governance, and ensuring ongoing resource and capability available to support system leadership and strategy implementation.

• *Tools for system stewardship*

Improve the Crown legal risk management system and develop a framework and measures for quality of government legal services.

• *Strategic, networked approach on priorities*

Develop system level priorities for GLN attention and whole of government positions on these.

What will we look for?

- Regular monitoring of the quality of government legal services Clear view of system priorities

What are we aiming to achieve?

Culturally capable GLN that supports and values Māori lawyers

- Government lawyers have the capability and confidence to operate in te ao Māori context.
- The GLN attracts and values Māori lawyers, and offers a positive and safe experience
- Government lawyers support the Crown in its relationships with Māori, through mature understanding of Te Tiriti/The Treaty, the Māori-Crown relationship, te ao Māori concepts and tikanga, and the implications and opportunities for government.
- Māori perspectives, rights and interests are well understood and applied from a legal point of view.

Why is this important?

Increasing focus on understanding and applying tikanga, te reo, te ao Māori, and Te Tiriti/Treaty-based approaches to government legal services will lead to:

- the Crown being supported in its relationships with Māori under Te Tiriti o Waitangi/the Treaty of Waitangi
- more effective and durable government actions and policy solutions and reduced legal risk.

A more deliberate approach to applying tikanga, and supporting and valuing the contribution of Māori lawyers, will lead to higher attraction and retention rates for Māori lawyers in the GLN.

Areas for action

- Seek to establish a relationship with Te Hunga Rōia Māori o Aotearoa and/or establish a Māori advisory group.
- **Recruitment and induction**
Implement practices to support and improve the experience of Māori in the GLN through the recruitment and onboarding process.
- **Supporting and valuing Māori lawyers**
Support Māori lawyers to thrive and develop within the network, while recognising and supporting their connection to each other and to their iwi/hapū.
- **General capability**
Build general and specialist capability and tools to support government lawyers to work more effectively in te ao Māori, to understand and apply tikanga and develop mature understanding of Te Tiriti/The Treaty and Māori-Crown relationships.
- **Visible governance and leadership**
Extend Māori membership of GLN board.

What will we look for?

- More Māori lawyers in the GLN, who are staying longer and report a safe and positive experience.
- Government lawyers report increased confidence in applying tikanga, te ao Māori approaches and in te reo.

What are we aiming to achieve?

Flexible and responsive allocation of legal resources

Legal service is timely, pragmatic, and joined-up

- Legal support at the right time to inform solutions and manage risks, with fewer requests for reactive advice.
- Legal input reflects the operating context, and takes a solutions-based approach while managing legal risk. Input is seen by users as high quality, relevant and useful.
- Government can readily access the legal skills, knowledge and people needed in areas of priority.
- There is flexibility to respond to changing and emerging needs, including creating surge capacity, and the ability to move legal capability and resources.
- Legal teams collaborate across agencies, and legal strategies are joined up. This can also mean making the most of expertise in all parts of the network.
- Government agencies leverage the value of their expert legal advisors.

Why is this important?

Accessing the right capacity and skills in a flexible way, and joining up across the GLN will lead to:

- better decisions and actions that achieve objectives, while remaining lawful
- advice that presents a joined up perspective with consideration of wider impacts – reducing the risk of unintended consequences of advice
- government lawyers are more likely to be involved at the right time, with effective commissioning
- high quality advice and user confidence in public sector legal capability
- resilience and responsiveness across the system and improved ability to manage short term pressures
- cost effective use of system wide resources and reduced reliance on external providers for matters which can be handled within the GLN.
- a stronger sense of whanaungatanga across the network.

Areas for action

Flexible resourcing

Explore mechanisms to support agility and flexibility, including:

- hubs and centres of expertise, virtual sector-based teams or specified leads to match sector governance
- creating surge capacity and access to skills, through legal 'flying squads' and extended all-of-government panels.

Supporting being engaged at the right time

- Create and deliver communications which promote the role, strengths and value of government lawyers, including the benefits of timely involvement, e.g. seminars for agencies on how to get the most value from legal input

Services that recognise the context

- Briefing external lawyers regularly on government context and objectives.
- Develop skills and practices to bring good understanding of context to legal advice, i.e. enhanced capability in being trusted advisors in a government setting.

Enabling collaboration on issues that need a joined up approach

- Enable deployment of lawyers to cross-agency project teams.

What will we look for?

- Service users being able to readily access support
- Government lawyers able to draw on resources and expertise to support their work.
- Predictability of volume/cost of external legal services over time
- Public service colleagues report early, high value involvement of legal advisors, with an astute understanding and recognition of the operating context.
- Government lawyers reporting higher levels of collaboration with colleagues

TE ĀHEINGA WHATUNGA KAHA | STRONG NETWORK CAPABILITY

What are we aiming to achieve?

GLN has the capability to maximise the value of legal services to government decision-making

Being a lawyer in government requires knowledge and perspective different to being a lawyer in other contexts. We want to see:

- Government legal professional development and training delivered efficiently and consistently across the GLN.
- Core skills and knowledge well-understood and built deliberately through a coherent skills framework and widespread uptake of training opportunities. The capability framework reflects diversity, including te ao Māori.
- Lawyers in the GLN have the knowledge they need. This includes knowledge about core government processes, policy and legislation, te ao Māori, tikanga and the law, international obligations, legal project management, and being a trusted advisor in government. It includes people management skills for leaders.
- Clear career pathways and professional development opportunities. It is seen as easier to move between legal roles across the GLN and more people move around the GLN.
- Lawyers agree the GLN offers excellent career pathways and opportunities for development and progression.
- GLN membership reflects increased cultural diversity and a broader range of perspectives, better reflecting the make-up of Aotearoa New Zealand.

Why is this important?

A GLN-wide approach to capability and clear career pathways will lead to:

- high quality of decision-making and advice
- relationship networks
- lower overall cost of training
- increased consistency of knowledge and practice
- retention of skills and knowledge
- increased attractiveness of government legal careers.

Areas for action

Framework to guide GLN-wide training and recruitment

Develop and implement a capability framework, maturity model, and strategy, including core skills and specialist skills. A te ao Māori capability plan (e.g. based on Whaingā Amorangi) included.

Network-level management of continuing legal education

Centralise elements of continuing legal education e.g. a shared learning management system, centralised training design and co-ordination, and online provision.

Talent management, including secondment and movement

More actively manage the talent pipeline across the GLN. This includes strengthening mechanisms to enable secondment/movement across the GLN, e.g. structured secondment service, rotations and 'swaps'. Explore common terms and conditions and unified pay structure for legal professionals in government.

Broadening the pool

Bring Crown entity lawyers into more aspects of the GLN, and expand the graduate programme.

Diversity and inclusion

Actively recruit lawyers from diverse backgrounds. Tap into existing public sector initiatives and tools to support diverse and inclusive legal teams

What will we look for?

- High uptake of GLN-wide capability building opportunities amongst GLN lawyers
- Increase in attraction and retention of high quality lawyers in the GLN.

What are we aiming to achieve?

Efficient and consistent service delivery

Effective and efficient re-use of existing knowledge, advice and tools across the GLN, by:

- making it easy to access existing knowledge and material on a related matter across any agency, and tailor it to the context, rather than reinventing it
- enabling more standardisation and consistency in approach and common tools
- supporting formal and informal knowledge sharing across the GLN.

Why is this important?

Providing better systems and tools, including technology, to access knowledge and deliver repeatable tasks will lead to:

- efficiency – less time spent reinventing the wheel
- quality and consistency - enabling consideration of related previous advice; applying tools in the same way across the GLN leading to a better, more consistent experience for users
- less time spent on lower value, routine activities, freeing up time for higher value activities.

Areas for action

Self-service tools

Scope the potential for increased automation and self-service tools to support the more repeatable, transactional needs of users across government, e.g. build on the NZGPP contract builder project

Knowledge base

Explore the potential for a single, searchable repository of advice and case studies on a common platform.

Standardisation

Identify and scope the potential to provide common tools for standard advice/tasks, e.g. a universal commissioning tool

What will we look for?

- Government lawyers report that it is easier to access knowledge, advice and tools across the GLN

KA PĒHEA TĀ TĀTOU INE I TE ANGITU? | HOW WILL WE MEASURE SUCCESS?

	What we want to see	Proposed measures of progress
Service quality performance	High quality services	Regular monitoring of the performance of government legal services (including different aspects of user experience). Service quality measures and measurement mechanisms to be developed as part of implementing the strategy
Te ao Māori	<p>Legal services reflect understanding of te ao Māori concepts, including tikanga</p> <p>Lawyers advising the Crown are well equipped to support the Crown as a Treaty/Te Tiriti partner</p>	<ul style="list-style-type: none"> • Periodic survey of GLN members. Government lawyers report increased confidence in applying te ao Māori approaches, te reo and tikanga • Periodic survey and or stakeholder experience research with Māori stakeholders
System focus	Clear view of system priorities	Annual GLN plan identifying critical cross agency priorities for legal support and attention
	Lawyers report higher levels of collaboration with colleagues	Periodic GLN survey
People	High engagement and retention levels across the GLN	<ul style="list-style-type: none"> • Engagement scores for GLN members • Turnover rates • Average/median length of tenure in GLN
	More Māori lawyers in the GLN, who stay longer and are highly engaged	<ul style="list-style-type: none"> • Number of lawyers in GLN who identify as Māori, over time • Engagement scores for Māori GLN members • Inclusivity measures for Māori GLN members • Turnover rates for Māori GLN members • Average/median length of tenure for Māori GLN members
Systems and tools	Government lawyers report being able to draw on tools, knowledge, resources and expertise to support their work when needed.	Periodic GLN survey

HE WHAKAAHUA O NGĀ RATONGA Ā-TURE A TE KĀWANATANGA

A SNAPSHOT OF DELIVERY OF GOVERNMENT LEGAL SERVICES

Government Legal Network

The majority of government legal services are delivered by approximately 870 lawyers employed within core government agencies, who comprise the Government Legal Network (GLN). The GLN includes lawyers in Crown Law, legal teams in almost every department, parliamentary counsel and prosecutors. Approximately 285 non-lawyer colleagues provide specialist services to support the delivery of legal services.

The total annual cost of all legal services to government usually exceeds \$200 million.

Departmental legal teams

Departmental legal teams come in all shapes and sizes. At their largest (e.g. Inland Revenue, Crown Law, New Zealand Police), they include over 100 lawyers plus non-legal staff. A third of public service departments employ less than 10 lawyers. Government lawyers are predominantly based in Wellington, with significant numbers in Auckland (153) and Christchurch (52), and some representation in all other provinces.

As wider context, but outside the scope of this strategy, agencies in the wider public sector (such as Crown entities) also employ lawyers and purchase legal services. This wider network of lawyers is included in GLN activities wherever possible.

Crown Law Office

As a government department headed by the Solicitor-General, Crown Law provides a dedicated legal advisory function, and represents the Crown in court. Due to the Solicitor-General's specific constitutional roles, Crown Law oversees criminal appeals and conducts public litigation, as well as supporting the Attorney-General and providing legal services to departments and Ministers.

Parliamentary Counsel Office

Parliamentary Counsel Office is responsible for drafting and publishing legislation, working with others to make legislation fit for purpose, constitutionally sound, and accessible to all users. Much of this work is done by parliamentary counsel, who are lawyers with specialist skills in developing legislation.

Public Prosecutors

Closely connected to and overlapping with the GLN is the Public Prosecutors Network. This network includes legal and non-legal prosecutors from government departments and Crown entities.

Crown Solicitors

Crown Solicitors are private sector lawyers, based around the country, holding Crown warrants to prosecute serious criminal offences. They are funded directly for this service. Crown Solicitors are often instructed by departments on other work, most frequently public prosecutions.

Private law firms and barristers

A significant volume of government legal services is provided by private law firms and barristers briefed by the Crown. Most legal teams brief out work to manage surges in demand, take advantage of specialist skills, or where there is some need for independent external advice.

The Ministry of Business, Innovation and Employment maintains an All-of-Government panel from which departments brief legal services. Barristers are not part of the panel but are also briefed. Crown Law is responsible for the majority of briefing of barristers for Crown litigation.