

# Declan Norrie

## Advisor

### Details

- P** 0451 115 062
- E** Declan.Norrie@proximity.com.au
- L** Canberra
- S** Baseline (Protected)

Bachelor of Laws (Honours), 2018  
 Bachelor of Science (Resource and Environmental Management), 2018

### Profile

Declan works across Proximity's legal, commercial non-legal and consulting services, with experience in corporate and commercial law, public law, workplace and industrial relations law, procurement, evaluation, contract management, and organisational governance. Declan also manages Proximity's Pro Bono and CSR Program.

Declan has worked with government clients onsite in a traditional secondment environment but has also made successful transitions to virtual secondments where appropriate. Declan has also provided supervised advisory services to government and pro bono clients as well as been involved in Proximity's product development and implementation.

### Skills

- LEGAL - COMMERCIAL
- LEGAL - PUBLIC LAW
- LEGAL - WORKPLACE
- COMMERCIAL
- GOVERNANCE
- MANAGEMENT

## Legal – Commercial Experience

### Contract law

Declan has developed skills in contract law, focusing on ICT-related contracts, with oversight from Proximity's most experienced and respected commercial lawyers. He adopts a risk-based approach to drafting contracts, tailoring the rigidity and protections to the risk profile of the client. His focus is on simplicity and readily interpretable contracts.

### Project: Cloud Sourcing Contract Template and Minimum Terms (2019)

Declan was a core member of the team that delivered a cloud sourcing contract template to the Digital Transformation Agency. The template combined the framework of the Digital Sourcing Contract suite with the cloud concepts contained in the existing Cloud Panel Deed, NIST definitions and ISO 17788:2014 on cloud. Declan also assisted drafting a set of Commonwealth minimum terms, identifying key Commonwealth interests and terms that must be included in all cloud-related contract entered on the terms of the vendor.

### Project: Digital Sourcing Contract Templates (2018)

Declan contributed heavily to the development and delivery of the digital sourcing contract template suite, including the master template (encompassing) and sub-templates for hardware, software (incl. licencing and support) and consultancy services. These templates are utilized across government to procure digital services and represents the Digital Transformation Agency's position for the whole-of-government adoption.

### Advisory: Contractor Service Agreement (2018)

Declan assisted Special Advisor Veena Bedekar in the development and review of an ICT contractor service agreement for Asura Group. The template sought to simply engagements with Asura Group while maintaining all necessary protections for the client.

### Project: Memorandum of Understanding Template (2018)

Declan assisted in the drafting of a Memorandum of Understanding template and supporting management framework for use across the National health and Medical Research Council for entering into agreements with other Commonwealth and State government agencies, and industry.



## Legal – Public Law Experience

### Delegations & authorisations

Declan has worked with delegations across the Commonwealth government, looking at their effectiveness and applicability through transformation events and changes in agency policy.

#### Project: Delegations Health Check (2019)

Declan worked directly with Sarah Byrne, Principal Advisor, to review the Australian Digital Health Agency's human resourcing-related delegations under the *Public Service Act* and subordinate legislation, *Public Governance, Performance and Accountability Act* and the establishing rule for ADHA, *Long Service Leave (Commonwealth Employees) Act*, *Maternity Leave Act* and the *Safety, Rehabilitation and Compensation Act*. The review included identifying existing instruments of delegation, mapping the existing delegations to the respective positions and individuals delegated to, identifying areas of concern for ADHA and recommending both legal and general business changes to practices to ensure the delegations framework remains up to date without the need for further external review.

#### Secondment: CASA Delegations (2018)

Declan was responsible for the interpretation of proposed amendments to CASA's regulations that had potential impacts on existing instruments of delegation under the *Public Governance, Performance and Accountability Act's* financial delegations. The proposed amendments changed the application of the delegation's framework and needed to be redrafted to ensure the delegations could be exercised within the scope of the existing instruments. Declan undertook an analysis of the impact of the proposed amendments, identified missing "hooks" that enabled the exercise of powers and proposed amendments to the amending legislation.

#### Secondment/Virtual Secondment/Advisory: CASA Regulatory Reform (ongoing)

Declan has multiple roles in the Regulation Reform Project including the drafting of explanatory materials for legislative and regulatory reform, analysing law change implications on the broader regulatory environment and operation of legislative and non-legislative instruments and statutory interpretation for seamless transition from the *Civil Aviation Regulations 1988* to the *Civil Aviation Safety Regulations 1998*. Declan now provides advisory work for CASA when needed and supervises paralegal staff to undertake the drafting of explanatory materials to ensure CASA retain the quality of service provided originally by Declan, but with a lighter touch approach to ensure value for money.

## Legal – Workplace Experience

### Employment and industrial relations

Declan has drafted employment contracts and has advised pro bono clients on employment-related concerns.

#### Advisory: Employment Contract Templates (2019)

With guidance from David Mahony, Principal Advisor, Declan drafted employment contract templates for The Farm in Galong. The templates included a general employment agreement that could be tailored to the position being filled, and a specific contract template for administrative staff.

#### Advisory: Contractor Service Agreement Drafting (2019)

Declan drafted a contractor service agreement tailored to services provided by an independent contractor of psychology services for residents at The Farm in Galong.

#### Advisory: Training Agreement (2019)

Declan drafted a training agreement for use by The Farm in Galong with staff that would benefit from training. The training agreement included provision for return of service, whereby staff would undertake to work for a set period in exchange for having training paid for by The Farm.

## Commercial Experience

### Procurement

Declan approaches procurement with a pragmatic lens. The choice of procurement approach, deeply scoping “value” and ensuring tenderers are interacted with on a consistent and informative basis are some of Declan’s core focuses in assisting with procurement.

#### Project: Waste Management

Declan was involved in the development of an acquisition strategy and updated statement of requirements for the procurement of waste management services for Airservices Australia across its aerodrome sites in all states and territories. Declan undertook in-depth market research to identify key market trends and service offerings to inform both the acquisition strategy and the approach adopted in the statement of requirements – to allow industry to bring their best offering through the interactive procurement process.

#### Advisory: Dynamic Sourcing for Panels (DS4P) training

Declan created training and intranet-appropriate materials for the transitioned panel arrangement for the National Health and Medical Research Council.

#### Advisory: Implementation of Transition Support Services

Declan assisted Defence Community Organisation to create an effective referral process to ensure service delivery was maintained once the preferred tenderer became the service provider. Declan created process documentation and integrated the new process with other business processes to ensure flow-on effects were not felt elsewhere in the business.

### Evaluation

Declan has provided support for government clients in creating and implementing effective evaluation frameworks.

#### Advisory: Type 1A Plus

Declan provided independent evaluation support to the Department of Treasury in their once-in-20-year procurement of security hardware for their main office in Barton. He developed a bespoke evaluation report, drafted its contents and ensured all evaluators contributions were accurately collected and reflected. He also provided probity concerns which were escalated to the internal procurement team for consideration and resolution.

### Contract management

As a practicing lawyer, Declan handles the drafting and interpretation of contracts across a range of contracts. When engaged on a project related to contract management, Declan brings an outcomes-driven approach.

#### Project: Procurement Strategy and Contract Management Review

Declan led the review of contract management practices of the branch responsible for administering and managing the ATO’s outsourced services, amounting to over \$820 million.

His approach was grounded in extensively researched best practice principles from the public and private sectors and recommendations put forward focused on outcomes-driven performance management.

## Governance and Consulting Experience

### Reviews & investigations

Declan has been a core team member in both of Proximity's large-scale organisational reviews. He is dependable in the roles he occupies, and he consistently exceeds expectations set by both the project lead and the client.

#### Project: Law Design & Practice Review

The Australian Taxation Office engaged Proximity to perform a comprehensive review of the effectiveness of the LD&P Group's operations over a three-month period. Declan was a core member of the team, working fulltime on the review and back-briefing relevant subject matter experts on information beneficial for project cross-pollination. Declan was involved in the stakeholder engagement, drafting the initial report, process mapping and performance management planning, drafting the final report and presenting it to the executive.

#### Project: Procurement Strategy and Contract Management Review

Declan led the review of contract management practices of the branch responsible for administering and managing the ATO's outsourced services, amounting to over \$820 million.

His approach was grounded in extensively researched best practice principles from the public and private sectors and recommendations put forward focused on outcomes-driven performance management.

### Process improvement

Declan has developed his skills in process mapping and improvement with guidance from John Jeston, author and subject-matter expert in process mapping and facilitation.

#### Project: Law Design & Practice Review

Declan was responsible for process mapping and facilitation of focus group workshops for process mapping of legal and other business processes. Declan identified opportunities for standardization across branches, linkages which could solve "reinventing the wheel" scenarios and provided publishable maps for transparency.

#### Project: ADF Transition Standard Operating Procedure Refresh

The business line responsible for transitioning Australian Defence Force members from active service to civilian life engaged Proximity to undertake a review of their Standard Operating Procedures. This project involved reviewing existing SOPs, stakeholder engagement on effectiveness of current processes, mapping all processes undertaken in the branch and developing in-depth procedures to reduce organisational risk in a politically sensitive domain.

## Management Experience

### Proximity Pro Bono and CSR Program

Declan founded the Pro Bono and CSR Program, consolidating the prior ad hoc approach to pro bono and corporate social responsibility into a dedicated program. The program is governed by a strategy with core principles that guide all pro bono and CSR initiatives, including themes which Proximity staff chose to support: (1) Mental Health; (2) Indigenous Australia; and (3) Domestic Violence Prevention. Declan has assisted Proximity in delivering an average of 56 hours of pro bono work per lawyer, himself contributing over 180 while maintaining a strong focus on service delivery in a fee-earning capacity.



## Other information

### Courses and certificates

- › Nil

### Memberships

- › ACT Law Society

### Admissions

- › Supreme Court of the Australian Capital Territory

### Appointments

- › Nil

### Languages

- › English