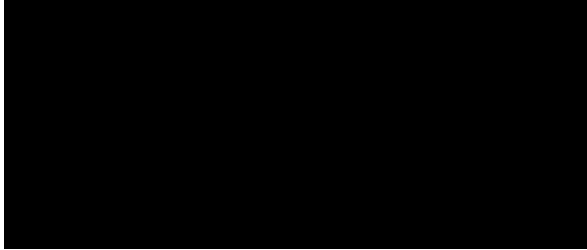




6 September 2024



Official information request for information about 2024 related change processes

Our Ref: OIA353/1

1. I refer to your official information request dated 16 August 2024 for information about 2024 related change processes.

The information you have requested is enclosed. I have withheld some information under section 9(2)(a) of the Official Information Act 1982 where it has been necessary to protect the privacy of natural persons. In making this decision, I have considered the public interest in making this information available and have determined that it does not outweigh the need to protect the privacy of these individuals.

2. How many roles have been or will be disestablished overall? How many have been established?

Nineteen positions have been disestablished overall, and seventeen positions have been established.

3. Any communication internally regarding concerns on the impact to the frontline from March 1 to August 16 2024

There were no communications internally regarding concerns on the impact to frontline staff.

4. Any communication between management and leadership regarding leaks around the change process, from March 1 to August 16 2024

We have no records of any communication between management and leadership regarding leaks around the change process.

5. All communication between the CE and the Minister from March 1 to August 16, 2024 regarding the change process.

The Minister was informed of the impacts of workforce reduction as part of the Initial Baseline Exercise. Following on from the Initial Baseline Exercise, further detail has been provided to the Minister including the number of disestablished roles and redundancies, and the programmes impacted by the baseline savings exercise. Please find attached the briefing to the Attorney-General Crown Law Baseline Savings Proposals for Budget 2024(7697580.2) **Attachment 1**

6. How much has been spent on leadership leaving/arriving events or parties in 2024?

Crown Law has spent \$1,726 on leadership leaving/arriving events in the 2024 year to date.

7. How much has been saved on the contractors and consultant spend through the change process?

\$490,000 will be saved this financial year.

8. How many times was the counselling service used between March 1 to August 16 2024, compared to the same time in 2023?

From 1 March 2023 to 16 August 2023, 60.3 hours were accessed by 21 people. From 1 March 2023 to 16 August 2024, 51.5 hours were accessed by 21 people.

9. The change process decision document

Please find attached the Strategy & Corporate and System Leadership Final Decisions document (**Attachment 2**), and IT Review Final Decisions document (**Attachment 3**).

10. Any reviews conducted after the change process was implemented, regarding the change process.

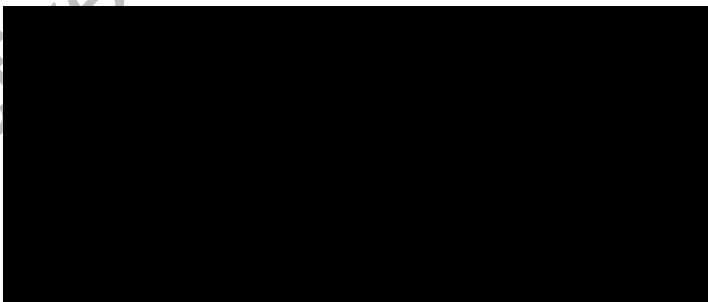
There have been no reviews outside of the change process.

Proactive release

11. Please note that we may publish this response (with your personal details redacted), and any related documents, on Crown Law's website if we decide proactive release of this information is or may be in the public interest. If you have any concerns about this, please let us know within 10 working days of the date of this letter.

12. You have the right to seek an investigation and review by the Ombudsman of this decision. Information about how to make a complaint is available at www.ombudsman.parliament.nz or freephone 0800 802 602.

13. If you wish to discuss this decision with us, please feel free to contact OIA@crownlaw.govt.nz.



Encl: Briefing to the Attorney-General Crown Law Baseline Savings Proposals for Budget 2024(7697580.2)
Strategy & Corporate and System Leadership Final Decisions
IT Review Final Decisions



BRIEFING TO ATTORNEY-GENERAL

Subject:	Crown Law Baseline Savings Proposals for Budget 2024		
Date:	18 January 2024	Priority:	Routine
Security classification:	Budget Sensitive	Our reference:	7697580

Minister	Action Sought	Deadline
Hon Judith Collins KC Attorney-General	Discuss the Crown Law savings proposals for Budget 2024	AG/SG meeting Tuesday 23 January 2024

Contact for telephone discussion (if required)			
Name	Position	Telephone	Order for Contact
Una Jagose KC	Solicitor-General	OIA 9(2)(a)	First
Sophie Mexsom	Deputy Chief Executive	OIA 9(2)(a)	

Minister's office to complete

Approved

Noted

Seen

See Minister's Notes

Declined

Needs change

Overtaken by Events

Withdrawn



BRIEFING TO ATTORNEY-GENERAL

Subject:	Crown Law Baseline Savings Proposals for Budget 2024		
Date:	18 January 2024	Priority:	Routine
Security classification:	Budget Sensitive	Our reference:	7697580

PURPOSE

- This briefing requests a discussion with you at our meeting on Tuesday 23 January 2024 about the implications of the Crown Law savings proposals for Budget 2024.

Out of scope

[Redacted content]

REQUIRED SAVINGS

- Crown Law has been directed to identify options to return 6.5% of our eligible baseline from 24/25. **Out of scope** [Redacted content] Third party revenue baseline (about \$30m) is not included. **Out of scope** [Redacted content]

- We are developing two savings proposals to meet the Minister of Finance’s direction to reduce spending on corporate functions, including contractors and consultants, and to prioritise frontline services.

Proposal 1: Workforce – reduction in non-frontline services		
Description	Savings	Impact
Spending and FTE reduction in corporate, legal support and system leadership functions, including contractors. Pending detailed design and change process,	\$2m 7.6% of Crown Law’s proposed eligible baseline (\$26m)	<ul style="list-style-type: none"> Essential legal functions retained. System leadership functions scaled back significantly. Corporate and legal support scaled back to essential services only: expectation of further

<p>estimated 15-20 roles disestablished:</p> <ul style="list-style-type: none"> • Corporate/support roles reduced by 10-15% • Support to the Legal Network reduced by 40% 	<p><i>2% of Treasury's eligible baseline</i></p>	<p>efficiency savings to absorb cost pressures over 2-3 years.</p> <ul style="list-style-type: none"> ▪ Requires organisational change process – in flight and planned for consultation mid-Feb 2024.
<p>Overall Impact Assessment</p>	<p>CONSIDERED VIABLE OPTION – PROGRESS</p>	

Out of scope

5.

6.

7.

Out of scope

RECOMMENDATIONS

8. I recommend that you:

8.1 Out of scope

Noted

8.2 **Note** Crown Law's is developing a savings proposal to return \$2m (which is 7.6% of our proposed eligible baseline) of spending on corporate, legal support, and system leadership functions, and that while this will have implications on Crown Law's ability to generate efficiencies and provide capability development programmes across the government legal network, we consider this a viable savings option and will progress detailed planning.

Noted

8.3 Out of scope

Noted



Una Jagose KC
Solicitor-General

Hon Judith Collins KC
Attorney-General

/ January 2024

IN CONFIDENCE

**Final Decisions:
Strategy and Corporate Group and System
Leadership Group,
Te Tari Ture o te Karauna | Crown Law**

25th March 2024

Proactively released by the Crown Law Office

Kia ora koutou,

The decisions outlined in this document reflect our new reality: for the first time in many years, Crown Law must disestablish roles in some important and valued areas to create sufficient headroom in our budget, and give us time to plan to remain financially sustainable in years to come. These challenges are being faced by our colleagues across the public service, who like us, must manage rising costs within a reduced budget on an ongoing basis.

These decisions are a pre-cursor to Crown Law's key organisational priority for the next 2 years: financial sustainability and organisational efficiency. The decisions here alone will not deliver the savings and efficiencies we will need over the coming years: what these decisions do is establish a structure to help us to do the work over the next two years to ensure Crown Law can continue to deliver high-quality legal service to Government within a reduced budget, while managing increasing costs. This work will have a cross-organisational focus and will require all parts of the organisation to ensure we are working on the highest priority activities in the most efficient way. This will involve ongoing change to what we do and how we do it. We all need to play our part.

Our consultation with you on the proposed changes in the Strategy & Corporate Group and System Leadership Group has highlighted Crown Law's strengths: despite the initial shock and sadness, many of you from all around the office engaged in the consultation. We were pleased to receive feedback that was determined and constructive. It presented ideas, asked questions, and identified other ways to achieve outcomes. In some areas, it is clear we need to rethink our proposal and seek further advice. In others, it confirmed we were onto something and just needed some amendments. In others still, it showed we've not been good at spelling out the value we think some functions deliver or why we think they're so important to the role of this office.

I thank you for your feedback. I have heard you. I have read every word of feedback, I have met and discussed it with several of you, I have taken advice, and I have considered the options carefully.


The decisions outlined here are an important first step for Crown Law to start a process of self-reflection and appraisal in a deliberate and considered way. The new structures will take effect from 1 July 2024, which gives us three months for the detailed implementation.

Please read this document, attend the organisational hui, and take all opportunities in the next week to understand not just *what* has been decided but also *why*. Then we can turn our minds to working on *how* we will work together to enable the new structure to have its desired effect: to set us up to consider the longer-term future.

To my colleagues whose roles are being disestablished: I mihi to you and acknowledge the particular impact on you and your whanau. These decisions are by no means a reflection on you, or your valuable contribution to our mahi. You have worked hard and given of yourselves for this office, and I acknowledge that. Your work and your effort is important and valuable and these decisions don't mean otherwise. They simply reflect the difficult choices we have made in our new fiscal reality.

I know that change like this affects us all and affects us all differently. Please be kind to each other too – whether directly impacted or not this is change and that can be very unsettling. In this document you will find more information about the different ways you can access support.

Una Jagose KC



Solicitor-General

Contents

CONTENTS.....	3
QUESTIONS AND SUPPORT	4
PSA INVOLVEMENT	4
HOW YOU SHOULD USE THIS DOCUMENT	4
SCOPE.....	5
CONTEXT FOR DECISIONS.....	5
APPROACH & ENGAGEMENT	6
SUMMARY OF PROPOSALS FOR CHANGE AND FINAL DECISIONS	7
SPECIFIC PROPOSALS & DECISIONS	10
Proposal One: Creation of a Legal Operations Branch within the Strategy and Corporate Group	10
Proposal Two: Realignment of the organisational planning and performance functions into the Finance & Performance Branch	18
Proposal Three: Improve Information Technology Capability, Capacity and Focus.....	23
Proposal Four: Creation of a Director, Organisational Efficiency to work in partnership with the Leadership Team and Strategy and Corporate Leadership Team to drive ongoing efficiencies and overall effectiveness across Crown law.....	26
Proposal Five: Office of the Solicitor-General	31
Proposal Six: Realign and Refocus System Leadership Group	34
Non-Structural proposals not covered in the proposals above	43
CHANGE IMPACT DEFINITIONS	45
IMPACT ANALYSIS / APPROACH TO FILLING NEW ROLES	47
NEXT STEPS	53
QUESTIONS AND SUPPORT	54
NEXT STEPS	ERROR! BOOKMARK NOT DEFINED.

Questions and Support

We know that processes like this can be unsettling. You may belong to a group that is in scope, receive services and support from a group that is in scope, or you may just be concerned about the possibility of further change.

If you would like support, are worried about a colleague, or if you have any questions, you can email org.design@crownlaw.govt.nz or contact your manager, PSA delegate or the HR team directly.

TELUS, our EAP provider, offer some excellent resources and support and a place to go and talk to someone outside Crown Law at any stage.

Throughout this process we have delivered sessions for Managers on leading through change as well as sessions for employees to provide supporting resources and guidance on navigating through this period of change. In addition, career transition support will be available for those whose role has been affected by change.

If you have any ideas about how we can provide further support throughout this process, please do let us know. You can email org.design@crownlaw.govt.nz or contact your manager, PSA delegate or the HR team directly.

PSA involvement

Our PSA Organiser and delegates were involved in the development of the terms of reference for this work including timeframes and approach taken. We have also met with the PSA to discuss the government savings targets and the impact of those on this work and more broadly.

If you have any questions you can chat to your PSA delegate, please let them know. They are:

- OIA 9(2)(a) (PSA Organiser)
- OIA 9(2)(a), Crown Counsel
- OIA 9(2)(a)
- OIA 9(2)(a), Executive Assistant
- OIA 9(2)(a), Criminal Appeals Administrator
- OIA 9(2)(a), Assistant Crown Counsel
- OIA 9(2)(a), Assistant Crown Counsel

How you should use this document

This document has been created as a tool to help you understand the feedback provided and the final decisions, which have been made following consultation with you on proposals for change across the Strategy & Corporate Group and the System Leadership Group.

The final decision document sets out:

- What was proposed and why
- A summary of the feedback we received
- The final decisions and, where relevant, what was considered in making the final decision
- The implications of changes on existing functions and roles (the impact analysis)
- A timeline for next steps and implementation, as well as support for staff



This symbol indicates that there is additional information available within this paper, in the appendices or in other documents.

Scope

This document outlines the final decisions following consultation on proposed changes across Strategy & Corporate Group, and the System Leadership Group.

The scope of this review was not intended to directly affect the roles, functions, and responsibilities of legal teams in the Attorney-General, Crown Legal Risk, and Criminal Groups (including EAs to these DSGs); as well as the roles, functions, and responsibilities of the Public Prosecution Unit. You will note though that following consultation some of the final decisions do refer to these areas.

Note: Terminology

For clarity the following terminology is used for structural levels within Strategy and Corporate:

Group – Headed by the DCE (eg. the S&C Group)

Branch – Headed by third tier managers (eg. CFO heads the Finance and Performance Branch)

Team – headed by a fourth-tier team manager (eg. Finance Manager heads the Finance Team)

Unit – headed by a fifth-tier team leader (eg. Discovery Team Leader heads the Discovery Unit)

Context for Decisions

These decisions have been made due to the following context, which has been shared with you throughout the design and consultation period.

Our financial context changed and, with it, the focus of the review

Initially, the review was about calibrating the functions in S&C and SLG to meet Crown Law's core operational needs and the needs of government in the fiscally constrained environment of 2023. Now, however, our original intention that this work would be cost neutral has been overtaken by Government directions to find baseline savings and cover cost pressures within our baseline and improve organisational effectiveness and efficiency.

We therefore redirected the review to deliver some up-front cost reductions through reducing roles in some areas, and to provide a structure in SLG and S&C that enables Crown Law to do intensive longer-term financial planning to manage our increasing costs within a reduced budget.

The decisions position Crown Law to focus on long-term financial sustainability

For the first time in many years, Crown Law has had to make decisions to disestablish roles from important functions and scale back our delivery of services. These decisions are a pre-cursor to Crown Law's key organisational priority for the next 2 years: organisational efficiency and financial sustainability. These decisions alone do not deliver the efficiencies and savings we will need over the coming years: they establish a structure to help us to do the work over the next two years to ensure Crown Law can deliver the high-quality legal service to Government within a reduced budget, while managing increasing costs. The fiscal sustainability work in the next few years will have a cross-organisational focus and will require all parts of the organisation to ensure we are working on the highest priority activities in the most efficient way. This will involve change to what we do and how we do it, and we will all need to play our part.

Structure is only one part of the overall organisational picture: For Crown Law to operate within a reduced budget and increasing costs, we expect that further reductions in staff numbers may need to be considered again in future – not just from within Strategy & Corporate and System Leadership

teams. As we improve the efficiency of our overall operations, it is possible that we will decide to scale back the delivery of some other streams of work (like we have here with respect to system leadership functions), or that we develop ways to deliver the same services involving fewer people or fewer different functions. This structure and the work we will do over the coming years will help us to plan and manage that in a way that minimises the impact on our people and the organisation. Our plan is to consider whether future reductions are achievable as a result of finding efficiencies in the way that we work. If changes to workforce numbers are required in future, these will be communicated clearly and where possible, achieved through a sinking lid (consideration of whether to replace roles as they become vacant).

Decisions were based on many inputs

Given the change in our context, the proposal we consulted on, and final decisions were informed by the following key inputs:

- The feedback received in the organisational design process.
- Leadership team review and identification of Crown Law's priorities and core and non-core operational activity.
- Direction from Government to reduce baselines and manage cost pressures, including reducing spend on contractors and consultants, and improving the efficiency and effectiveness of Crown Law.

In the terms of reference, we highlighted the importance of ensuring we are strategy-led and ensuring S&C and SLG are best positioned to support Crown Law to achieve its vision of a better Aotearoa through responsible, lawful government. This is still so; however, we will need to consider now more than ever what this means and how we need to operate to ensure we achieve our key strategic priorities in a fiscally constrained environment.

Approach & Engagement

September 2023

We partnered with Tregaskis Brown Ltd to evaluate the current state of both groups and provide recommendations for improvements.

The review was extensive. It consisted of individual interviews with the Leadership Team, the Solicitor-General, Deputy Solicitors-General and DCE, S&C and SLG managers and managers across Legal Groups, group interviews with a range of teams and cohorts across the organisation and various individual interviews (63 meetings and interviews in total). To ensure all staff had an opportunity for input, the engagement phase of the review included a Crown Law-wide survey with 77 responses received from across Crown Law. The review team also received 11 emails directly from staff.

The review team also met with other organisations and reviewed key artefacts and documents including the Crown Law Strategy and Government Legal Services (GLS) Strategy, position descriptions pertaining to all staff within Strategy & Corporate, historical material from previous Crown Law reviews. Other material included Crown Law data on TOIL, annual leave, and current structures.

The high-level findings of this review identified the following opportunities to improve and optimise the S&C and SLG functions through operational efficiencies, better demand management, having more consistency in breadth and depth of management roles and greater role clarity.

November 2023

The Leadership team carried out a review of organisational priorities in order to identify core Crown Law activity and work where there is more discretion over the work that is delivered.

February 2024

We shared proposed changes across Strategy and Corporate and System Leadership and sought feedback on those proposals.

We received 95 submissions which included over 330 pages of feedback - these are made up of a mix of individual and team submissions. Of those: 60% were from S&C, 20% Counsel, 12% SLG, 9% External/Networks eg. Chief Legal Advisors, Te Kura Huna, and the PSA's submission on behalf of members. Over and above that, we met with many of you throughout the consultation period to discuss feedback and answer questions about the proposal.

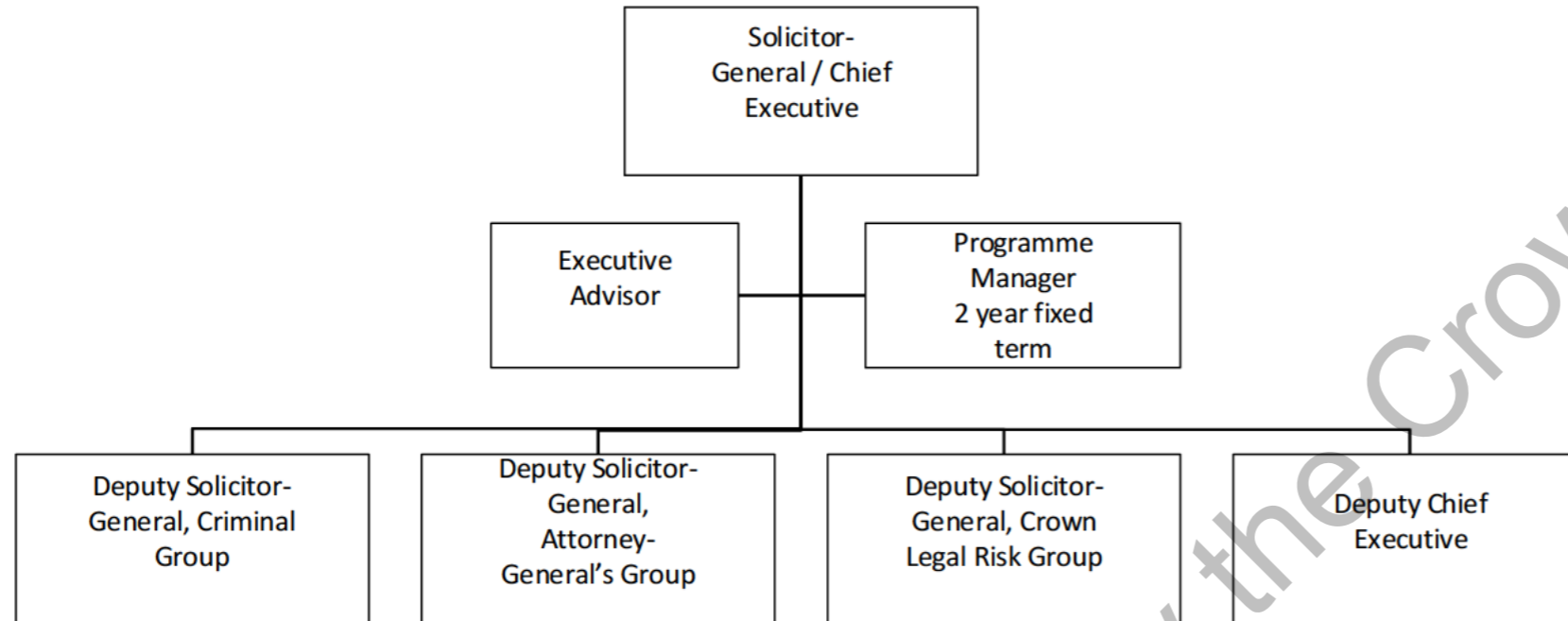
A summary of feedback has been provided throughout this document, alongside the relevant proposals. In addition, a more detailed summary of feedback report has been provided on the ChangeHub.

Summary of Proposals for change and Final Decisions

This table outlines a summary of the proposals and summary of final decisions. Further detail is provided in the following sections of what was proposed and what was decided:

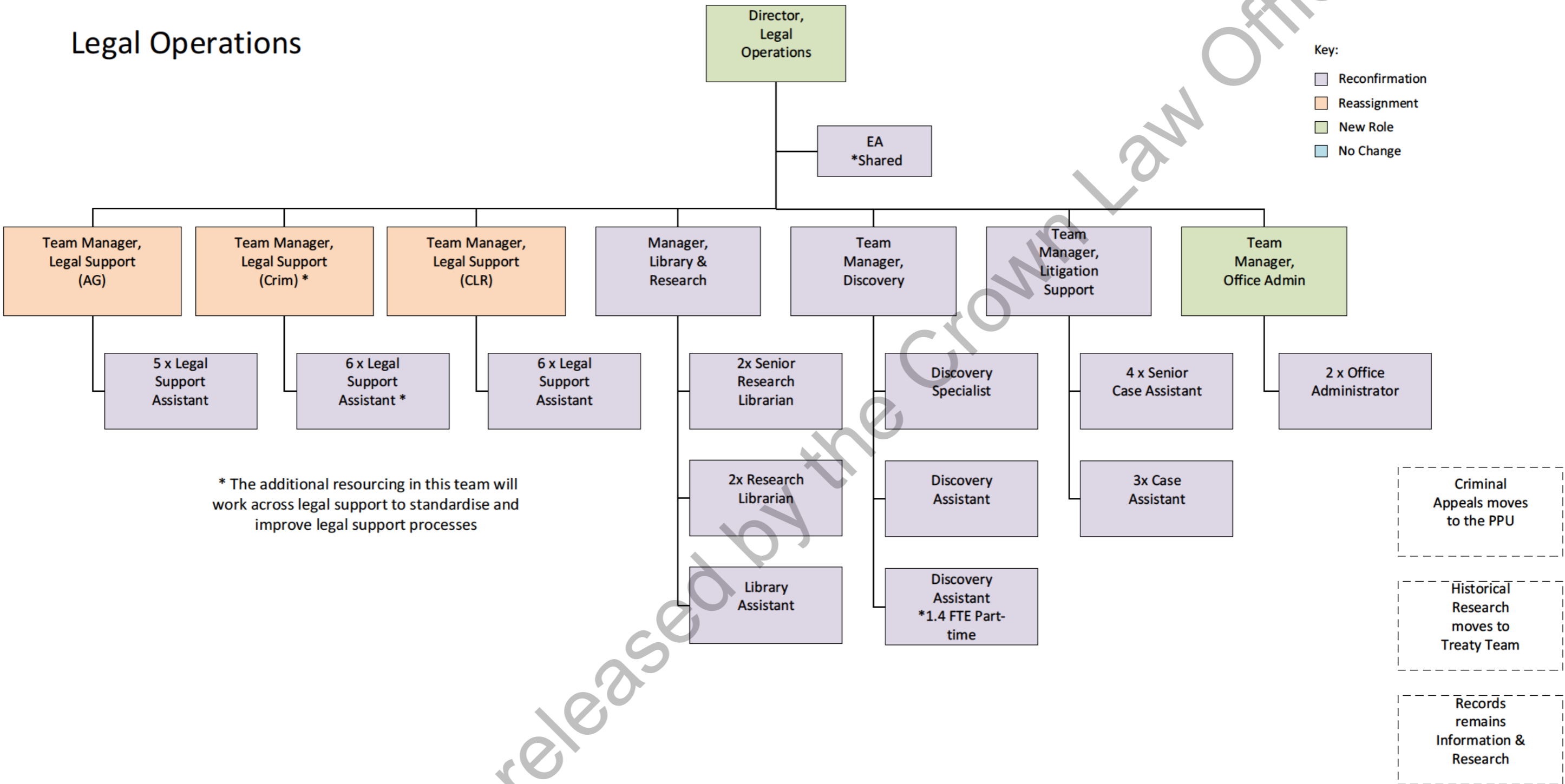
Summary of Proposal	Summary of Decision
1) The creation of a Legal Operations branch within Strategy & Corporate.	New Legal Operations branch to be created, with amendments to the proposal. Significantly, we will not combine the LPAs and Litigation Support roles as proposed but nor do we retain the same LPA model as today.
2) The realignment of the planning and performance function back into Finance.	Realignment as proposed, with minor amendments following feedback.
3) The focus on digital technology services as a key enabler for the organisation and the improvement of capability and capacity in this area.	Decision not taken at this stage. Further work required.
4) Creation of a function to drive our organisational effectiveness and efficiency work programme and to improve prioritisation and sequencing of office-wide change activities.	Introduce a Programme Manager to lead organisation efficiencies and effectiveness programme for a fixed term period of 2 years.
5) Creation of a small Office of the Solicitor-General to centralise roles and responsibilities for ministerial engagement.	No change to the current support to the Solicitor-General.
6) Rationalisation of the SLG group within the Attorney-General Group with a focus on core system leadership operational activity and support.	The structure will be implemented, as proposed with further work to review the work programme and priorities to take place.
7) Non-structural proposals.	Some decided as proposed, others not. Summary provided.

Crown Law Leadership Team



Proactively released by the Crown Law Office

Legal Operations



Proactively released by the Crown Law Office

Specific Proposals & Decisions

Proposal One: Creation of a Legal Operations Branch within the Strategy and Corporate Group

Proposed changes

We proposed to bring together into one Legal Operations Branch, all the functions within the S&C Group that provide direct specialist and administrative legal support services to legal groups. The aim was to:

- Create better alignment, clarity of roles and responsibilities across legal support functions.
- Better manage peaks of troughs in legal support requirements.
- Better understand legal support requirements and ensure this is well understood and informs organisational-wide strategy and corporate work programmes and prioritisation.
- Ensure dedicated focus on providing quality legal support, whilst driving opportunities for consistency, efficiencies, and Crown Law's overall effectiveness.

We proposed this new Branch would include the functions currently provided by Operational Services, Library & Research, Historical Research and Records. The Legal Operations Branch was proposed to be responsible for delivering effective legal operations by providing the supporting services, policy and processes required for legal teams to successfully deliver their legal services.

It was proposed that the Business Services team is disestablished with the work being distributed, more cost effectively across the relevant teams eg. Finance, Health and Safety and Legal Operations.

This proposal grouped together the specialist information strategy, direction, and services of Library and Research, Historical Researchers, Records and Discovery into one Information Services Team. We also considered options around the best location for Records Management and Historical Research.

This proposed option set out to ensure minimal changes to the number of legal support staff and eliminate the need for any redundancies in our existing legal support roles in the short term but signalled that reductions may be required in the future.

The table below shows the proposed changes, proposed benefits and a summary of the feedback received.

Proposed changes	Benefits of proposed changes	Feedback Received
<p>Align all legal support functions into one Branch called Legal Operations. Legal Operations Branch is proposed to incorporate the following functions from Operational Services:</p> <ul style="list-style-type: none"> - Legal Support - Litigation Support - Criminal Appeals Support - Discovery - Business Services <p>And the following functions from the current Information and Research team:</p> <ul style="list-style-type: none"> - Library & Research - Historical Research - Records 	<p>Allowing end to end coordination of all information and support services to legal groups within Crown Law will:</p> <ul style="list-style-type: none"> • Improve visibility of all support requirements across Crown Law to enable better foresight and planning to meet current and future requirements. • Enable clearer and more deliberate prioritisation of support resources towards the areas of highest need across Crown Law. • Provide more flexibility across the workforce to respond to workload fluctuations and variable requirements. • Provide greater opportunities to improve efficiency across legal operations functions. 	<p>Overall, the feedback supports the idea of bringing Legal Operations together with no objections raised to this.</p> <p>However, there were significant concerns about the proposed changes within the team, in particular the pooling / combining of different roles and the relocation of LPAs out of legal teams. There were also some questions about whether some functions should sit within Legal Operations or in other teams.</p>
<p>Disestablish General Manager, Operational Services and Manager Litigation Enablement and Business Improvement and create a Director, Legal Operations reporting to the DCE, to lead the Legal Operations Branch. The role would be responsible for the delivery of effective legal operations, and providing the supporting services, policy and processes required for Crown Law to successfully deliver high quality legal services.</p> <p>The Director, Legal Operations, and team will have specific cost saving and workforce reduction targets in place for 24/25 and 25/26 which will be enabled through business improvement and efficiencies.</p>	<p>Ensuring the Director Legal Operations has a strategic mandate for organisational effectiveness as well as service delivery responsibility for legal support will:</p> <ul style="list-style-type: none"> • Improve Crown Law's ability to take an organisation-wide view of operational demands to enable better prioritisation of effort, resourcing, and investment. This improves our ability to meet increasing accountability requirements in the longer term, as well as meeting more immediate term efficiency and effectiveness requirements. • Lead to better prioritisation and sequencing of S&C activities. • Enhances the focus on prioritising legal support effort to the areas of greatest need and impact across Crown Law. 	<p>Overall, the feedback supports the idea of bringing Legal Operations together with no objections raised.</p> <p>In terms of proposing the Director Legal Operations has a mandate for organisational effectiveness, some also noted the importance of ensuring employees across Crown Law are open to exploring new ways of working. Some raised that behaviour change in counsel would be more effective in enabling us to find efficiencies than pooling legal support – for instance, some pointed to counsel being reluctant to consider changing the way they commission support from legal support staff. Further, some raised that counsels' reluctance to change would put Legal Support staff in an uncomfortable position and this would undermine efforts to standardise processes where it's deemed appropriate.</p>

Proposed changes	Benefits of proposed changes	Feedback Received
<p>Combine Senior Case Assistant and LPA roles and change to Legal Support Coordinator.</p> <p>Create Senior Legal Support roles which are aligned to each legal group and supported by a centralised pool of Legal Support Coordination roles that will not be aligned to specific legal groups, instead they will operate as a pool who can meet the varying needs of legal and litigation support across all legal groups, as needed.</p> <p>Introduce 2 Legal Operations Managers responsible for implementing the new legal support operating model and partnering with the Manager, Information Services to ensure the needs of counsel are well understood and can flex to meet the varying needs of legal teams. Over time it was anticipated that the need for 2 managers is reviewed and reduced to one Legal Support Manager.</p> <p>Introduce two new Team Leader, Legal Support roles (1x fixed term)– one to manage the Senior Legal Support Coordinators and implementation of the new operating model.</p> <p>Note: while reductions in workforce for legal support roles have been minimised initially, we anticipate the size of the Legal Support pool to reduce (through vacancies) after the first year as process improvements and efficiencies are implemented.</p>	<p>This proposed model will:</p> <ul style="list-style-type: none"> • Provide career development and progression opportunities for legal support staff – and improve retention. • Improve role clarity across legal support functions which both enhances accountability requirements as well as reduces duplication of effort or risk of essential tasks being overlooked. • Deliver consistent and flexible support that can respond to fluctuations in demand for different levels and types of support, which enables efficiencies and improved productivity. • Minimise risks associated with single point dependencies on key people/roles by providing access to a greater range of support resources. • Ensure the specific context and requirements within each legal group are well understood and catered for appropriately. • Maintain ‘economies of scale’ of specialist function staying in one team (e.g. Library & Research and Records). • Improve and create more responsive demand management. • Provide focus on system and process improvements. • Retain the ‘professionalisation’ approach to legal support operations. <p>Together, these changes will enhance our fiscal sustainability and overall efficiency and effectiveness of operations.</p>	<p>Some have noted some potential benefits but overall, the proposal to pool legal support resources from specialist and LPA teams together has been highlighted as a key area of concern with several constructive and very detailed submissions highlighting specific challenges and concerns.</p> <p>From S&C Employees</p> <ul style="list-style-type: none"> • Some felt that lines would be blurred and that even with a pool, Counsel would still go to who they know for support. • Many felt this level of change would be a huge disruption and would create inefficiencies and further issues of roles and responsibilities. • Many felt that practically it would be difficult to manage particularly when it comes to workflow - assigning and reviewing work. The proposal could make this more difficult. • Some felt there was so much variation in the LPA role alone and standardisation / process improvement should be explored for that group rather than mixing with Litigation Support. • Many felt the close alignment of LPAs with Counsel was essential to their work and the work of the office. • Many felt that specialist support functions eg, Criminal Appeals and Litigation Support should be retained as specialist teams. Further, it was proposed that Criminal Appeals move into the Criminal Group. • Many felt that a key reason the specialist teams were so efficient now is due to their specialist nature and were concerned that combining LPAs and specialist teams would reduce efficiencies and quality of work. Some also noted the training required would be significant. • While the pool idea wasn’t supported, there was some support for floating LPA resources who could work across teams as needed to provide cover. • Legal Support employees felt they should be considered ‘front line’ due to their close alignment to the work of Counsel. • Concerns were raised about the prospect of ongoing reductions to legal support numbers.

Proposed changes	Benefits of proposed changes	Feedback Received
		<p>From Counsel</p> <ul style="list-style-type: none"> Concerns were raised about the impact of the proposal on Counsel, specifically whether the change and ongoing reductions will pass more work on to Counsel and will therefore be more expensive and inefficient. Concerns were raised that the pool approach would limit relationship between LPA and litigation work and negatively impact working relationships and workflows contributing to inefficiency. Counsel highlighted that the LPA role is critical to the legal work of our teams and the core of what the office does and that other areas should be looked at ahead of legal support. Some feedback suggested that more work needed to be done to understand tasks that are entirely unique within each legal group/team, tasks that are common across teams but require specialist skills and work that is fully specialised. Health and Safety risks were also identified in regard to the proposal to pool resources, in particular for teams that deal with difficult content which can be managed with dedicated support but not under a pool model.
<p>Combine Library and Research, Historical Research, Records, and Discovery into one team called Information Services.</p> <p>Rescope Library and Research Manager to lead all Information Services teams (Library and Research, Historical Research, Records and Discovery).</p> <p>Replace one Snr Librarian with a Team Leader, Library & Research and move reporting line for Discovery, Historical Research and Records under the Library & Research Manager).</p>	<ul style="list-style-type: none"> Delivery of fit-for-purpose delivery of legal services. Consistent support for each legal group which can respond to fluctuations in demand for different levels and types of support, which enables efficiencies and improved productivity. Improve role clarity across legal support functions which enhances accountability requirements. Minimises risks associated with single point dependencies on key people/roles. 	<p>Overall, there was support for bringing all Legal Support function together.</p> <ul style="list-style-type: none"> People were not sure that Discovery, Records and Historical Research were a fit here. Some felt that Records is a stand-alone function and should remain that way. Some felt that Discovery was a closer fit to other teams such as Litigation Support. Some people felt Historical Research should stay with Library and Research colleagues in the Legal Support group and some questioned whether it should sit in Treaty as their work more closely aligned (and billable).

Proposed changes	Benefits of proposed changes	Feedback Received
<p>Add an additional Research Librarian role into Library & Research to support growing support needs and reallocation of responsibilities of the proposed Library and Research Team Leader and Information Services Manager.</p>		<ul style="list-style-type: none"> • A small number of people requested that Library and Research remain with the CIO role. • Library and research employees were keen to continue reporting into the Manager, Library and Research directly and asked to remain under the CIO.
<p>Disestablish the Business Services team and distribute the work across the relevant teams eg. Finance, Health and Safety and Legal Operations.</p> <p>Create a new Crown Law Administration Team Leader supported by a small team of Administrators who will be responsible for the oversight of general office administration support as well as leading a small pool of administrators who can provide support across legal operations and more broadly, as needed. It was proposed that the Case Assistants and Business Service Assistants are reassigned into the Administrator roles.</p>	<ul style="list-style-type: none"> • Better alignment of organisational functions. • Alignment of procurement work into one team to optimise efficiencies, and outcomes of, procurement activity. • Ability to flex admin resourcing, as needed to support varying legal support and organisational needs. • Improved career development and pathway opportunities. 	<p>There was support for disestablishing Business Services, but not for bringing Business Services Administrator and Case Assistant roles together into one role.</p> <p>Some people asked that we ensure the roles and responsibilities were clear.</p>

Proactively released by the Crown Law Office

Considerations

A large proportion of the feedback received focussed on legal support, in particular, and highlighted concerns about pooling specialist and LPA support. We have heard this feedback and agree that specialist and LPA functions will not be pooled together. We see the benefit of ensuring that LPA resource remains aligned to legal groups, whose work and support needs are varied and have aimed to strengthen this connection as part of final decisions. We are committed to ensuring that all legal support functions are operating as efficiently and effectively as possible and want to balance the feedback we have received with the need to understand our full support offering and where things can be done better.

In regard to concerns about reducing legal support numbers, we acknowledge that it can be difficult to hear that the size of your team could reduce. For Crown Law to operate within a reduced budget and increasing costs, we expect that further reductions in staff numbers may need to be considered again in future – not just from within Strategy & Corporate and System Leadership teams. As we improve the efficiency of our overall operations, it is possible that we will decide to scale back the delivery of some other streams of work (like we have here with respect to system leadership functions), or that we develop ways to deliver the same services involving fewer people or fewer different functions. This structure and the work we will do over the coming years will help us to plan and manage that in a way that minimises the impact on our people and the organisation. Our plan is to consider whether future reductions are achievable as a result of finding efficiencies in the way that we work. If changes to workforce numbers are required in future, these will be communicated clearly and where possible, achieved through a sinking lid (consideration of whether to replace roles as they become vacant).

Final Decisions

- Establish a Legal Operations branch which includes Library & Research team, Litigation Support team, Discovery team, Legal Support Assistant teams and Crown Law Office Administration team.
- Establish a Director, Legal Operations
- Library & Research team to transition across with no structural changes, the Manager, Library & Research reporting line will transfer to the Director, Legal Operations.
- The Historical Research team will move into the Treaty Team, Attorney-General's Group. The Manager, Historical Research reporting line will transfer to a Treaty Team Legal Team Manager.
- Litigation Support to remain in Legal Operations, with reporting line for Team Manager, Litigation Support moving to the Director, Legal Operations.
- Discovery to remain in Legal Operations, with reporting line for Team Manager, Discovery moving to the Director, Legal Operations.
- The Legal Support Manager will increase to 3 FTE with dedicated legal support aligned to legal groups. And the title will change to Team Manager, Legal Support. Note that the Team Manager Legal Support Criminal includes additional capacity to enable legal support teams to focus on business improvement opportunities across all legal operations. We see this being a great opportunity for experienced LPAs to work across the Office driving those areas where they know efficiencies can be found.
- The Legal Personal Assistant role title changes to Legal Support Assistant (LSA). Roles will be assigned to legal support teams aligned to legal groups with additional LSA support to provide back up support to legal teams, as needed, as well as maintaining capacity to contribute specifically to the efficiencies and effectiveness programme by identifying business improvement opportunities, contributing to the mapping and development of business processes and training materials.

- Criminal Appeals Support Team to move into the Public Prosecutions Unit, and the Team Leader Criminal Appeals Support's reporting line will transfer to Manager, Public Prosecutions Unit.
- The Business Services Manager and Business Services Coordinator role will be disestablished and a new Team Manager, Office Administration will be established.
- Business Services Administrators reporting line will transfer to the Office Administration Team Manager.
- Records to remain as a stand-alone function reporting to CIO.
- Review roles and responsibilities across legal support teams (and with the EA cohort) to identify and clarify roles, responsibilities, and areas where there is overlap.

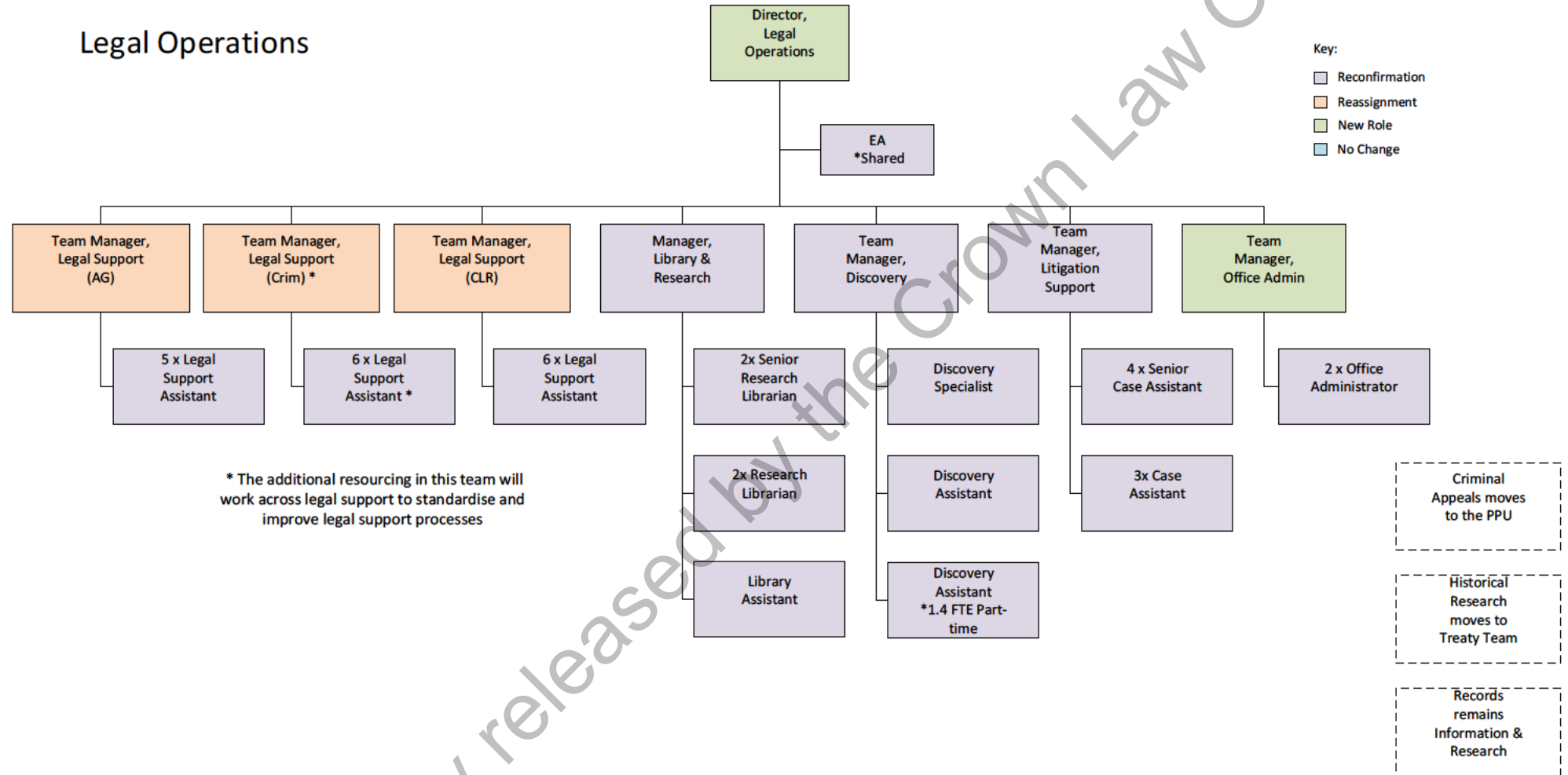
Please note: The way we provide legal support to counsel and to litigation will change over time and this structure is not a "lift and shift" of our current legal support operating model.

- New roles of Team Manager, Legal Support will lead teams of Legal Support Assistants (LSAs) aligned with legal Groups. This will enable them to identify team and Group-specific legal support requirements that can be delivered through standardised support services and those requirements which need more individualised or tailored support approaches.
- The managers of these legal support teams will work closely with legal team managers and each other to identify and agree the appropriate balance of variation vs standardised support and implement any process or service level changes. They, along with legal team managers, will be expected to make resources available for targeted business improvement projects as well as broader efficiency programme work to identify opportunities for process improvement, training, or where additional support (eg. technology) can improve the way legal support is delivered.
- As a cohort, legal support team managers will focus on understanding variation in process between legal Groups, and where appropriate, they will work with legal team managers and counsel to develop standardised or other efficient approaches to providing legal support. Together, the Legal Support Team Managers and the Legal Team Managers will play a key role, with their teams and across Legal Support to drive efficiencies and improve effectiveness of Legal Support services.
- A small team of LSAs will provide additional flexible support across legal support teams. In the short-term, this is likely to be by providing capacity to enable this business improvement focus. Over time, this team is expected to take on more of the standardised support tasks (workflow) across legal support teams and provide an entry point for the development and delivery of training and support.
- Litigation support and discovery support will continue to streamline their processes and will work closely with legal support managers to ensure the overarching provision of appropriate support to the highest priority requirements at Crown Law, delivered in the most efficient way overall.



- Please refer to organisational chart and change impact tables for more detail on these proposed changes and their impacts.

Legal Operations



Proactively released by the Crown Law Office

Proposal Two: Realignment of the organisational planning and performance functions into the Finance & Performance Branch

Current

The Chief Strategy Officer and Strategy, Planning and Performance team was established in 2021. At that time it was initially proposed that this work would sit under the Chief Finance and Performance Officer however given a high work priority, changes in the finance team and the importance of implementing our strategy and ensuring effective organisational planning, performance, and risk management it was decided that the role would report into the Deputy Chief Executive. Over the course of 2022, additional roles were added into the team including the OIA Advisor, Senior Advisor, Strategic Communications and Engagement and Change management support for the Wellington Accommodation project.

Proposed change

It was proposed that we rationalise the Strategy and Corporate leadership roles by realigning the Strategy, Planning and Performance team into relevant teams. It was proposed that organisation planning, performance and assurance functions move back into the Finance and Performance branch to improve value-for-money focus. It was proposed that the OIA Advisor reports into the Executive Advisor, Solicitor General to align to the Private Secretary, media and parliamentary work. Consideration was given to where communications could go.

Proposed changes	Benefits of proposed changes	Feedback Received
<p>Disestablish the Strategy, Planning & Performance team and realign functions within the relevant branch, mainly Finance and Performance.</p> <p>Disestablish Chief Strategy Officer.</p> <p>Disestablish Senior Advisor, Strategy.</p> <p>Disestablish Senior Advisor, Risk and Assurance.</p> <p>Transfer organisational Planning, Performance and Assurance functions to the CFO.</p> <p>Create Manager, Planning, Performance and Assurance role.</p> <p>Create Advisor, Planning, Performance and Assurance role.</p> <p>Rescope Finance Team Manager role.</p> <p>Introduce an additional Finance Officer role to support additional work which will be transferred from business services.</p> <p>Transfer the Communications function to the Chief People Officer</p> <p>Transfer the OIA & Ministerial function to the Office of the Solicitor-General (see proposal 5)</p>	<ul style="list-style-type: none"> • Right-size and optimise management overhead. • Align strategy, finance and performance to improve focus on financial sustainability, value and ensuring CLO is fiscally responsible. • Improve alignment of planning and prioritisation decisions to ensure these are consistent, have an 'all of organisation' perspective and focus on the organisation's strategies. • Aligns communications and engagement with human resources team to support a focus on ensuring our staff and leaders feel informed and supported. • Aligns the OIA and Ministerial information requests with the private secretary, parliamentary questions and media queries altogether, in the Office of the Solicitor-General. 	<p>This proposal has been supported, people can see the connection and those within these teams shared that the Planning & Performance and finance work is closely aligned and at times can overlap.</p> <p>There was a small amount of mixed feedback about the planning and performance roles, some questioned whether we need a Manager and Advisor and some questioned whether we should move the roles across as they are. There were some concerns about where organisational risk management and other assurance functions go.</p> <p>There was mixed feedback on where communications should sit but a shared view that communications support should be retained.</p> <ul style="list-style-type: none"> • Some felt organisational efficiency / change would be a better home for comms, some also flagged that sitting with OIA and Private Secretary would make sense, and some felt HR was the right place. • Concerns about moving it to HR were that it would mean the priority of the role was more clearly internally focussed or that moving to organisation efficiency would mean it is more focussed on the implementation of change across CLO. Some felt that the majority of the role is internally facing so HR was a good fit. • People were keen to see some of the externally facing communications retained eg. Support for DSGs, GLN online. • It was noted that the current role needs to be reviewed, to ensure we are clear on the purpose of the role and set realistic expectations. <p>The Finance team asked us to consider introducing an Assistant Accountant instead of the proposed Finance Officer to support career pathways across the Finance team.</p> <p>There was a request to have the Senior Systems Accountant reporting into the CFO instead of the Finance Manager in light of the opportunities to use systems to support greater efficiencies across CLO.</p>

Proposed changes	Benefits of proposed changes	Feedback Received
		<p>There were concerns about reducing support to the SG by moving responsibility for the Advisor, Official Information under the Executive Advisor to the Solicitor General, and further concern about creating another manager role.</p> <p>The split for the Strategy & Corporate EAs was raised, some questioned whether 1x EA per 2 S&C Tier 3 Managers was too much and there was a question about whether one EA should be shared between the CPO and CFO given there is more alignment with their work.</p>

Proactively released by the Crown Prosecution Office

Considerations

While changes to the final structure are minimal, consideration was given to the feedback received.

For communications we have considered the various views on where this is best placed, the broad set of expectations the role has and what we think will be the biggest priority for communications and engagement in the coming years. Given the focus will be on supporting internal communications and engagement with our people about the fiscal sustainability programme the decision has been made to review the scope of the role and move it under the Programme Manager.

While people supported the idea of bringing together the Advisor, Official Information they were concerned about how much work this would place on the Executive Advisor role. We have heard that concern and placed the role into the planning and performance team.

Instead of an additional Finance Officer an Assistant Accountant role has been introduced.

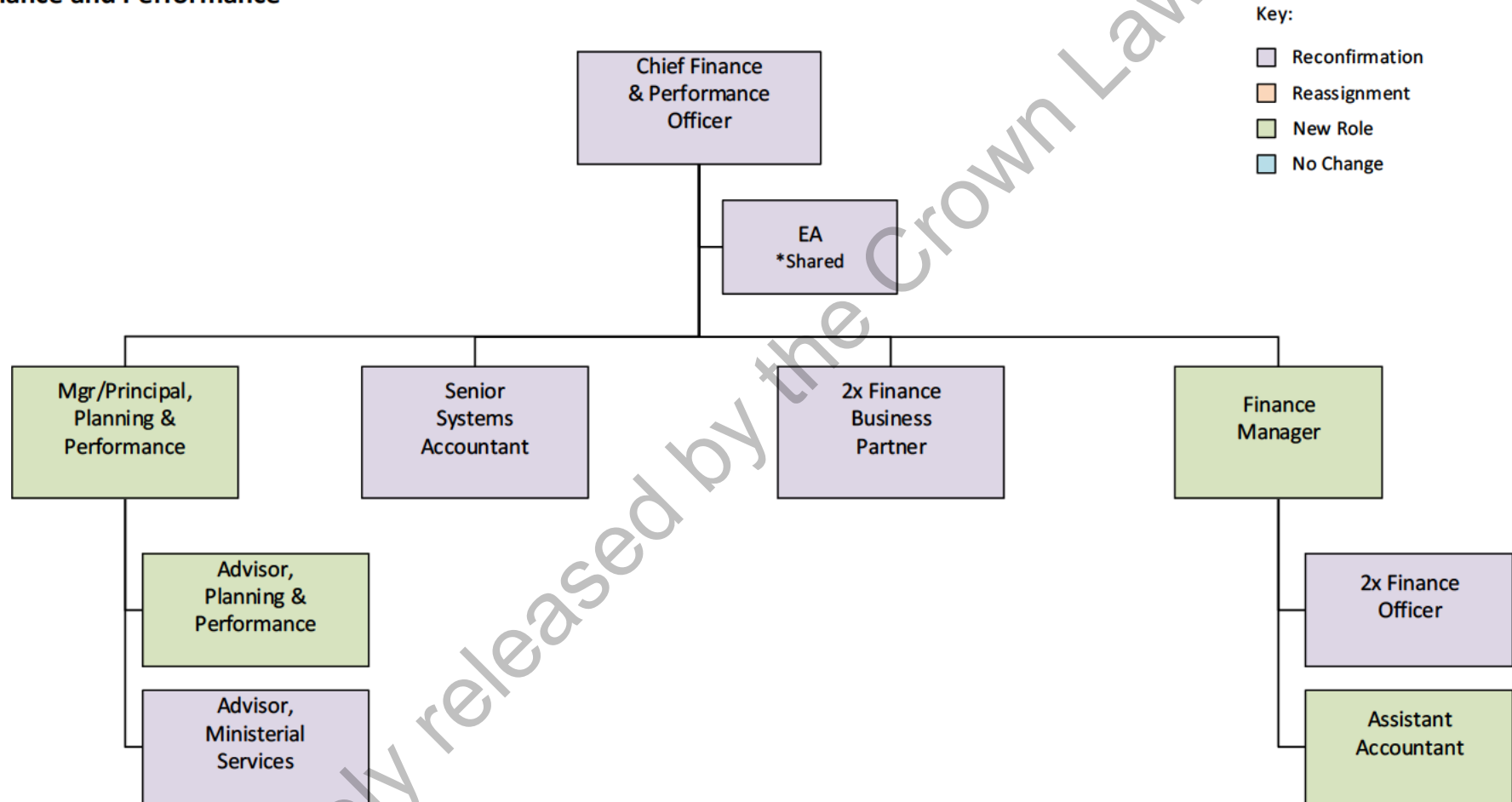
Final Decisions

- Disestablish the Strategy, Planning & Performance team and realign functions within the relevant branch, mainly Finance and Performance.
- Disestablish Chief Strategy Officer.
- Disestablish Senior Advisor, Strategy.
- Disestablish Senior Advisor, Risk and Assurance.
- Transfer organisational Planning and Performance functions to the CFO.
- Create Manager, Planning and Performance role, noting this is also a Principal Advisor position.
- Create Advisor, Planning and Performance role.
- Change Finance Team Manager role to Finance Manager
- Introduce an additional Assistant Accountant role to support additional work which will be transferred from business services.
- Transfer the Communications function to the Programme Manager with revised roles and responsibilities.
- Transfer the reporting line for the Advisor, Official Information to the Manager, Planning & Performance and update the role title to Advisor, Ministerial Services.



- Please refer to the organisational chart and change impact tables for more detail on these proposed changes and their impacts.

Finance and Performance



Proactively released by the Crown Law Office

Proposal Three: Improve Information Technology Capability, Capacity and Focus

Current

Currently, the Information & Research (I&R) team is responsible for Records Management, Library and Research, Historical Research, and Information Technology (IT) including IT projects. The requirements of these functions and of the Chief Information Officer (CIO) role have evolved significantly over the years and there have been concerns for the size and breadth of the team as well as the need for additional capacity to meet increasing demands.

Proposed changes

It was proposed that Records, Library and Research and Historical Research move into the proposed Legal Operations branch and that we establish a focussed Chief Digital Officer (CDO) and Digital Enablement branch. It was proposed that the CDO would have dedicated, strategic mandate to build capacity and capability in the IT team and better enable the utilisation of existing technology and adoption of new technology, systems and processes across Crown Law to contribute to the overall efficiency and effective of Crown Law.

Proposed changes	Benefits of proposed changes
<p>Change the Chief Information Officer role to Chief Digital Officer with a more focussed remit.</p> <p>Introduce new Manager Business Applications role and team to enable specific focus on best use and adoption of our IT applications and systems.</p> <p>Create new Digital Channels Advisor to support our transition to and more effective use of Microsoft systems including SharePoint.</p> <p>Create new IT Business Analyst role to support the IT change and enhancement work programme.</p> <p>Rescope IT Trainer / Specialist role to Corporate IT Applications Advisor.</p> <p>Disestablish Legal Systems/Microsoft Dynamics Specialist (vacant) and rescope in partnership with finance as part of LPMS/FMIS project.</p> <p>Refocus Manager Technology Services role and team to focus on effective and fit-for-purpose IT services (connectivity, AV, devices etc).</p> <p>Introduce an additional IT Support Analyst role.</p> <p>Move Library and Research, Historical Research and Records into Legal Operations group.</p> <p>Note: additional resource would be placed into this team, as needed to support the delivery of IT projects.</p>	<ul style="list-style-type: none"> • Enables organisation efficiencies and effectiveness through better adoptions of new and future technology. • Enables clarity and focus for each team. • Ensures a healthy workplace and culture is maintained as the transition to the new operating model occurs. • Optimises resources between technical equipment and systems, applications and support to the organisation to ensure they are tech enabled. • Address critical shortages that impact delivery of IT services to the organisation while the organisation has a hybrid IT environment and progressively transitions to cloud based solutions.
<p>Rename branch to Digital Enablement.</p> <p>Rename Chief Information Officer to Chief Digital Officer.</p>	<ul style="list-style-type: none"> • Ensures clarity across the organisation regarding the team's function and purpose.

Consideration / Decision

Given the feedback on these elements of the proposal (specifically concerns about whether the additional roles will improve capability and capacity and how we can ensure we can better understand the future technology needs before making structural decisions) we have decided to pause any changes for the IT function and seek further, independent advice on what an IT operating model and structure should look like for Crown Law. A summary of the feedback and proposal for change will be shared once that work has been completed, along with more information about any proposed structure changes and our future IT operating model and priorities. We are aiming to be able to provide this information to you by 30 June 2024. The following decisions have been made:

As part of the implementation of final decisions:

- The Library & Research team will move into the Legal Operations Branch, and the Manager, Library & Research reporting line will transfer to the Director, Legal Operations.
- The Historical Research team will move into the Treaty Team, Attorney-General's Group. The Manager, Historical Research reporting line will transfer to a Treaty Team Legal Team Manager.

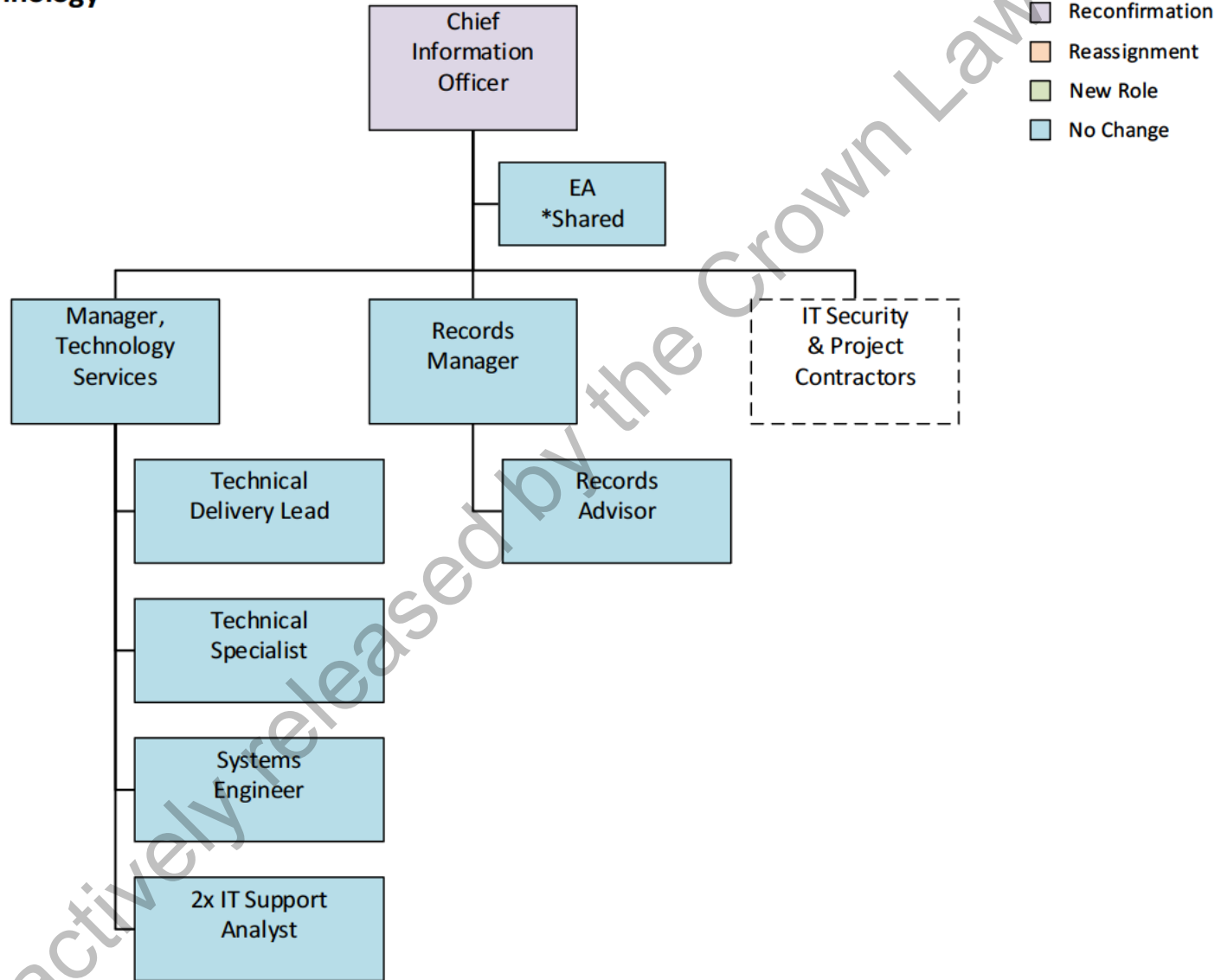
Pending further review of the IT operating model:

- No changes will be made to IT team resourcing.
- Records will remain reporting to the CIO.



- Please refer to the organisational chart and change impact tables for more detail on these proposed changes and their impacts.

Information Technology



Proactively released by the Crown Law Office

Proposal Four: Creation of a Director, Organisational Efficiency to work in partnership with the Leadership Team and Strategy and Corporate Leadership Team to drive ongoing efficiencies and overall effectiveness across Crown law.

Proposed changes

It was proposed that the Manager, Business Improvement and Litigation Support role is disestablished, and a new role is created, reporting into the DCE with specific responsibility for the coordination and delivery of our organisational Efficiency and Effectiveness work programme, in partnership with the Leadership Team and Strategy and Corporate Leadership Team. The role will be responsible, along with the Leadership team for meeting specific targets for achieving ongoing cost savings.

Proactively released by the Crown Law Office

Proposed changes	Benefits of proposed changes	Feedback Received
<p>Create a new Director, Organisational Efficiency role. Support by a small team will help to ensure priority is given to the Organisations effectiveness and efficiencies work programme, with specific targets for achieving ongoing cost savings. This role will also support the transition to this new operating model and integration of the Strategy and Corporate and Legal Groups work priorities and planning.</p> <p>Move the reporting line for the Business Process Analyst into Director, Organisational Efficiency.</p> <p>Create a new fixed term role which will focus on the transition to this new structure and operating model.</p>	<ul style="list-style-type: none"> • Ensure that change is coordinated and prioritised in conjunction with legal group requirements. • Facilitates a centralised enterprise view of upcoming change, process improvements and the Organisational effectiveness groups work programmes to understand impacts and to inform prioritisation. • Enables optimisation of resources and the sequencing of improvement activities. • Effective prioritisation of effort to embed a culture of continuous value for money. 	<p>The feedback on this role / team was mixed:</p> <ul style="list-style-type: none"> • Many questioned the need for this role when we are trying to save money, some suggested these responsibilities should sit with leaders. • Concerns that there is not enough resourcing in this team to undertake a vital task, suggestion that resourcing should be reviewed. • Some felt the role / team were not needed at all and that this should be led by all LT members with direction from Una about where she expected to see efficiencies, savings or where we could be most effective. • Some felt this role should report directly into the SG with responsibility for the efficiency programmes across all parts of CLO and an additional role introduced to lead organisational transformation to enable the new structure and ongoing transformation across CLO. Some noted that if it reported to the SG, it should have a dotted line to DCE. <p>Regardless of where it sits, it was noted that this team should be able to critically review current processes and procedures, and find efficiencies through people, process, or technology changes across CLO over the next 3-5 years.</p> <p>The terminology 'efficiency and effectiveness' was not well understood or liked.</p>

Considerations

There was mixed feedback on the proposal to establish a dedicated role to support the organisation to establish and implement an efficiencies and effectiveness programme. More generally, the 'efficiencies and effectiveness' terminology was not well liked or understood and some people felt they needed to see more information about what the work would involve. The Leadership Team has considered the scale of this work programme, whether this could be absorbed across existing leaders, or whether there are other ways to provide this focus. While managers and leaders across Crown Law will be heavily involved in the programme and will lead projects and streams of work within the programme, the Solicitor-General has decided that a dedicated role is needed. That role will be established for the next two years to support the Leadership Team to direct and monitor the organisational financial sustainability programme.

The Programme Manager role will be fixed term for two years and will report directly to the Solicitor General to ensure she has visibility of the programme and performance over the coming years. Effective governance will be essential to ensure the success of the programme, governance arrangements will be established as part of the establishment of the programme.

To provide more information about what type of work this programme would involve, a high-level concept outline for the Financial Sustainability programme has been included below for reference – this is indicative of the types of work such programmes undertake and is subject to detailed planning and approval. The initial focus of the role will be to design and establish the programme of work.

Final Decisions

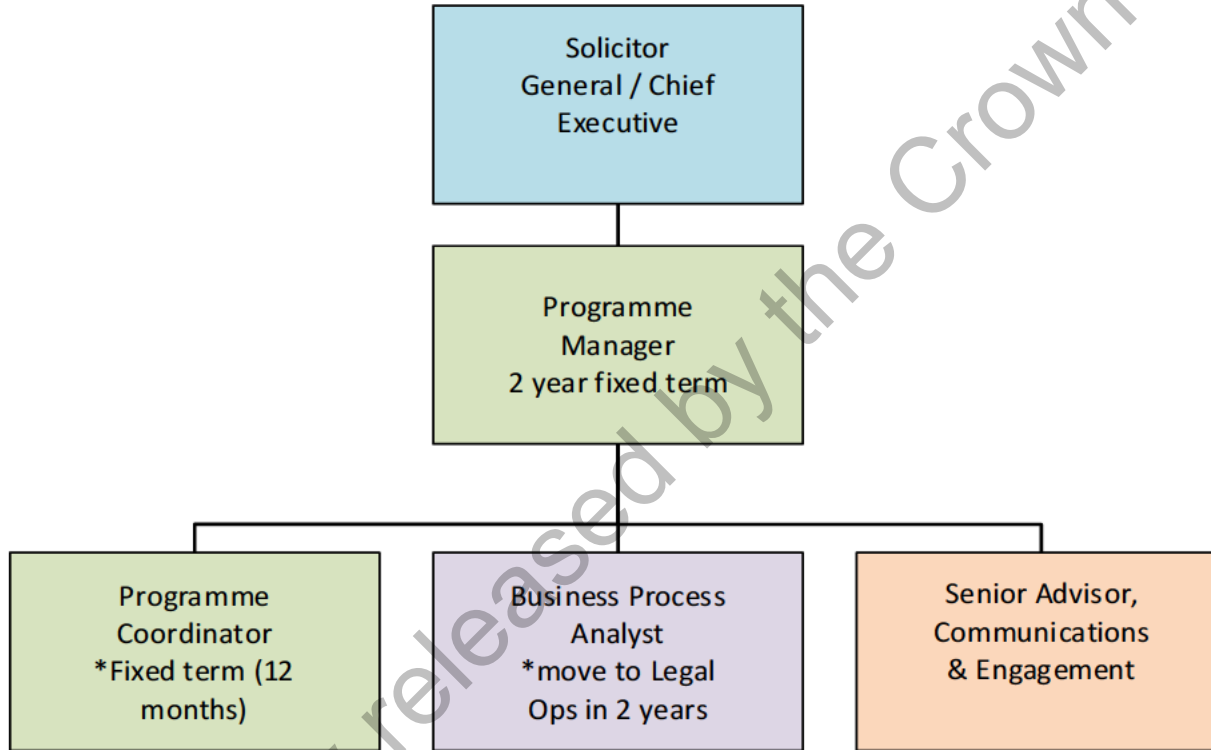
- Introduce a Programme Manager role to lead our financial sustainability programme for a fixed term period of 2 years.
- Move the communications role into this team, reporting into the Programme Manager to support the delivery of communication, engagement and supporting resources to support the implementation of the financial sustainability programme.
- Introduce a Programme Coordinator to provide administrative and coordination support to the programme, including supporting business efficiency projects, governance and monitoring, supporting managers to implement project outcomes (such as creating service level agreements and clarify roles and responsibilities across teams). The Project Coordinator will be established for a 1 year fixed term period initially, then requirements will be re-evaluated depending on programme progress.



- Please refer to organisational chart and change impact tables for more detail on these proposed changes and their impacts

Financial Sustainability Programme

- Key:
- Reconfirmation
 - Reassignment
 - New Role
 - No Change



Proactively released by the Crown Law Office

High-level concept outline for the Financial Sustainability Programme

Legal Work Programme Focus on delivering priority work. What can we scale, stop, or transfer?		Operationalise NOV23 LT activity. Review to scale, transfer, or stop lower value activities. Redirect counsel time / support effort.
Revenue Focus on Crown and revenue model: fees, billable work, utilisation targets.		Consider increasing range and/or volume of billable activities; billing targets; funding options; briefing out models; fee models.
Operating Model Focus on resourcing models to deliver organisational priorities.		Initial focus on corporate & legal ops delivery model for overall org priority activities. Resource to minimum effective levels. Parallel focus on legal groups.
Technology work programme Focus digital and tech development on saving time, effort, and costs.		Prioritise IT project delivery through considering the impact these deliver on a long term cost savings basis.
Process Management Remove barriers to efficient working across office, starting with legal ops		Intensive focus Year 1 on corporate & legal ops to remove process barriers and save time. Year 2+ focus on legal process.
Financial Plan Internal budgets, management and monitoring, robust forecasting		Remove non-essential spend in all budgets; review suppliers & procurement; detailed financial forecasting and planning.

	YEAR 1	YEAR 2	YEAR 3-4
TIME SAVINGS in medium term enable more effort on higher value activity. Some possible conversion to COST SAVINGS through reduced FTE.		🕒	🕒💰
Possible moderate REVENUE benefit over time.		💰	💰💰
COST SAVINGS through reduced FTE.		💰	💰
Moderate COST SAVINGS in corporate/legal ops in medium term as systems/software enables reduction in manual processes.			🕒💰💰
Significant medium-term TIME SAVINGS in legal ops/corporate converted to COST SAVINGS through reduced FTE. Ongoing time savings across legal groups.	🕒💰	🕒💰	🕒💰
Some COST SAVINGS . Primary benefit: robust forecasting planning & monitoring.	💰		

Note: Detailed work programme to be established by the Programme Manager and Leadership Team

Proposal Five: Office of the Solicitor-General

Proposed changes

It was proposed that the reporting line for the OIA Advisor, responsible for coordination of OIA and Ministerial information requests moves to the Executive Advisor the Solicitor-General.

This would in effect establish a small office of the Solicitor-General with responsibility for:

- Executive advice and assistance to the Solicitor-General.
- Coordination of relationship between the Attorney-General and Solicitor-General office and the Office of the Chief Justice and Solicitor-General office.
- Management of and support to the Private Secretary.
- Coordination of Official Information requests, Ministerial Requests and Parliamentary questions.
- Coordination and advice on media queries and requests.
- Other organisational roles such a Ways of Working Induction, SafetyNet Officers and Professional lead for the Executive Assistant cohort.

Note: As this recommendation moves coordination of OIAs into the Office of the Solicitor-General, a dotted reporting line back to the DCE may be appropriate to ensure operational oversight, advice and support to the Senior Executive Advisor and team.

Proposed changes	Benefits of proposed changes	Feedback Received
<p>Reporting line for the OIA Advisor, responsible for coordination of OIA and Ministerial information requests moves to the proposed Senior Executive Advisor.</p>	<ul style="list-style-type: none"> • Brings oversight and coordination of Private Secretary support and backfill, Official Information requests, Ministerial Requests, Parliamentary questions and Media requests together. • Enables optimisation of resources and the sequencing of improvement activities. • Enables efficient, effective and coordinated support to the Attorney-General and her office. 	<p>The idea was supported in principle, but many noted other ways to deliver this.</p> <ul style="list-style-type: none"> • Some questioned whether this should sit under the DCE. • Some people suggested a more senior role to lead this function eg. Head of the Office of the SG, with suggestions that if it was more senior, we could ask more eg. leading efficiencies and effectiveness programme and budget management of SG budget which currently sits with DCE. <p>It was noted that this could ask too much and create too many competing demands for the existing Executive Advisor and could reduce crucial support for the SG</p>

Proactively released by the Crown Law Office

Considerations

We agree with the feedback that adding additional roles under the Executive Advisor could impact support to the SG. We considered alternative options including adding a more senior role but felt it wasn't the right time to progress that.

Final Decisions

- No changes will be made to this team or to the Executive Advisor role.
- The Advisor, OIA will report into the Manager, Planning and Performance under the Finance and Performance Branch, and renamed Advisor, Ministerial Services.

Proactively released by the Crown Law Office

Proposal Six: Realign and Refocus System Leadership Group

Current

Currently, the System Leadership group is focussed on three key areas: Legal Risk and Insights / System Advice, GLN Development projects (such as development of a GLN capability framework, flexible resourcing across the GLN and a legal function capability framework) and GLN Programmes (such as coordination of GLN events, Graduate and Summer Clerk programmes).

In the Org Design process, we identified that the SLG has a high number of managers to employees in comparison to the wider organisation. In addition, staff across CLO and within the SLG group felt unclear of the group's purpose and priorities in particular the Development and Programmes teams. Concerns were also raised about the capacity and ability to meet the priorities set out in the Government Legal Services Strategy and whether they were still the right areas of focus.

Outside of the Org Design process, consideration has been given to what non-core operational activities sit within the team and where savings and efficiencies could be found.

Proposed changes

It was proposed that the role of Deputy Solicitor General, System Leadership and the Manager GLN Programmes and Manager GLN Development are disestablished creating a single System Leadership team with a key focus on providing system advice and legal insights.

It was proposed that this team moves into the Attorney-General group who, through their work also have a system focus. In addition, this would help to balance the number of direct reports to the DSGs.

It was proposed that the System Advice and Legal Insights work continues, and consideration is given to what a slimmed down but aligned capability work programme would look like within the team. The proposal provides some flexibility through the Principal Advisor roles to adapt to system priorities and needs. However, the Government Legal Services Strategy and existing SLG work programme would need to be reviewed.

Proposed changes	Benefits of proposed changes	Feedback Received
<p>Disestablish the Deputy Solicitor-General, System Leadership (vacant) and Executive Assistant to the Deputy Solicitor-General, System Leadership.</p> <p>Consolidate the functions into one System Advice and Legal Insights functions team and move it into the Attorney General Group, which also has a system leadership focus.</p> <p>Rescope the Manager System Advice role to Director and move reporting line to the Deputy Solicitor-General, Attorney-General Group.</p> <p>Improve integration of system advice and legal insights work with Legal functions and client relationship models.</p>	<ul style="list-style-type: none"> • Simplifies client relationship model alignment within Crown Law, reducing the number of touch points with clients. • Optimise the organisation's system leadership function with delivery of legal services that are system wide. • Reduce the cost of delivering the system leadership functions. 	<p>There was support for aligning the System Leadership Group under the AG group, with some suggestions that moving the GLN-facing functions to Strategy and Corporate could be a good fit.</p> <p>Some Counsel felt that more could be done to look at the role Counsel and the wider GLN play in the development of system advice and legal insights.</p>
<p>Refocus on core system leadership services – combine the three teams into one with a key focus on System Advice and Legal Insights while enabling some capacity to focus on projects that support capability across the Government Legal Network.</p> <p>Disestablish Manager, GLN Development.</p> <p>Disestablish Manager, GLN Programmes.</p> <p>Disestablish 1x Programme Coordinator.</p> <p>Disestablish Advisor and Senior Risk Advisor (both vacant).</p> <p>Disestablish Senior Service Designer.</p> <p>Rescope existing Principal Advisor role and introduce 1 additional Principal Advisor to</p>	<ul style="list-style-type: none"> • Optimise efficiency and effectiveness of administrative functions. • Ensure value-for-money of corporate overhead. • Reduce costs and find efficiencies in the delivery of GLN Capability and Programmes. 	<p>There was mixed feedback on this proposal, with SLG employees raising concerns.</p> <p>SLG Group</p> <ul style="list-style-type: none"> • Some employees from within SLG were concerned about the prospect of doing less work for the network and felt the proposal devalues the work of SLG. • There were varying views within the teams about ways to maximise effectiveness. • There were some concerns about the amount of work to be done and whether there was enough resourcing, particularly administrative support. • The team also identified an opportunity to better leverage lawyers across the GLN to support the preparation of system advice, rather than relying on our own System Advice Team.

Proposed changes	Benefits of proposed changes	Feedback Received
<p>provide flexible support broadly across System Advice, Legal Insights and capability projects.</p>		<p>From Counsel</p> <ul style="list-style-type: none"> Feedback from Counsel was in support of reducing the Manager roles and scope. Some asked if we should go further and absorb system advice into the role of Counsel across CLO and questioned why the remaining Advisory roles have been retained. Some Counsel felt this was an opportunity to reset the wider organisation's understanding of what system leadership is and looks like. That is, it is something that all counsel do (or should do), every day—not something done exclusively by a specialist team. Opportunities were identified to shift the operating model to better utilise expertise across Crown Law and the GLN to provide system advice as needed as opposed to a team within CLO creating this, noting this would still need to be facilitated by CLO. Some have asked that we consider looking at different ways to deliver the Graduate Programme eg. by moving to HR or working with other agencies. In particular, it has been noted that the Grad Programme is a great way to attract a more diverse workforce and raise the profile of Crown Law and the GLN across the GLN. <p>From Chief Legal Advisors</p> <p>Chief Legal Advisors conducted a survey and outside of the System Advice function have noted that they see value in – in particular - the GLN conference, newsletters, GLN online and the training programmes such as He Waka Eke Noa and Treaty training. Others outside of Crown Law were concerned about the loss of the graduate programme.</p>

Proactively released by the Crown Law Office

Considerations

There was a mix of feedback in relation to the system leadership group and their work. We value the SLG and while we recognise system leadership comes from everywhere, the Group has made significant achievements and advancements which we may not have been able to do without dedicated resource. The final decisions have opted to establish a structure that enables flexibility over the next two years to deliver both the legal advice products and services as well as some services to the GLN through training, coordination and development projects.

Over the next two years, Crown Law needs to identify a refreshed and sustainable operating model for the system leadership functions currently delivered by the SLG. The immediate focus of the team, however, will need to be on considering and reviewing the key priorities and work programme for the group in light of its reduced size.

The administrative support requirements for the system leadership team are different in nature from other legal teams and we considered whether LSAs were the right resource to provide support to this team. Administrative support will be provided by the Team Coordinator with access to additional administrative support, as needed through the legal support branch to support peaks in workloads, as needed.

Pending the review of the work programme, no decisions have been made about the cessation of the GLN graduate and summer clerk programmes beyond deciding to support the current cohort of graduates who commenced their programme in February 2024.

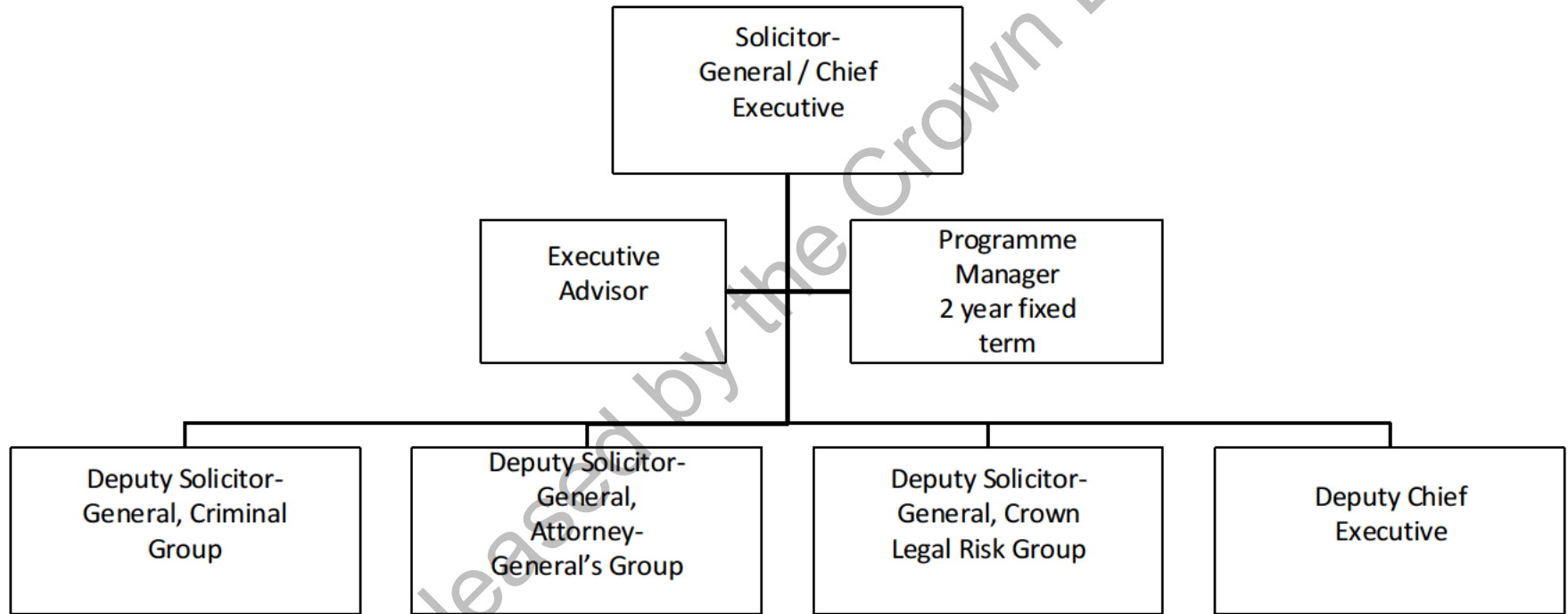
Final Decisions

- Disestablish Manager, GLN Development.
- Disestablish Manager, GLN Programmes.
- Disestablish Advisor and Senior Risk Advisor (both vacant and unbudgeted in order to create other roles in team).
- Disestablish Senior Service Designer.
- Rescope existing Principal Advisor role and introduce 1 additional Principal Advisor to provide flexible support broadly across System Advice, Legal Insights and development / capability projects.
- Disestablish the Programme Coordinator roles.
- Establish a new Team Coordinator role to support the System Leadership team.
- The Senior Policy Advisor will remain in the Team, although it will continue to be a role that works across teams in the Office, depending on need and priorities.
- The DSG AG Group and Director will complete a review of the ongoing SLG work programme and priorities in light of reduced resourcing. The Solicitor General will have final approval of the Government Legal Services Strategy and System Leadership priorities.
- As part of the review of the work programme and in partnership with HR, consideration will be given to whether the Graduate Programme could be retained either across the GLN or internally for Crown Law. Initially, the reporting line and Home Manager responsibilities for the current cohort of Graduates will sit with one of the SLG Principal Advisors.

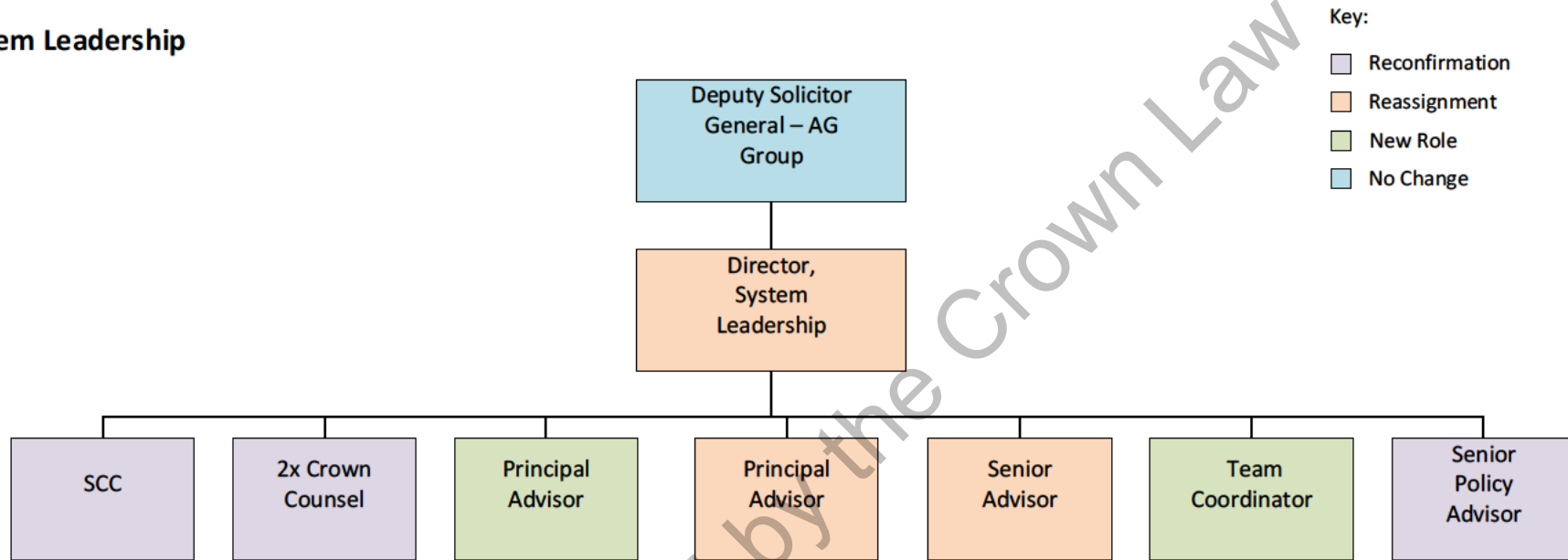


- Please refer to organisational chart and change impact tables for more detail on these proposed changes and their impacts

Crown Law Leadership Team



System Leadership



Proactively released by the Crown Law Office

Other Findings / Recommendations

Organisational Resilience

It was originally anticipated that as well as leading legal operations, the Director Legal Operations would have responsibility for Business Continuity Planning, Emergency Management, and Incident Response as the Group Manager Operational Services does today. The feedback on this proposal has led us to a flatter, more focussed mandate for this team so we have had to consider where this work could sit.

National Security Management

The Deputy Chief Security Officer role and responsibilities currently sit with the Chief Strategy Officer. As this role no longer exists, we have had to consider where this work could sit.

Exploration of Shared Services / Further partnerships across the Justice Sector

Questions have been raised throughout submissions about what else we can do to continue to find ongoing savings. The exploration of shared services were highlighted as an opportunity, and we agree, so we have had to consider where this work could sit.

EA Support to Strategy & Corporate Managers

There was some feedback that we should review whether an EA to 2x Strategy and Corporate Managers was appropriate. Some feedback from within Strategy and Corporate noted the impact of current vacancies in this space on Managers' time and the wider team with tasks that could easily, and more cost effectively be carried out by an EA. Another submission noted that the reporting line split should be reviewed as there is a better alignment between the work and access to sensitive information supporting the CPO and CFO.

Final Decisions

- Given the areas noted above and to support an increasing workload to the DCE we have introduced a Chief Advisor to the DCE. This role will be responsible for supporting the DCE with the areas set out above for a period of 2 years at which time consideration should be given to whether this would be an ongoing role or could be split between Strategy & Corporate managers to contribute to ongoing cost savings.
- The Executive Assistant roles for Strategy & Corporate will remain however the split will be updated to have one support CPO and CFO (and their teams) and the other support the Director, Legal Operations and Chief Information Officer (and their teams).

Further considerations / acknowledgments based on Feedback

Māori Capability

Several of the submissions expressed concern about the absence of a DCE Māori (or similar) role. Some asked how Crown Law would be able to maintain commitment in this space and some felt other roles eg. a Principal Advisor in System Leadership could be repurposed. While no changes have been made to new or existing roles within this structure to pick up additional responsibility for this work the Leadership Team will give consideration to the intended priorities for this role and He Rautaki Māori which was never formally launched. The HR team are responsible for implementing a cultural capability work programme, to build internal capability using the Whāinga Amorangi framework.

Crown Law's Change Readiness

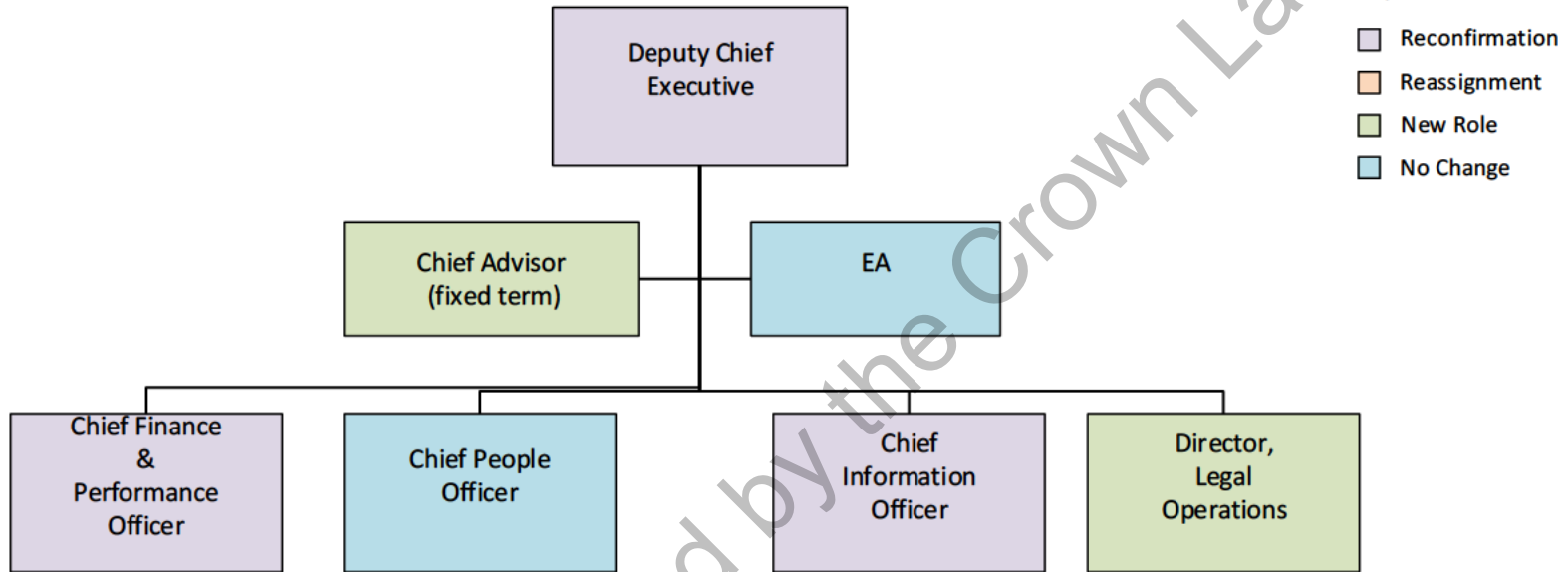
Throughout the submissions concerns were raised about Crown Law's ability to adapt to changes and new ways of working. This was identified throughout submissions as a key risk that will need to be managed. Further, concerns were shared about the impact on Legal Support staff in particular if they have to push changes on a workforce that is not willing.

Ongoing workforce reductions

In regard to concerns about reducing legal support numbers, we acknowledge that it can be difficult to hear that the size of your team could reduce. For Crown Law to operate within a reduced budget and increasing costs, we expect that further reductions in staff numbers may need to be considered again in future – not just from within Strategy & Corporate and System Leadership teams. As we improve the efficiency of our overall operations, it is possible that we will decide to scale back the delivery of some other streams of work (like we have here with respect to system leadership functions), or that we develop ways to deliver the same services involving fewer people or fewer different functions. This structure and the work we will do over the coming years will help us to plan and manage that in a way that minimises the impact on our people and the organisation. Our plan is to consider whether future reductions are achievable as a result of finding efficiencies in the way that we work. If changes to workforce numbers are required in future, these will be communicated clearly and where possible, achieved through a sinking lid (consideration of whether to replace roles as they become vacant).

FINAL STRUCTURE – Strategy & Corporate Leadership Team

Strategy and Corporate Leadership Team



Proactively released by the Crown Law Office

Non-Structural proposals not covered in the proposals above

Proposed changes	Benefits of proposed changes	What we heard
<p>Enhance planning and prioritisation through an organisation-wide annual process which aligns to the budget cycle and sequences activities based on legal group capacity.</p>	<ul style="list-style-type: none"> • Will ensure sustainable performance and prioritisation of activities that have highest value-for-money. 	<p>This was supported.</p>
<p>Establish an Organisational effectiveness and efficiencies work programme, with specific targets for finding efficiencies, improving effectiveness and delivering cost savings to give effect to Government priorities and to manage ongoing cost pressures.</p>	<ul style="list-style-type: none"> • Ensure that change is coordinated and prioritised in conjunction with legal group requirements. • Facilitates a centralised enterprise view of upcoming change to understand impacts and to inform prioritisation. • Enables optimisation of resources and the sequencing of improvement activities. • Effective prioritisation of effort to embed a culture of continuously value for money. 	<p>See proposal 4.</p>
<p>Review and where possible, utilise current governance groups to:</p> <ul style="list-style-type: none"> • Ensure collective leadership engagement and ownership of the organisation's effectiveness and efficiencies work programme. • Ensure delivery of specific targets for finding efficiencies and delivering cost savings. • Improve organisational effectiveness. • Give effect to Government priorities and manage ongoing cost pressures. 	<ul style="list-style-type: none"> • Effective governance is critical for optimising organisational performance and ensuring Crown Law is fit-for-purpose well into the future. • Effective prioritisation of effort to embed a culture of continuous value for money. • Ensure Accountability across the Leadership Team for delivery and implementation of organisational efficiencies and management of ongoing cost pressures. 	<p>It was noted throughout submissions that effective implementation & governance would be required.</p> <p>See proposal 4.</p>

Proposed changes	Benefits of proposed changes	What we heard
Introduce Leadership and management support and training/capability model.	<ul style="list-style-type: none"> To better support the Leadership Team to be effective in their roles, to ensure successful leadership of organisation efficiencies and improvements to overall organisation effectiveness and to maintain a healthy and productive workplace. 	<p>Throughout the submissions concerns were raised about Crown Law's ability to adapt to changes and new ways of working. This was identified throughout submissions as a key risk that will need to be managed. Further, concerns were shared about the impact on Legal Support staff in particular if they have to push changes on a workforce that is not willing.</p> <p>This will be looked at through the HR team's work programme and planning.</p>
Create a training and development and career progression framework for legal support roles.	<ul style="list-style-type: none"> Improve retention through explicit career development and progression pathways. Introduction of a training framework to ensure consistent training on legal support processes and effective integration of business process improvements. Improve the consistency and quality of legal support. Improve role clarity across administration and legal support positions. 	<p>There was strong support for this element of the proposal. Some people noted that it was important that this was done well and meaningfully.</p> <p>This will be a priority of the Director, Legal Operations and the HR team.</p>
Review the Government Legal Services Strategy (including opportunities to align to Crown Law's overall strategy) and system leadership team priorities.	<ul style="list-style-type: none"> Optimise the organisation's system leadership function with delivery of legal services that are system wide and meet the current and future needs of the GLN. 	<p>See proposal 6.</p> <p>To be reviewed in year one (24/25).</p>
Rename Strategy and Corporate Group to Organisational Effectiveness.	<ul style="list-style-type: none"> Ensures clarity across the organisation regarding the group's function and purpose. 	<p>This was not supported. No change has been made.</p>

Change Impact Definitions

Affected Status

An employee has 'affected' status when their role is impacted by a change process, and they have not been reconfirmed or reassigned into a new position at the time of the final decisions.

When applying for roles more broadly across their organisation, an affected employee will have preference for appointment over a non-affected employee, in the event their suitability for the position is assessed as being the same at the final stages of the recruitment process.

Note: Affected status applies to permanent employees only.

Reconfirmation

Where 'Reconfirmation' occurs, employees can be reconfirmed into positions at the time final decisions are announced. Reconfirmation applies where:

- there is no substantive change to a position (for example, a change to reporting line or minor changes to their position description)
- there is the same number of positions (or no less) between the current and proposed structure.

Note: Employees are no longer 'affected' once reconfirmed into a position.

Reassignment

Where 'Reassignment' occurs employees can be reassigned into a new role within the structure at the time of final decisions. In some cases we will identify direct reassignment opportunities and in some cases we will invite employees to express interest in newly created roles. Reassignment applies where:

- an employee can transition to the new role with reasonable training and development
- the role has the same or similar terms and conditions.

Note:

- Where an employee is offered reassignment to a position with a lower remuneration band, the hiring manager would review and place on appropriate step of the new band. A lump sum equalisation allowance will be paid equivalent to the difference in their old and new base salaries for the next 2 years.
- Employees can be offered reassignment to a comparable position in the new structure, even if they did not express an interest. If the position offered is a suitable alternative position and the person does not accept, they will be deemed to have resigned and will not be entitled to redundancy.
- Employees are no longer 'affected' once reassigned into a position.

Contestable Reassignment (Expression of Interest Process)

Affected employees who are not reassigned to a position at the time of final decisions can register an interest in reassignment to any 'contestable reassignment' positions available in the new structure.

Contestable reassignment could occur where:

- there are multiple employees who can transition to the newly created role with reasonable training and development
- there are fewer roles than employees and a selection process is required to fill the available positions.

Note:

- Only affected employees can apply for contestable reassignment opportunities.
- Employees with 'affected' status may apply for as many positions as they choose to.
- Where an employee is offered reassignment to a position with a lower remuneration band, the hiring manager would consider and place the employee on appropriate step of the new band. A lump sum equalisation allowance will be paid equivalent to the difference in their old and new base salaries for the next 2 years.
- Employees can be offered reassignment or reconfirmation to a position in the new structure, even if they did not express an interest. If the position offered is a suitable alternative position and the person does not accept, they will be deemed to have resigned and will not be entitled to redundancy.

Open Contestable Process

An open contestable process may be selected where the skill and experience needed for the newly created role is different enough and easily cannot be identified as a reassignment or reconfirmation opportunity.

The term 'open contestable process' means that the new position is to be filled by an open recruitment process. This would be open to affected employees, other CLO employees and people outside of the CLO. The process for appointment will follow standard CLO recruitment processes.

Redeployment

Redeployment occurs where an employee's role is impacted by change with no suitable reassignment or reconfirmation opportunities. Redeployment involves supporting employees with affected status to find another role within the team, organisation or wider Public Service.

Impact analysis / Approach to Filling New Roles

- The following table identifies the positions that are in scope and the impact of the proposals in this document, it also shows all new roles and the proposed approach to filling them.
- Please note: there will be variances in job titles where employee job titles in their position description / employment agreement do not align to commonly used title.

New roles

Team/Group	Role Title	Reporting to	Status	Confirmed band
System Leadership	Principal Advisor	Director, System Leadership	Permanent	18
Legal Operations	Director, Legal Operations	Deputy Chief Executive	Permanent	20
	Team Manager, Office Admin	Director, Legal Operations	Permanent	15
Financial Sustainability Programme	Programme Manager	Solicitor-General	Fixed Term	20
	Programme Coordinator	Programme Manager	Fixed Term	
Strategy & Corporate	Chief Advisor	Deputy Chief Executive	Fixed Term	19
Finance & Performance	Finance Manager	Chief Finance & Performance Officer	Permanent	19
	Assistant Accountant	Finance Manager	Permanent	14
	Manager/Principal Advisor, Planning & Performance	Chief Finance & Performance Officer	Permanent	18
	Advisor, Planning & Performance	Manager/Principal Advisor, Planning & Performance	Permanent	15

Disestablished roles

Team/Group	Role Title	Reporting to	Status	FTE
System Leadership Group	Deputy Solicitor General, System Leadership	Solicitor-General	Disestablished	1
	Executive Assistant to the Deputy Solicitor General, System Leadership	Deputy Solicitor General, System Leadership	Disestablished	1
	Senior Advisor, Risk (Vacant)	Manager, System Advice	Disestablished	1
	Manager, GLN Programmes	Deputy Solicitor General, System Leadership	Disestablished	1
	Programme Coordinator	Manager, GLN Programmes	Disestablished	2
	Manager, GLN Development	Deputy Solicitor General, System Leadership	Disestablished	1
	Advisor (Vacant)	Manager, GLN Development	Disestablished	1
	Senior Service Designer (fixed term)	Manager, GLN Development	Disestablished	1
Operational Services	General Manager, Operational Services	Deputy Chief Executive	Disestablished	1
	Litigation Enablement & Business Improvement Manager	General Manager, Operational Services	Disestablished	1
	Criminal Appeals Support Assistant (Vacant)	Criminal Appeals Support Team Leader	Disestablished	1
	Business Services Manager	General Manager, Operational Services	Disestablished	1
	Business Services Co-ordinator	Business Services Manager	Disestablished	1
Strategy, Planning and Performance Team	Chief Strategy Officer	Deputy Chief Executive	Disestablished	1
	Senior Advisor, Risk and Assurance	Chief Strategy Officer	Disestablished	1
	Senior Advisor, Strategy	Chief Strategy Officer	Disestablished	1

Reconfirmed roles (with minor changes)

Role Title	FTE	Nature of change	Reporting to
System Leadership			
Manager System Advice	1	Change of title to Director, System Leadership Change of reporting line Change of group to Attorney-General Group	Deputy Solicitor General, Attorney-General Group
Senior Crown Counsel, Legal Insights	1	Change in reporting line Change in group to Attorney-General Group	Director, System Leadership
Crown Counsel	2	Change in reporting line Change in group to Attorney-General Group	Director, System Leadership
Senior Policy Advisor	1	Change in reporting line Change in group to Attorney-General Group	Director, System Leadership
GLN Graduates	5	Change in reporting line Change in group to Attorney-General Group	Principal Advisor
Operational Services			
Executive Assistant to GM Op Services/Chief Finance Officer	1	Change in reporting line Change of group (tbc)	TBC
Legal Personal Assistants	17	Change in title to Legal Support Assistant Change in reporting line	Team Manager, Legal Support
Litigation Support Team Leader	1	Change in title to Team Manager, Litigation Support Change in reporting line	Director, Legal Operations
Senior Case Assistant	4	Change in reporting line	Team Manager, Litigation Support
Case Assistant	3	Change in reporting line	Team Manager, Litigation Support
Discovery Team Leader	1	Change in reporting line Change in role title to Team Manager, Discovery	Director, Legal Operations
Discovery Specialist	1	Change in reporting line	Team Manager, Discovery
Discovery Assistant	2.4	Change in reporting line	Team Manager, Discovery
Business Services Assistant	2	Change in title to Office Administrator Change in reporting line	Team Manager, Office Admin

Criminal Appeals Support Team Leader	1	Change in title to Team Manager, Criminal Appeals Support Change in group to Public Prosecutions Unit	Public Prosecutions Manager
Criminal Appeals Support Administrator	1	Change in group to Public Prosecutions Unit Change in reporting line	Team Manager, Criminal Appeals Support
Business Process Analyst	1	Change of reporting line Change of group to Financial Sustainability Programme	Programme Manager
Information & Research			
Manager, Library & Research	1	Change in reporting line	Director, Legal Operations
Senior Research Librarian	1	Change in group to Legal Operations	Manager, Library & Research
Senior Research Librarian (used to fund 1 x Research Librarian)	1	Change in group to Legal Operations	Manager, Library & Research
Research Librarian	2	Change in group to Legal Operations	Manager, Library & Research
Library Assistant	1	Change in group to Legal Operations	Manager, Library & Research
Historical Research Manager	1	Change in reporting line Change in group to Treaty	Team Manager, Treaty 1
Historical Researcher	2	Change in group to Treaty	Historical Research Manager
Chief Information Officer	1	Change to Position Description (minor)	Deputy Chief Executive
Executive Assistant (Vacant)	1	Change to reporting line Change of group (tbc)	TBC
Manager Technology Services	1	No change	Chief Information Officer
Technical Delivery Lead	1	No change	Manager Technology Services
Technical Specialist	1	No change	Manager Technology Services
IT Support Analyst	2	No change	Manager Technology Services
Systems Engineer	1	No change	Manager Technology Services
Records Manager	1	No change	Chief Information Officer
Records Advisor	1	No change	Records Manager
Finance & Performance			
Chief Finance Officer	1	Change in title to Chief Finance & Performance Officer	Deputy Chief Executive
Finance & Performance Business Partner	2	Change in title to Finance Business Partner Change in reporting line	Chief Finance & Performance Officer

Finance Officer	2	Change in reporting line	Finance Manager
Senior Systems Accountant	1	Change in reporting line	Chief Finance & Performance Officer
Strategy, Planning & Performance			
Advisor, Official Information	1	Change in title to Advisor, Ministerial Services	Manager/Principal Advisor, Planning & Performance

Direct reassignment roles

Role Title	FTE	Nature of change	Reporting to
System Leadership			
Manager System Advice	1	Change of title to Director, System Leadership Change of reporting line Change of group to Attorney-General Group	Deputy Solicitor General, Attorney-General Group
Principal Advisor	1	Change to reporting line Change of group to Attorney-General Group Change to position description	Director, System Leadership
Senior Advisor	1	Change to reporting line Change of group to Attorney-General Group Change to position description	Director, System Leadership
Legal Personal Assistant (System Leadership)	1	Change in title and position description to Team Coordinator Change in reporting line Change in group to System Leadership	Director, System Leadership
Strategy, Planning & Performance			
Senior Advisor, Strategic Engagement and Communications	1	Change in title to Senior Advisor, Communications and Engagement Change to position description Change in reporting line	Programme Manager
Operational Services			

Legal Support Manager	2	Change in title to Team Manager, Legal Support Change in reporting line Increase in FTE to 3 FTE	Director, Legal Support
-----------------------	---	--	-------------------------

Proactively released by the Crown Law Office

Next Steps

Step One: Announcement of the Final Structure

- At the announcement of the final decision, staff whose role has been impacted by the final decisions will be provided with information about the changes to their role and the impact of that change, for example, whether the role has been reconfirmed or reassigned, has changed and is subject to a contestable reassignment process or has been disestablished.

Step Two: Appointment to roles (Contestable Reassignment)

- Permanent employees, in permanent positions within the proposed structure will receive notification of any changes to their role that may require them to apply or express interest in a new or similar role within the structure at the time of final decisions.
- Where this is the case, employees will be provided with the information they need to express interest in a new role as well as information about how the process will work.
- This could include a paper-based application or expression of interest, where employees are asked to advise of their preferred position and suitability based on the information and criteria provided at the time of final decision. Alternatively, an interview process may be deemed more appropriate, in this case employees will be assessed based on the information and criteria provided at the time of final decision.

Note: This process in no way reflects on individuals or their performance in their roles. The proposed protocol reflects our commitment to open and transparent processes for appointment to roles which is based on agreed employment conditions and the Public Service Act requirements.

Step Three: Advertise vacancies (Open contestable)

- Where an open contestable process is required or where roles have not been filled through the reconfirmation, reassignment or contestable reassignment process the role will be advertised externally following our usual recruitment process. Appointment to these positions will be made in accordance with standard policy and practice of both Crown Law and the Public Services Act.

Timeline

The next steps to support implementation of this new structure and operating model is set out below, we will let you know if for any reason these timings change:

What	Date	Note
Final Decisions	Mon 25 th & Tues 26 th March	Individual Meetings with Impacted Employees and teams.
	Wed 27 th March	Release Final Decisions to all employees.
Key Dates: Easter 29 th March – 1 April School Holidays 13-28 April ANZAC Day 25 th April		
Reassignment / Expression of Interest (EOI) Process Decisions	By Mon 22 nd April – with some completed sooner.	Detailed EOI information will be provided in final decisions meetings with impacted employees
Recruitment of remaining roles	Upon completion of reassignment process	Internal / External Advertising
GO-LIVE	By 1 st July 2024	

Questions and Support

Whether you have a question about the change or require support in dealing with the impact the change may have on your position, one of the following people will be able to support you or ensure you get the appropriate support:

- You can email org.design@crownlaw.govt.nz
- You can chat to your Manager, someone in the HR team or your PSA delegate

You can contact Telus, our EAP provider who offer some excellent resources and support and, a place outside of Crown Law to go if you want to chat to someone at any stage. You can contact Telus by calling 0800 360 364, or you can email the HR team to help you set up an appointment.

A summary of the support options has been emailed out and is listed on ChangeHub. If you have any questions about these options or if you have other ideas for support that you think would be useful, please email org.design@crownlaw.govt.nz

Final Decisions:

Information & Research team

Strategy and Corporate Group

Te Tari Ture o te Karauna | Crown Law

13 August 2024

Proactively released by the Crown Law Office

Contents

CONTENTS	2
QUESTIONS AND SUPPORT.....	3
PSA INVOLVEMENT.....	3
HOW YOU SHOULD USE THIS DOCUMENT.....	3
SCOPE	3
BACKGROUND	4
APPROACH & ENGAGEMENT.....	4
SUMMARY OF PROPOSALS FOR CHANGE AND FINAL DECISIONS.....	5
FINAL STRUCTURE – INFORMATION TECHNOLOGY BRANCH	6
SPECIFIC PROPOSALS & DECISIONS.....	7
Proposal 1: Rename the branch to Digital Services	7
Proposal 2: Disestablish the Chief Information Officer and establish a Chief Technology Officer	8
Proposal 3: Establish an IT Operations Specialist.....	11
Proposal 4: Establish a Business Analyst (BA)	12
Proposal 5: Change the Technical Delivery Lead (TDL) to Systems Engineer.....	13
Proposal 6: Establish a third System Engineer role	14
Proposal 7: Disestablish the Technical Specialist role and establish a Business Applications Specialist	15
Proposal 8: Establish a second Business Applications Specialist (Enterprise).....	16
Proposal 9: Move the Records function to Legal Operations	17
CHANGE IMPACT DEFINITIONS.....	21
IMPACT ANALYSIS.....	23
NEXT STEPS.....	25
TIMELINE	26
QUESTIONS AND SUPPORT.....	26

Questions and Support

We know that processes like this can be unsettling. You may belong to a group that is in scope, receive services and support from a group that is in scope, or you may just be concerned about the possibility of further change.

Please do what we do best – be kind to one another and bear in mind that our people are at the heart of this work. If you are worried, or worried about a colleague, please do chat to your manager, the PSA or someone from the HR team.

If you would like support or if you have any questions, you can email org.design@crownlaw.govt.nz or contact your manager, PSA delegate or the HR team directly.

TELUS, our EAP provider offers some excellent resources and support and, a place outside of Crown Law to go if you want to chat to someone at any stage.

If you have any ideas about how we can provide further support throughout this process, please do let us know. You can email org.design@crownlaw.govt.nz or contact your manager, PSA delegate or the HR team directly.

PSA involvement

We will continue to partner with and work constructively with the PSA throughout this process.

If you have any questions, concerns or prefer to provide your feedback via your PSA delegate, please contact them directly.

How you should use this document

This document has been created as a tool to help you understand the feedback provided and the final decisions, which have been made following consultation with you on the proposals for change across the Information & Research branch.

The consultation document sets out:

- What was proposed and why
- A summary of the feedback we received
- The final decisions and, where relevant, what was considered in making the final decisions
- The implications of changes on existing functions and roles (the impact analysis)
- A timeline for next steps and implementation
- Support for staff



This symbol indicates that there is additional information available within this paper, in the appendices or in other documents.

Scope

Following consultation and decisions on a future structure of the Strategy & Corporate Group and the System Leadership Group earlier this year, we conducted a further independent review of our Information and Research group specifically.

This document outlines the final decisions following consultation on proposed changes across the current Information and Research group structure.

Background

The context for these decisions has been shared with you during the consultation period and as part of the organisational design process.

IT Capability and Digital Strategy Review (“IT Review”)

Following the organisational design in early 2024, we engaged independent IT expert **OIA 9(2)(a)** to conduct an IT Capability and Digital Strategy Review (“IT Review”) and develop a Digital Statement of Intent, a Future Operating Model, and present a Future Operating Model Implementation Roadmap linking all the work above.

The purpose of the IT Review was to provide recommendations to ensure our technology function can drive the development of future technology needs, and consider what structure will enable this work and align to the primary objective:

The focus on digital technology services as a key enabler for the organisation and the improvement of capability and capacity in this area.

We also took into consideration the baseline cost pressures and the financial sustainability programme to ensure we are meeting our central government obligations and reducing our reliance on contractors in this space.

Approach & Engagement

April 2024

In April 2024, **OIA 9(2)(a)** engaged with the Information & Research branch and key stakeholders to support the IT Review and creation of the Digital Statement of Intent and Future Operating Model. This work helped inform the recommendations for the proposed structure.

June/July 2024

We shared the proposed changes to the Information & Research branch for consultation and sought feedback on those proposals.

We received 19 submissions which included over 45 pages of feedback. Additionally, we also met with some individuals during the consultation period to further discuss their feedback.

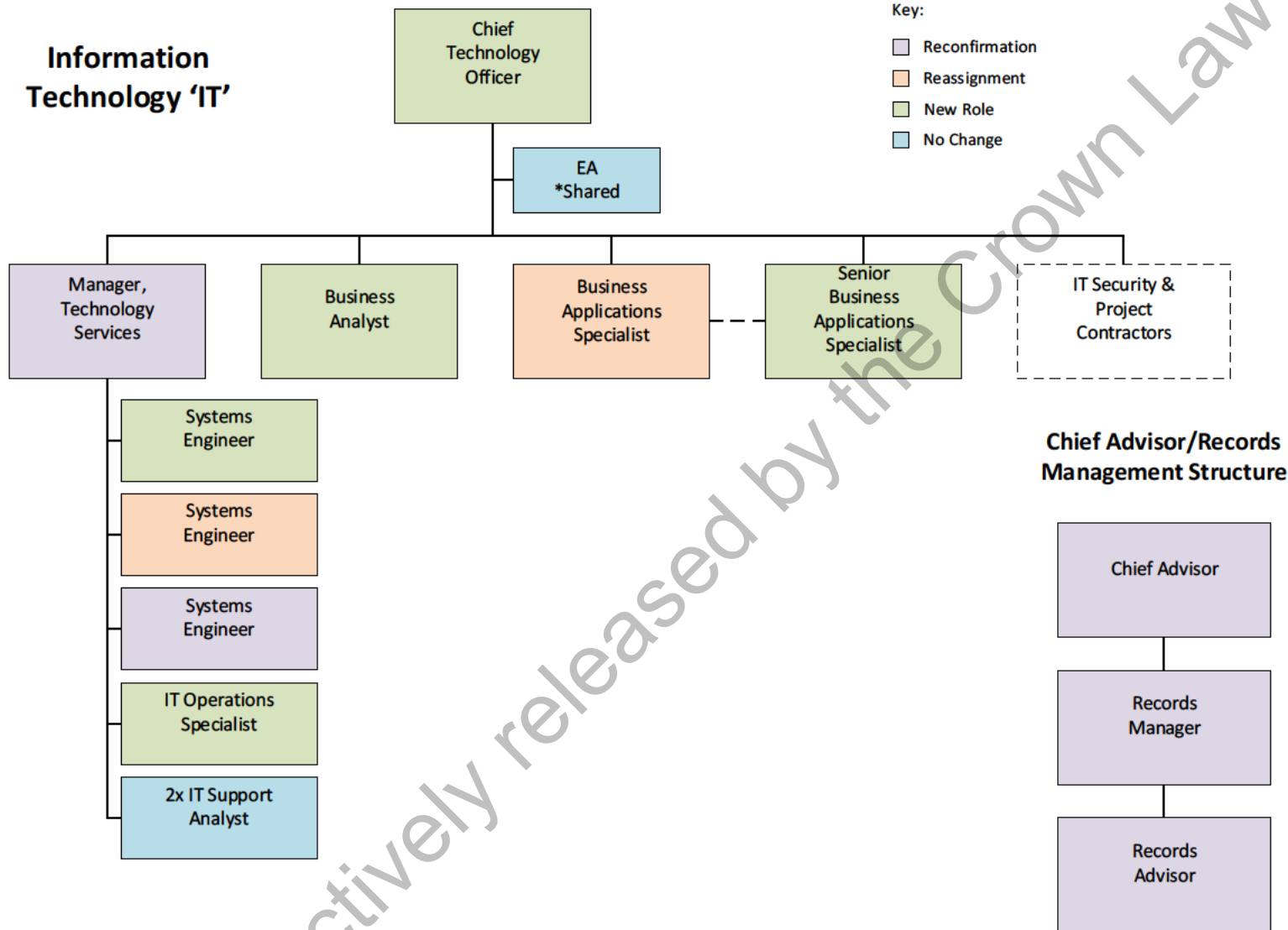
A summary of feedback has been provided throughout this document, alongside the relevant proposals.

Summary of Proposals for Change and Final Decisions

This table outlines a summary of the proposals and summary of final decisions. Further detail is provided in the following sections:

Proposed changes	Summary of Decision
1. Rename the branch from Information & Research to <i>Digital Services</i>	The branch will be renamed to Information Technology
2. Disestablish the Chief Information Officer and establish a <i>Chief Technology Officer</i>	Proceed as proposed
3. Establish an <i>IT Operations Specialist</i> reporting to the Chief Technology Officer	Establish a new <i>IT Operations Specialist</i> , with a change of reporting line to the Manager, Technology Services.
4. Establish a <i>Business Analyst (BA)</i> reporting to the Chief Technology Officer	Establish a new <i>Business Analyst</i> , with additional recommendations on recruitment of the role
5. Change the Technical Delivery Lead (TDL) to <i>Systems Engineer</i> reporting to the Manager, Technology Services	Proceed as proposed
6. Establish a third <i>System Engineer</i> reporting to the Manager, Technology Services	Proceed as proposed
7. Establish a second <i>Business Applications Specialist (Enterprise)</i> reporting to the Chief Technology Officer	Establish a new role of <i>Senior Business Applications Specialist</i> reporting to the Chief Technology Officer.
8. Disestablish the Technical Specialist role and establish a <i>Business Applications Specialist (Core)</i> reporting into the Chief Technology Officer	Proceed as proposed, with a review of job sizing
9. Move the Records function to <i>Legal Operations</i> .	Change from proposal. Decision to move records function to report to the <i>Chief Advisor</i> during that role's fixed term (ie. to 30 June 2026). The <i>Manager, Records</i> will have a change of reporting line to the Chief Advisor.

Final Structure – Information Technology branch



Specific Proposals & Decisions

Proposal 1: Rename the branch to Digital Services

Proposed changes

We proposed to rename the Information & Research branch to Digital Services to align to the proposed focus of improving the delivery of digital and technology services. Through the organisational design process the Library & Research and Historical Research functions were moved to other groups within the business so there is consideration around the alignment of the current name to the services and functions within the proposed to be in the branch.

Feedback

A summary of the feedback received on this proposal was:

- That the proposed name had better alignment to the Chief Digital Officer title, and it should be aligned to the title of the tier 3 manager
- Changing the name could cause confusion and the team would still be referred to as 'IT'
- Some feedback suggested Technology Services as an alternative option, but other feedback suggested we avoid this name as it is only part of the services provided by the branch.

Considerations

Consideration was given to the name of this function and what other public sector agencies name similar functions. We have heard the feedback and agree that naming the branch 'digital services' does not align to the title of Chief Technology Officer or all the services in the branch. We also acknowledge that they are currently referenced as Information Technology or "IT" which aligns better than the proposed title.

Final Decisions

- The branch will be renamed to Information Technology (IT)

Proposal 2: Disestablish the Chief Information Officer and establish a Chief Technology Officer

Proposed changes

We proposed to disestablish the Chief Information Officer (CIO) and establish a new role of **Chief Technology Officer** (CTO) with a more focussed remit on fit for purpose maturity of the technology, cybersecurity and application architectures supported by continuously improving IT operations and service delivery.

The benefits of this proposed change were:

- Aligns needed focus and capability to deliver on the Digital Statement of Intent
- Ensures clarity across the organisation regarding the team's function and purpose
- A significant capability uplift in IT Governance, IT Controls, IT Operations, People Management and most importantly IT Continuous Improvement

Feedback

The table below shows a summary of the feedback received for this proposal and Crown Law response to this.

Summary of feedback	Response
<p>The key themes of feedback on this proposal were:</p> <ul style="list-style-type: none"> ▪ Support for the proposal to establish a new CTO role and fill this via an open contestable process. ▪ Seeking clarification on why we were proposing to move to a CTO, rather than staying with a CIO. ▪ Disagreement with the proposal to fill the CTO via an open contestable process and suggested it should be a reassignment opportunity for the incumbent of the CIO role ▪ Concerns over the job sizing of the CTO role compared to the current CIO role. 	<p>We acknowledge that feedback both supported and raised concerns about the change from a CIO role – demonstrating there is not a clearly unanimous view on this proposal among those who provided feedback. The CIO has led the Information and Research functions since 2016 and led the implementation of a 4-year IT systems and software roadmap during that time. We acknowledge the value the CIO role has provided Crown Law over the last 8 years. From this point we believe Crown Law will benefit most from more technically focussed IT leadership at Tier 3 to deliver the Digital Statement of Intent and support Crown Law's technology and business application development into the future. We heard feedback reflecting concerns for the affected individual, and we will of course work with all affected employees through this process. Further information is provided below about this decision and why we opted for a CTO rather than a CIO.</p> <p>The CTO will sit within the Extended Leadership Band which is consistent with other tier 3 roles.</p>
<p>Feedback questioned the proposal of moving Records Management to Legal Operations and suggested retaining it in IT (and therefore retaining the CIO role)</p>	<p>We heard the feedback on the records function and agree that there is alignment between the IT and records function, particularly in the information space. We also acknowledge the concerns raised about moving records into Legal Operations. As an organisation we believe that there is a need for the tier 3 role to focus on the delivery of technology and digital services which means the information management (IM) strategy and records</p>

Summary of feedback	Response
	function will be moved to support this (addressed in Proposal 9 below)

Considerations

We deliberated at length about this aspect of the change proposal and the feedback received.

The difference between a Chief Information Officer (CIO) and Chief Technology Officer (CTO)

A Chief Information Officer (CIO) is a wide spanning role that oversees the information (including Records Management) and technology domains. Success looks like, inter alia, services meeting service level agreements, change is implemented with no impact and information, knowledge, records and technology strategies are in place to guide development and investment. They typically manage a team of technical specialists and have a working knowledge across most areas of information and technology.

A Chief Technology Officer (CTO) is more focussed on delivering technology and business applications and has more technical expertise to drive significant change partnering with other units in the organisation so they can use these digital products/systems to deliver better outcomes, including workflow, analytics, insights, automation and emerging AI. It is a narrower more focused function.

Crown Law's future IT leadership needs

Fit-for-purpose IT capability is critical to Crown Law's ongoing ability to successfully deliver our role. Our Digital Statement of Intent identifies core areas of technology focus and capability development for us over the coming 3-5 years. The future operating model defines the need for a proposed new technology leadership role that drives a step change in the maturity of our technology, cybersecurity, and application architectures supported by continuously improving operations and delivery.

This supports our initial proposal to establish a CTO with a dedicated focus on technology, rather than keeping the broader focus of a CIO at this time.¹

The new IT leadership role will need hands-on technical skills, knowledge and experience in:

- Enterprise and application architecture: how to architect and design systems for the future that are affordable, manageable and can be supported to meet business service expectations
- Cyber security: how to get the appropriate balance for what cybersecurity controls, monitoring, oversight, peer and independent reviews etc need to be in place to maintain safe systems from internal/ external risks.
- Portfolio, programme, and project management: how to ensure a portfolio of change (including projects, product releases and service updates) deliver to agreed objectives and what steps need to be taken when risks are emerging.

We consider the best alignment for this new technology leadership role is a CTO rather than a CIO.

¹ A Chief Digital Officer was also considered but this role has wider responsibilities including driving business transformation and related initiatives which we believe is not a key priority for Crown Law at present. A Chief Digital Officer role was proposed during the organisational design process but was not supported by feedback.

Crown Law's existing CIO role has a wide-ranging scope including '...to drive strategic initiatives across the information technology, knowledge management, records management, research, historical research and library dimensions to support Crown Law's strategic direction. The role is responsible for the oversight and management of information and research services – information technology, research and library services, historical researchers, records management and knowledge management – across Crown Law.'

Recognising the importance of those functions to Crown Law, some of these responsibilities were moved to other areas of the business because of the changes arising from the February 2024 decision process. The IT Review, Digital Statement of Intent and Future Operating Model also proposed the Records Management function and ownership of the Information Management Strategy be moved to other areas of the business – this is addressed below.

Final Decisions

- Disestablish the Chief Information Officer role
- Establish a new Chief Technology Officer and recruit through an open process

Proactively released by the Crown Law Office

Proposal 3: Establish an IT Operations Specialist

Proposed changes

We proposed to establish a new *IT Operations Specialist* responsible for the hands-on service design and service improvement lead for IT co-ordinating, facilitating, integrating and delivering continuously better service management practices, whilst also providing service continuity and flex capacity for the Service Desk reporting to the *Chief Technology Officer*.

The benefits of this proposed change were:

- Increases capacity and capability to improve IT tools, practices, processes and services.
- Provides uplift in service continuity and quality for Service Desk.
- Provides a flatter structure which we believe will be more cost effective and efficient.

Feedback

The table below shows a summary of the feedback received for this proposal and Crown Law's response to this:

Summary of feedback	Response
<p>Feedback agreed that this role could be valuable and be beneficial to the team in improving day-to-day efficiencies and process management.</p> <p>However, the feedback raised concerns that the proposed reporting line could create some inefficiencies, and it was suggested that this role should report to the Manager, Technology Services as the work most closely aligns with this team, especially if it was providing backup for the service desk.</p> <p>Concerns were also raised that at the role would be pulled into the level 1 support too often to be effective in the process improvement and service design areas. It was suggested that the systems engineers should provide the back up.</p> <p>Feedback also suggested that it would be difficult to find someone with the skills required to undertake the key responsibilities and support level 1 service desk. It was suggested that this role is changed to predominantly support the service desk to align to best practice ratios.</p>	<p>We have heard the feedback on the reporting line and agree that there are strong links between the key responsibilities of this role and the work undertaken in the technology services team.</p> <p>We understand the concerns raised and have consulted further on the purpose and key responsibilities of the role to ensure they align to the requirements of the team and business objectives.</p> <p>We believe that the IT Operations Specialist will be able to provide cover for the service desk when required but this will be balanced with the key focus of this role remaining on process and service improvements.</p> <p>We have also made minor changes to the role description to align to the feedback and include training aspects from the current Technical Specialist role.</p>

Final Decisions

- Establish a new *IT Operations Specialist*, reporting to the Manager, Technology Services

Proposal 4: Establish a Business Analyst (BA)

Proposed changes

We proposed to establish a new role of **Business Analyst (BA)** responsible for bridging the communications spectrum ensuring that business needs are conveyed and context preserved while replaying technical detail in an easy to digest and business meaningful way to ensure excellent outcomes, throughout the service delivery lifecycle, reporting to the *Chief Technology Officer*.

The benefits of this proposed change were:

- BA is a key enabling resource across all of Digital Services and connections into the wider business.
- Better value for money outcomes as BA's are always required in an organisation that needs to improve.

Feedback

The table below shows a summary of the feedback received for this proposal and Crown Law's response to this:

Summary of feedback	Response
<p>Feedback supported the establishment of this role and saw the value in this role, especially if the right person was appointed, and that it would benefit the business and reduce the reliance of contractors in this space.</p> <p>Some concerns were raised that this role would not support the workplan/digital statement of intent and that it would be more beneficial having more technical roles.</p> <p>Feedback also suggested that the key responsibilities could be undertaken by the proposed business applications specialist roles as there was some cross over between these roles and it would add to cost savings.</p>	<p>We agree that there is value in having this role within the organisation and working across projects, with the added benefit of reducing costs by bringing this contracted resource in-house.</p> <p>We have heard the concerns raised and understand that there is value in adding additional technical roles. However, we believe that this role will be beneficial to the team and organisational projects. We have also added three additional technical roles into the structure to support the delivery of the workplan and provide additional capacity.</p> <p>We have heard this feedback and agree that there are some overlaps between the Business Applications Specialist and Business Analyst. We have considered this feedback and agree that there is an opportunity to explore whether these roles could be combined to create efficiencies and cost savings.</p> <p>We will defer the recruitment process for this role until late 2024 or early 2025 to confirm where support is needed e.g. a technical oriented BA vs process oriented align with contracted resources or if it can be combined with the Business Applications Specialist role.</p>

Final Decisions

- Establish a new **Business Analyst**, reporting to the *Chief Technology Officer*. Recruitment for this role will be deferred until late 2024/early 2025.

Proposal 5: Change the Technical Delivery Lead (TDL) to Systems Engineer

Proposed changes

We proposed to change the Technical Delivery Lead (TDL) to **Systems Engineer** responsible for maintaining network, infrastructure, cloud services, integrations, databases, applications and security standards, and providing level 2 and 3 support and resolution, reporting into the *Manager Technology Services*.

The benefits of this proposed change were:

- Improves consistency, simplicity and manageability with one job family with future possibility for progression.
- Key responsibilities of the TDL role have been embedded in the updated position description for the Systems Engineer.

Feedback

The table below shows a summary of the feedback received for this proposal and Crown Law’s response to this:

Summary of feedback	Response
Feedback agreed with the proposal to change the Technical Delivery Lead to a Systems Engineer, noting that it provided more resources for the team and aligned with the work currently undertaken by Technical Delivery Specialist.	We acknowledge the feedback on this role and confirm that this change will be implemented.

Final Decisions

- The Technical Delivery Lead (TDL) role title will change to Systems Engineer, reporting to the Manager, Technology Services

Proposal 6: Establish a third System Engineer role

Proposed changes

We proposed to establish a 3rd *System Engineer* role responsible for maintaining network, infrastructure, cloud services, integrations, databases, applications and security standards, and providing level 2 and 3 support and resolution, reporting into the *Manager Technology Services*.

The benefits of this proposed change were:

- Uplifts by 50% our capacity to implement/deliver more change across digital services.
- Uplifts our capability to ensure quality cybersecurity designs, implementation and responses.
- Improves our service continuity and service quality
- Enables further effort to be invested in operational improvements including automation.

Feedback

The table below shows a summary of the feedback received for this proposal and Crown Law's response to this:

Summary of feedback	Response
<p>Feedback agreed with the addition of a third Systems Engineer and supported the thinking that having three engineers would provide more capacity within the team to support the workplan and allow the team to undertake additional work that they are not currently able to support due to capacity.</p> <p>It was suggested that the third engineer should be refocused to cybersecurity or should be changed to a desktop engineer or senior IT support analyst as it supports existing gaps in the team</p> <p>It was also suggested that the System Engineers should provide back up support to the service desk instead of the proposed IT Operations Specialist.</p>	<p>We acknowledge the feedback provided and agree that there are benefits to having more capacity in this space.</p> <p>We acknowledge the feedback around the role being more focused but consider that this role is best placed to support the workplan by keeping the position description aligned to the other System Engineer roles. During the recruitment process the Manager, Technology Services will be able to highlight the skills and experiences that are required to support the team and the workplan.</p> <p>We understand the reasoning for the alternative suggestions; however, these roles are not considered a core capability in the future operating model and this function is currently outsourced to an external provider, which we are not reviewing as part of this process.</p> <p>We hear the feedback about the service desk support and have considered where this will sit. The Manager, Technology Services will implement ways of working to support the service desk as appropriate.</p>

Final Decisions

- Establish a third System Engineer reporting to the Manager, Technology Services

Proposal 7: Disestablish the Technical Specialist role and establish a Business Applications Specialist

Proposed changes

We proposed to disestablish the Technical Specialist role and establish a *Business Applications Specialist* (Core) responsible for managing Crown Law’s business applications (both SaaS and on-premises) that support various business units and functions reporting into the *Chief Technology Officer*.

The benefits of this proposed change were:

- Key resource to support a reliable, consistent technology experience for customers and stakeholders that will instil further confidence in Digital Services, that is focused on Core/Practice applications e.g. 3E, iManage, Payroll etc.

Feedback

The table below shows a summary of the feedback received for this proposal and Crown Law’s response to this:

Summary of feedback	Response
<p>Feedback supported the establishment of the new role of Business Applications Specialist and having it as a reassignment opportunity for the Technical Specialist</p> <p>There were concerns raised about the role not being a band 16. The role appears to have a higher level of responsibility than the current role and the proposed band does not align with other comparative roles in the proposed structure.</p> <p>There was clarification sought on how the two roles will operate together and where support for new starter training and Sharepoint will sit</p> <p>It was also suggested that the Business Analyst responsibilities could sit within this role</p>	<p>We acknowledge the feedback on this role and the proposed reassignment of the Technical Specialist role.</p> <p>We have heard this feedback and have reviewed the position description and job sizing for this role.</p> <p>We understand the need to have clarity about role responsibilities and where support for certain applications will sit. This provides an opportunity to bring in more capability in the enterprise applications space and it is intended that the roles will provide some cover for each other where needed to minimise the single person risk. The Senior Business Applications Specialist will provide oversight of this role (further information on this role below)</p> <p>We acknowledge this feedback and have decided to pause the recruitment of the BA role so we can explore this option.</p>

Final Decisions

- Disestablish the *Technical Specialist* role and establish a new *Business Applications Specialist*, with oversight from the *Senior Business Applications Specialist*.

Proposal 8: Establish a second Business Applications Specialist (Enterprise)

Proposed changes

We proposed to establish a second *Business Applications Specialist (Enterprise)* responsible for managing Crown Law’s business applications (both SaaS and on-premises) that support various business units and functions, reporting to the *Chief Technology Officer*.

The benefits of this proposed change were:

- Key resource to support a reliable, consistent technology experience for customers and stakeholders that will instil further confidence in Digital Services, that is focused on Enterprise applications e.g. Sharepoint, Intranet, M365 etc.

Feedback

The table below shows a summary of the feedback received for this proposal and Crown Law’s response to this:

Summary of feedback	Response
<p>The feedback supported the increase of capacity in the applications space and could see the benefit of the roles.</p> <p>Some of the feedback proposed to establish a new role of Senior Business Applications Specialist reporting to the CTO, with the Business Applications Specialist reporting to the Senior Business Applications Specialist. This would ensure better ways of working, career progression, continuity and reduce direct reports to the CTO by one.</p>	<p>We have heard the feedback and have considered the alternative suggestion of a Senior Business Applications Specialist. We agree with the feedback that there is benefit in having a senior role to lead the business applications space and provide oversight and mentoring to the Business Application Specialist. There was consideration given to the impact on the cost with lifting this role, but we believe that this will be minimal and will be able to be absorbed in the budget.</p> <p>The Senior Business Applications Specialist will be responsible for the day-to-day oversight of the Business Applications Specialist, including task allocation, and mentoring. The CTO will retain the people management/delegations for the Business Applications Specialist, but it will reduce the day-to-day requirements which was a concern raised in the feedback.</p> <p>The Senior Business Applications Specialist will also provide opportunities for career progression.</p>

Final Decisions

- Establish a new *Senior Business Applications Specialist*, reporting to the *Chief Technology Officer*.

Proposal 9: Move the Records function to Legal Operations

Proposed changes

We proposed to move the Records function to Legal Operations. Note: Ownership of Crown Law's Information management strategy would sit with the Deputy Chief Executive, supported by Crown Law. The *Records Manager* and *Records Advisor* will be responsible for operationalising the strategy and ensuring compliance with our Information Management requirements.

The benefits of this proposed change were:

- Although there are acknowledged trade-offs, this will enable Digital Services to focus, with Records function more closely aligned with related functions.

Feedback

The table below shows a summary of the feedback received for this proposal and Crown Law's response to this:

Summary of feedback	Response
<p>Feedback did not support the proposal to move the records function to Legal Operations and suggested that it remained with IT for the following reasons:</p> <ul style="list-style-type: none"> ▪ there is overlap between IT and records and the CIO provides valuable support and oversight of this function ▪ there is less connection with the functions in the Legal Operations branch ▪ it supports all of CLO (not just legal) ▪ it is an important function and risks getting lost or under-valued if it is moved to a bigger function. ▪ there were also concerns around the likelihood of increased responsibilities and workload on the team, and whether they had enough resourcing to support their work plan. ▪ not having enough detail in the consultation documents to show why Records have been moved to Legal Operations and how they are expected to move forward without a Chief Information Officer. ▪ wants to be reassured that Records is seen as a core and valued service to Crown Law and see an acknowledgement of increased 	<p>We have heard this feedback and acknowledge that there are valid concerns regarding the initial proposal to integrate records management within the legal operations branch at this time. As an organisation we believe that the tier 3 role needs to focus on the delivery of technology and digital services to align to the strategic direction of Crown Law and continue to build capability and resourcing in this area. This means that the information management (IM) strategy and records function will be moved to support this. We consider records to be an important function within the organisation and we want to ensure it will continue to be supported to grow and mature.</p> <p>Based on this, we consulted further with the records management team and Chief Advisor on an alternative proposal where the Manager, Records would report directly to the Chief Advisor, who in turn reports to the Deputy Chief Executive (DCE).</p> <p>This alternative proposal and feedback is outlined below.</p>

Summary of feedback	Response
<p>responsibility and workload moving forward.</p> <ul style="list-style-type: none"> ▪ concerned that not having an Information Management focus in tier 3 management will result in Records being forgotten about and not valued regardless of the reputational risk and legislative obligations that must be upheld to both internal and external stakeholders. <p>Those who supported the proposal to move records thought it would support the proposed CTO to focus on the delivery of IT services and also allow the records team to be valued and recognised as their own function.</p>	

Considerations and Alternative Proposal

Based on the feedback, which we accepted, we developed an alternative proposal and consulted with directly affected staff. The alternative proposal was to move records to report to the Chief Advisor, who in turn reports to the DCE.

Key Points of the Alternative Proposal:

- The DCE would continue as the Executive Sponsor for Information Management, as per the central guidance and expectations from Department of Internal Affairs
- The Chief Advisor would assume ownership of the Information Management (IM) Strategy
- Manager, Records would contribute to the IM Strategy, ensuring compliance with legislative requirements.

Advantages of the Alternative Proposal:

- The Chief Advisor's role as Deputy Security Officer aligns with the responsibilities of records management, including security and risk functions (which includes physical and information security)
- There is opportunity in a smaller team to foster a closer relationship with the Executive Sponsor and the connection to the IM Strategy owner would be retained
- This alternative proposal also aims to prevent records management from potentially being overshadowed within a larger legal operations function. This also helps address the concern that the business may perceive Records as having a narrower scope if it was placed in a legal support function and that the team would lose the wider organisational view which is important to ensure compliance across the organisation

Other considerations:

- The Chief Advisor role is not permanent, which means we will need to reassess the placement of the records function in the future.

- This interim arrangement allows us to establish and embed a new information strategy and evaluate the support and resourcing needs for records management to ensure it can complete the ambitious workplan and further integration into the organisation

Impact on Workload:

- We do not anticipate any additional workload for the Manager, Records or Advisor, Records since the strategy ownership will not be passed down.
- We anticipate a minor change in the workload of the Chief Advisor, to include the ownership of the IM strategy and the addition of leadership responsibilities, but we do not anticipate any significant impacts on the workload or key responsibilities of the role.

Feedback on Alternative Proposal

The table below shows a summary of the feedback received from records team and Chief Advisor and Crown Laws response to this:

Summary of feedback	Response
<p>Feedback supported the proposal and noted that:</p> <ul style="list-style-type: none"> ▪ while there could be further change in the medium term, having Records report into the Chief Advisor would provide clearer accountability and better visibility within CLO, ensuring that records management receives the necessary attention and resources it requires. ▪ that the proposal addresses the majority of the concerns with the initial proposal and offers a greater degree of visibility and investment in the IM strategy ▪ This proposal is tied to the tenure of the Chief Advisor role, however, acknowledged the extra focus this proposal places on the current work programme ▪ this proposal allowed more opportunity for collaboration between the Records Manager and S&C Managers with a focus to innovate and improve processes without being tied to the immediate demands of Legal Ops. <p>Feedback also agreed that the proposal would not significantly impact the Chief Advisor's existing priorities or have an unintended flow on for records.</p>	<p>We acknowledge the feedback on this alternative proposal and confirm that this change will be implemented</p>

Final Decisions

- The Records function will move to report to the Chief Advisor
- The Manager, Records will report to the Chief Advisor
- The position description for the Chief Advisor will be updated to include the ownership of the IM Strategy and leadership responsibilities.

Proactively released by the Crown Law Office

Change Impact Definitions

Affected Status

An employee has 'affected' status when their role is impacted by a change process, and they have not been reconfirmed or reassigned into a new role at the time of the final decisions.

When applying for roles more broadly across their organisation, an affected employee will have preference for appointment over a non-affected employee, in the event their suitability for the role is assessed as being the same at the final stages of the recruitment process.

Note: Affected status applies to permanent employees only.

Reconfirmation

Where 'Reconfirmation' occurs, employees can be reconfirmed into roles at the time final decisions are announced. Reconfirmation applies where:

- there is no substantive change to a role (For example, a change to reporting line or minor changes to their position description)
- there is the same number of roles (or no less) between the current and proposed structure

Note: Employees are no longer 'affected' once reconfirmed into a role.

Reassignment

Where 'Reassignment' occurs employees can be reassigned into a new role within the structure at the time of final decisions. Reassignment applies where:

- an employee can transition to the new role with reasonable training and development
- the role has the same or similar terms and conditions.

Note:

- Where an employee is offered reassignment to a role with a lower remuneration band, the hiring manager would review and place on appropriate step of the new band. A lump sum equalisation allowance will be paid equivalent to the difference in their old and new base salaries for the next 2 years.
- Employees can be offered reassignment to a comparable role in the new structure, even if they did not express an interest. If the position offered is a suitable alternative role and the person does not accept, they will be deemed to have resigned and will not be entitled to redundancy.
- Employees are no longer 'affected' once reassigned into a role.

Open Contestable Process

An open contestable process may be selected where the skill and experience needed for the newly created role are different enough and easily cannot be identified as a reassignment or reconfirmation opportunity.

The term 'open contestable process' means that the new role is to be filled by an open recruitment process. This would be open to affected employees, other CLO employees and people outside of the CLO. The process for appointment will follow standard CLO recruitment processes.

Redeployment

Redeployment occurs where an employee's role is impacted by change with no suitable reassignment or reconfirmation opportunities. Redeployment involves supporting employees with affected status to find another role within the team, organisation or wider Public Service.

Proactively released by the Crown Law Office

Impact analysis

The following tables identify the new roles and the impact on current roles because of final decisions.

Please note there may be variances in job titles where employee job titles in their position description / employment agreement do not align to commonly used title.

Current Role Title	Nature of Change	Reporting to
Chief Information Officer	Role Disestablished	
Executive Assistant <i>*shared</i>	No change	Chief Technology Officer and Director, Legal Operations
Manager, Technology Services	Change in reporting line and minor change to PD	Chief Technology Officer
Technical Delivery Lead	Change of title to Systems Engineer and position description	Manager, Technology Services
Technical Specialist	Role Disestablished (reassignment opportunity offered)	
Systems Engineer	Change in position description (minor)	Manager, Technology Services
2x IT Support Analyst	No change	Manager Technology Services
Records Manager	Change in reporting line and team	Chief Advisor
Records Advisor	Change in branch	Records Manager
Chief Advisor	Change in position description (minor)	Deputy Chief Executive

This table identifies the appointment process for new positions established.

New Positions	Appointment Process	Confirmed Band
Chief Technology Officer	Open contestable	ELT Band
Business Analyst	Open contestable (On hold)	Band 16
IT Operations Specialist	Open contestable	Band 16

System Engineer	Open contestable	Band 16
Senior Business Application Specialist	Open contestable	Band 17
Business Application Specialist	Reassignment Opportunity for Technical Specialist	Band 16

Proactively released by the Crown Law Office

Next Steps

Step One: Announcement of the Final Structure

- At the announcement of the final decision staff whose role has been impacted by the final decisions will be provided with information about the changes to their role and the impact of that change for example, whether the role has been reconfirmed or reassigned, has changed and is subject to a contestable reassignment process or has been disestablished.
- Following this, the final decisions will be shared with the IT and Records teams before being shared with the organisation more broadly. This will include a final decisions document which outlines the proposals, feedback received and organisational charts showing the final structure.

Step Two: Appointment to roles (Reassignment)

- This protocol in no way reflects on individuals or their performance in their roles. The protocol reflects our commitment to open and transparent processes for appointment to roles which is based on agreed employment conditions and the Public Service Act requirements.
- Permanent employees, in permanent positions within the proposed structure will receive notification of any changes to their role that may require them to apply or express interest in a new or similar role within the structure.
- Where this is the case, employees will be advised at the time of final decisions and information will be shared about the process for applying for new roles.
- This could include a paper-based application or expression of interest, where employees are asked to advise of their preferred position and suitability based on the information and criteria provided at the time of final decision.
- Alternatively, an interview process may be deemed more appropriate, in this case employees will be assessed based on the information and criteria provided at the time of final decision.

Step Three: Advertise vacancies (Open contestable)

- Where an open contestable process is required or where roles have not been filled through the reassignment process the role(s) will be advertised externally following our usual recruitment process. Appointment to these positions will be made in accordance with standard policy and practice of both Crown Law and the Public Services Act.

Timeline

The next steps to support implementation of this new structure and operating model is set out below, we will let you know if for any reason these timings change:

What	Date	Note
Final Decisions	13 th – 14 th August 2024	Individual meetings with affected employees and team meeting for Information and Research teams
	Thursday 15 th August 2024	Announce final decisions to S&C and ELT
Recruitment of open contestable process commences	Friday 23 rd August 2024	External Advertising for open contestable roles (timing for some roles may be different)
GO-LIVE	Mon 11 th November 2024	

Questions and Support

Whether you have a question about the change or require support in dealing with the impact the change may have on your position, one of the following people will be able to support you or ensure you get the appropriate support:

- You can email org.design@crownlaw.govt.nz
- You can chat to your Manager, someone in the HR team or your PSA delegate

You can contact Telus, our EAP provider who offer some excellent resources and support and, a place outside of Crown Law to go if you want to chat to someone at any stage. You can contact Telus by calling 0800 360 364, or you can email the HR team to help you set up an appointment.

A summary of the support options is listed on ChangeHub. If you have any questions about these options or if you have other ideas for support that you think would be useful, please email org.design@crownlaw.govt.nz