



Office of the Attorney General

STATEMENT OF STRATEGY
2006 - 2008





Office of the Attorney General

Government Buildings
Upper Merrion Street
Dublin 2

Telephone: 01 631 4000

Fax: 01 676 1806

Email: info@ag.irlgov.ie

The Office of the Attorney General incorporates the Office of the Parliamentary Counsel to the Government (OPC) and the Chief State Solicitor's Office (CSSO).

Office of the Parliamentary Counsel to the Government

Government Buildings
Upper Merrion Street
Dublin 2

Telephone: 01 631 4000

Fax: 01 661 1287

Email: info@ag.irlgov.ie

Chief State Solicitor's Office

Osmond House
Little Ship Street
Dublin 8

Telephone: 01 417 6100

Fax: 01 417 6299

Email: registry@csso.irlgov.ie

The Justice & Common Law Division of the Chief State Solicitor's Office is located at:

3-10 Chancery
Chancery Lane
Dublin 8

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Foreword by the Attorney General



I welcome the publication of this Strategy Statement for the period 2006 – 2008 which I have agreed with the Director General of my Office.

This Strategy Statement updates and builds upon the previous Strategy Statement, which covered the period 2003 - 2005. It takes account of developments in the environment within which my Office operates and which have occurred since the last Strategy Statement. It also takes account of the *Programme for Government, 2002 – 2007* and recent developments in the context of the Government's Programme for Change in the Public Service. It anticipates changes over the coming three-year period. The key Goals, Objectives, Strategies and Performance Indicators set out in this Strategy Statement represent the significant commitment to the continuing development of the Office and to providing the highest standard of professional legal services to Government, Departments and Offices.

Rory Brady, SC
Attorney General
December, 2005

Introduction by the Director General

The delivery of quality legal services to Government, Departments and Offices is a complex and demanding task for the Office as a whole. The Office of the Attorney General through its various parts (Advisory, Office of the Parliamentary Counsel, the Chief State Solicitor's Office and their Administrators) has undertaken a programme of strategic thinking and forward planning to create a framework which will allow us to continue to provide a comprehensive legal service to clients on behalf of the Attorney General over the coming three-year period.

This Statement of Strategy for the period 2006 – 2008 has been developed following an extensive process of analysis of the internal and external environment within which the Office as a whole operates and is the product of our thinking and planning for the next three years. This process of development has involved the Attorney General, both local and joint AGO/CSSO Management Advisory Committees and every individual section of every part of the Office. The Partnership Committees of the Attorney General's Office, Merrion Street, and of the Chief State Solicitor's Office have also provided very valuable input to the process.

The three-year period covered by this Statement of Strategy will be very demanding for us in the Office. We have successfully implemented many of the systems and projects contained in our Information Technology Plan. The focus for the Office over the coming three-year period will be on completing implementation of key projects such as our Case and Records Management System, Human Resources Management System and further developing our Risk Management Strategy. The new Case and Records Management System which is being implemented on a phased basis throughout the Office, is now operative in most sections. We are continuing with the process of embedding our Financial Management System

which will support the full implementation of the Management Information Framework including the development of enhanced management information and costing reporting. I am indebted to all the staff of the Office for their sustained efforts and co-operation in ensuring a successful implementation of these new systems.

Through Partnership we will deliver the requirements of *Towards 2016* within the time limits in that Agreement. The focus for the coming three-year period will be to implement our Action Plans under *Towards 2016* and commitments set out in our Client Service Guide and Customer Action Plan and Client and Customer Charters, continued contribution to the Better Regulation Agenda, the development of our Performance Management Development System, IT initiatives and our continued policy of training and development of our staff. All these initiatives will provide many benefits to the Office and to our clients.

To date we have achieved substantial implementation of our Knowledge Management Strategy which provides a framework for the sharing, capture and re-use of internal knowledge and expertise to enhance the quality of legal services. Our focus for the next three years will be further to embed and promote a culture of knowledge-sharing throughout the Office and implement the IT elements of the Knowledge Management Strategy. We will provide increased opportunities for staff to share expertise with each other and to learn from each other. We have commenced a project of seconding Advisory Counsel to certain Departments.

We have carefully selected four Goals in this Statement of Strategy, the Objectives and Strategies to implement them and the Performance Indicators to measure their achievement. These Goals, Objectives, Strategies and Performance

Introduction by the Director General

Indicators were selected by the Office with a clear focus on the Government's and clients' needs in our area of responsibility and provide a framework within which to deliver these legal services.

I am very grateful for the widespread involvement of staff in all areas of work of the Office as a whole. I look forward to working with all staff in implementing it through the business planning process over the period of the Statement of Strategy.

Finola Flanagan
Director General
December, 2005



Finola Flanagan
Director General



Deirbhle Murphy
Chief Parliamentary Counsel



David J. O'Hagan
Chief State Solicitor

Glossary¹ for Statement of Strategy

Goals are broad statements of intent, focussed on outcomes and covering a particular sector or sphere of activity.

Objectives are more specific statements of intent that indicate how the goals are to be achieved. They are generally expressed in terms of the results or outcomes intended to be achieved. Outcomes are the benefits or changes for individuals or groups arising from pursuing a particular policy or policies. They are specific targets which, where possible, should be quantified. They should be clear and specific.

Strategies are detailed actions to be pursued in order to achieve or to support the achievement of goals and objectives. They should be clear and specific.

Performance indicators should be associated with particular objectives and strategies. Clear and specific objectives and strategies should facilitate the development of performance indicators which should be qualitative and quantitative. Indicators should be capable of illustrating whether or not objectives and strategies are being achieved and facilitate effective reporting on progress through the Annual Report. Where appropriate they should be consistent with those set down in the Customer Charter.

¹ Guidelines for Secretaries General and Heads of Office on the preparation of Strategy Statements; issued by PSMD from the Department of the Taoiseach October 2004 paragraphs 4.3 and 4.4.

Chapter 1

Introduction

1.1 Mission Statement

The mission of the Office of the Attorney General is:

To provide the highest standard of professional legal services to Government, Departments and Offices.

1.2 Mandate

The Attorney General is the legal adviser to the Government and a constitutional officer. The Attorney General is independent in the exercise of his functions. The clients of the Attorney General and the Attorney General's Office are the executive branch of Government, that is to say the Government as a whole, its individual members and the Departments they head. By virtue of Article 30.1 of the Constitution and section 6 of the Ministers and Secretaries Act 1924 and the ninth part of the schedule to that Act, the Attorney General has control and responsibility for the Office of the Parliamentary Counsel to the Government (OPC) and the Office of the Chief State Solicitor (CSSO). These Offices are constituent parts of the Office of the Attorney General. The main functions of the Office of the Attorney General are to:

- Provide legal advice to Government, Departments and Offices;
- Draft legislation;
- Provide litigation services;
- Provide solicitor services, including coveyancing and other transactional services.

The role of the Office of the Attorney General, including all its officers, in both the Merrion Street Office and in the Chief State Solicitor's Office, is to assist and to advise the Attorney General in advising Government and performing other functions specifically conferred by the Constitution and legislation. Under the Public Service Management Act 1997 authority for management

of the Office, monitoring policies that affect the Office and the delivery of specified outputs devolves on the Head of the Office, who is the Director General.

1.3 Structures of the Office

The Merrion Street Office includes:

- **Advisory Counsel** divided into groups, each of which covers specific and related areas of law;
- **Office of the Parliamentary Counsel to the Government** divided into groups, each of which provide legislative drafting services to designated Departments.

The Chief State Solicitor's Office provides solicitor functions in Divisions and Sections which are based on the nature of the legal service involved.

LAW REFORM COMMISSION

Under the Law Reform Commission Act 1975 the Attorney General has functions in respect of the Law Reform Commission. The Commission is an independent statutory body established under the Act. Its main functions are to keep the national law under review, and in accordance with the Act, to undertake examinations and conduct research with a view to reforming the law and to form proposals for law reform. The Commission is predominately funded by way of a Grant-in-Aid from the Vote of the Office of the Attorney General. The Office's Internal Auditor, examines, evaluates and reports on the adequacy of the Commission's financial control systems. The Government recently agreed that the Law Reform Commission would prepare Restatements of legislation which are required to be certified by the Attorney General under the Statute Law (Restatement) Act 2002.

ATTORNEY GENERAL AS GUARDIAN OF THE PUBLIC INTEREST

The Attorney General may exercise a role as representative of the public for the assertion or

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defence of public rights other than in the context of criminal prosecutions. Included in this role of guardian of the public interest are the Attorney General's functions in relation to the protection of the Constitution and the vindication of constitutional rights. In certain exceptional circumstances the Attorney General can seek an injunction from the Courts to prevent a breach of the criminal law.

WEBSITE

A full description of the functions, roles and responsibilities of the Attorney General and the Office is available on the website at www.attorneygeneral.ie.

ADVISORY COUNSEL

Prior to joining the Office, Advisory Counsel have practised in the State as barristers for a period of at least four years.

Advisory Counsel perform a number of functions, the principal ones being advising the Attorney General and Government Departments generally, advising on draft legislation and assisting in the conduct of litigation involving the State.

Advice is sought in all areas, touching upon the work of all Government Departments and including domestic, EU, international and constitutional legal issues.

Advisory Counsel advise Departments on General Schemes for legislation and on legal issues as they arise during the drafting of both primary and secondary legislation and constitutional amendments. In this regard Advisory Counsel work closely with Parliamentary Counsel and the Attorney General in giving legal and constitutional advice on specific issues. Advisory Counsel also advise Departments on legal issues that arise during the negotiation of draft European legislation in Brussels.

Advisory Counsel assist in the conduct of litigation involving the State. They deal not only with

individual cases but also with important overall issues, such as how to deal with categories of mass claim. Advisory Counsel work closely with solicitors and legal executives in the Office of the Chief State Solicitor and local State Solicitors throughout the country.

Advisory Counsel advise on the conduct of European and international litigation such as EU litigation before the European Court of Justice (ECJ), the European Court of Human Rights (ECHR) in Strasbourg and in international arbitrations such as those under the UN Convention on the Law of the Sea.

Advisory Counsel are divided into Groups, each of which focuses on a number of areas of law, most of which fall within the same broad area.

Lawyers also need to maintain a broad knowledge of constitutional, administrative, European Union and European Convention on Human Rights law and an understanding of the way Government and the Civil Service – our clients – operate.

OFFICE OF THE PARLIAMENTARY COUNSEL TO THE GOVERNMENT

The Office of the Parliamentary Counsel to the Government (OPC) is staffed by lawyers who have practised in the State as barristers or solicitors for not less than four years. As reflected in the procedures under the Cabinet Handbook, the function of the OPC is to draft Government Bills and Government Orders. Aside from the requirements in the Cabinet Handbook, the OPC also drafts many but not all statutory instruments on behalf of Ministers of the Government, Ministers for State and certain State authorities. Parliamentary Counsel work closely with Advisory Counsel and the Attorney General in the preparation of draft legislation and the giving of constitutional and other legal advice to Departments in relation to Government legislative proposals.

The OPC works closely with the Government Legislation Committee (GLC) in ensuring that

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the Government Legislation Programme is implemented. The GLC is chaired by the Government Chief Whip. The function of the GLC is to assist the Government in fixing legislative priorities for the forthcoming parliamentary session and to oversee and co-ordinate the implementation of, and monitor progress in relation to, the Government Legislation Programme. The GLC provides a mechanism for reconciling the competing claims of Departments for the services of the OPC and for dealing with problems that may impede the timely implementation of the Government Legislation Programme. The OPC forwards weekly progress reports to the GLC in relation to all Bills and statutory instruments that are being drafted in the OPC.

CHIEF STATE SOLICITOR'S OFFICE

The Chief State Solicitor's Office's function is to provide solicitor services, including conveyancing and other transactional services, to Departments and Offices.

The Office is organised into five legal divisions and an administrative division. Each division is organised into sections (or, in some cases, teams) on the basis of similarity of work or client.

The Office manages the local State Solicitor service whereby some State legal work arising locally is transacted by local State Solicitors. These State Solicitors are appointed by the Attorney General and remain in private practice and are paid, for the most part, a pre-determined sum each year for their services. Most of the work transacted by local State Solicitors relates to the prosecution of crime and a minor percentage of work arises from instructions on the civil side. Responsibility for local State Solicitors, in criminal matters, will transfer from the Chief State Solicitor to the Director of Public Prosecutions in 2006 following further discussion with the local State Solicitors. The legislation required to effect this handover has been signed into law. The Civil Service Regulation

(Amendment) Act 2005 provides the statutory power to transfer the Local State Solicitor service to the DPP.

The Chief State Solicitor is Ireland's Agent in cases before the European Court of Justice and before other international tribunals.

MANAGEMENT ADVISORY COMMITTEES

The Management Advisory Committees of the Offices are as follows:

- **A Main Management Advisory Committee (Main MAC)** for the whole of the Office and comprising lawyers at equivalent to Assistant Secretary grade and above and both Offices' Heads of Administration. Main MAC meets every two months;
- Merrion Street Office and CSSO each has its own **local MAC**, which meets every month and comprising lawyers at equivalent to Assistant Secretary grade and above and the Head of Administration;

Merrion Street Office and CSSO each has its own Partnership Committee representative of management, unions and other staff.

ADMINISTRATION UNITS

The delivery of legal services to clients is supported by administration Units in the Merrion Street Office and in the Chief State Solicitor's Office comprising

- Change Management
- Documentation Centre
- Finance
- Human Resources
- Information Technology
- Internal Audit
- Library and Know-How
- Private Offices (supporting the Attorney General, Director General, Chief Parliamentary Counsel and Chief State Solicitor)

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- Registry
- Services
- Training and Development.

There is a high level of co-operation between the relevant Units in both Offices and shared services in some areas (e.g., Change Management, Internal Audit, Information Technology, Professional Accountant and Records Management).

1.4 Values and Hallmarks

Our mission is underpinned by the core values and hallmarks by which we operate.

OUR CORE VALUES ARE:

Professionalism

- We are committed to providing independent, objective legal advice and services and to maintaining an organisational environment, which develops and enhances the expertise, knowledge, competencies, capacity and capability of individual staff at all levels to carry out their roles in a professional and ethical manner.

Service to the customers / clients / stakeholders

- We are committed to providing high quality specialist legal services, which meet the needs of our stakeholders and supports them in the delivery of their priorities.

Responsiveness & adaptability

- In the increasingly complex environment within which we operate, we are committed to ensuring our systems are flexible, adaptable and capable of responding to demands for our services.

Value for money

- We are committed to ensuring that our processes and systems support the delivery of efficient and effective services giving value for money.

Valuing our staff

- As a specialist professional knowledge business, we are committed to the creation of a positive and rewarding work environment, which values our staff.

Teamwork

- We recognise both individual and specialist team contributions and teamwork as a basis for success.

OUR HALLMARKS ARE TO:

- Uphold highest standards;
- Be accessible and responsive;
- Make best use of resources;
- Participate in the Civil Service Modernisation Programme and other such initiatives.

1.5 Overview of the Office of the Attorney General

The business of the Office is dictated by the demands of our clients – Government, Departments and Offices. In certain significant matters, the Office and its work differ from private sector law practices.

The Office is unique amongst law practices due to the scope and variety of the work it undertakes. The scope of the work includes work that is often done by private solicitors, practising barristers and academic lawyers. In addition, the work of the Office involves much that is particular to a public law office. Examples of this include advising the Government and Ministers, advising on and drafting legislation, advising on matters of public law and the ECHR, advising on proposed EU instruments and legal policy, defending judicial reviews against the State and dealing with State property.

The legal work of the Offices involves matters presented by Government, Departments and Offices in relation to all areas of public administration. This work involves assessing the

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Introduction

legal implications of complex schemes and facts of importance to the Government and the State, an understanding of how Government as a whole, including Ministers, Departments and Offices, function as well as the particular context that gives rise to the matter. These requests often touch on significant, novel and controversial public law issues. Legal staff in the Office possess experience and know-how in several specialised areas of the law of importance to Government unlikely to be found, or to be sufficiently well developed, in private legal firms.

Requests for advice, drafts of legislation, litigation, conveyancing and other transactional work are often both urgent and significant. The Office must be capable of responding to these demands and be sufficiently flexible in its practices and in its skills to re-prioritise work and respond to requests for advice and legal services as necessary.

The Office endeavours to maintain a unified, co-ordinated approach to litigation and legal services. As a part of the Civil Service the Office is subject to legislation governing the Civil Service. It is also bound by Civil Service rules of governance and procedures including financial and general management, public scrutiny, recruitment and staffing, and freedom of information. The Office does not charge for legal services.



Chapter 2

Situation Analysis

2.1 Introduction

Continuous changes in the environment in which the Offices operate result from legislative and policy developments of the Executive and the Oireachtas, the European Union, developments brought about by decisions of the judiciary, legal challenges brought by the public and changes in Civil Service governance.

The Offices must maintain the capacity to respond to these changes as they arise. The Offices must plan carefully what work they do and how they do it and, particularly, how work is divided between the Offices, and between personnel, in order to maximise capacity.

During the life of the last Statement of Strategy, structures were put in place to promote the delivery of high standards of client service. The Office will continue to cultivate a client service ethos amongst its staff through the Performance Management Development System and the Quality Customer Service initiative within the Civil Service.

The Office recognises the need to extend Client Service Systems to include monitoring and measuring compliance with our Client and Customer Charters, Client Service Guide and Customer Action Plan.

When devising this Statement of Strategy, a review of the environment in which the Office provides legal services was carried out in order to anticipate how the environment in which we provide legal services may change over the next three years and to devise strategies appropriate to those changes.

2.2 Internal Context

CUSTOMERS AND SERVICE DELIVERY

There is a need to manage, in ever more responsive ways, relationships with external stakeholders and agencies. The diagram at Appendix 3 identifies the Office's stakeholders. This includes the

requirement to deal with complex cross-cutting issues which demand greater levels of adaptability to work in new ways.

Specialisation of the legal services provides an opportunity formally to create more specialist sections and teams where demand arises with improved alignment to client needs. This also gives rise to a need for enhanced case - management and improved distribution of the case-load demands.

The emphasis remains on ensuring that the Office provides an objective and independent confidential, professional service.

ORGANISATIONAL LEARNING AND CAPACITY

The Office is committed to a staff development policy to ensure that it continues to have a highly-motivated and skilled workforce. There is an opportunity for the Office to promote the development of communities of practice and networks both within the Office and with our legal colleagues in Government Departments to share specialist knowledge and know how. The Office recognises the need to maximise the effective use of available resources and to meet staff expectations in relation to an open and rewarding working environment.

There is an ongoing need to pay particular attention to recruitment and retention of staff and the Office's capacity to attract high-calibre dedicated individuals.

PARTNERSHIP

The Office recognises the importance of continuing the *Partnership* approach in developing the change culture in the Office. This Partnership approach has been fundamental to the achievement of change to date and will be continued over the period of this Statement of Strategy. As with the strategic objectives in the previous Statement of Strategy, the Partnership Committees will play an integral role in the implementation of this Statement of Strategy.

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Situation Analysis

BUSINESS PROCESSES AND SYSTEMS

The Case and Records Management System (ACME), currently being implemented, will provide the Offices with a case management system appropriate to the needs of large legal offices along with the capacity to monitor outputs in all areas of work, including draft legislation, advices, litigation and other transactions. This will facilitate our capacity to analyse and report on our work because the use of ACME will highlight both demand and activity levels across the Offices, and will inform management of trends in demands for services and work levels.

The Management Information Framework and the Office's enhanced Financial Management System will provide the financial data required for planning, monitoring and reporting on performance and expenditure. They will integrate with other key business systems which provide modern accounting systems and comprehensive costing information and which support both accrual and cash expenditure reporting. They will also link in to non-financial reporting structures in ACME and the Human Resources Management System to be installed at the end of 2006.

Our Knowledge Management Strategy 2003 – 2005 has been substantially implemented. Knowledge Management will continue to be embedded in the work of the Office by including knowledge management as a core competency in the Performance Management and Development System.

Quality assurance and organisational learning and development are key professional issues for the Office. These will be facilitated by a more structured approach to "post-transaction analysis". This is a process of either formal or semi-formal review of how a particularly large, challenging or legally difficult issue was handled.

The ongoing implementation of the Civil Service Modernisation Programme and related reforms will remain a priority. Risk management will be

embedded as part of organisational procedures to ensure that appropriate mitigations and controls are utilised to address the corporate and individual risks identified.

Our response to the above reforms demonstrates our understanding of the need for accountable, transparent, and responsive systems while delivering value for money and quality service.

ACCOMMODATION IN CHIEF STATE SOLICITOR'S OFFICE

The expiration of the lease on South Frederick Street in October 2005 has entailed the temporary location of part of the Common Law Litigation Division to premises on Hanover Street. The Chief State Solicitor's Office through the Office of Public Works has obtained additional office premises in a suitable location. This accommodation was fitted out and this Division moved into new office premises in late 2006.

STAFFING AND BUDGET

The following table sets out the authorised staff numbers for 2006 and the allocated budgets for the Merrion Street Office and the Chief State Solicitor's Office for 2006.

Location	Staff Numbers	2006 Budget
Merrion Street Office	120	€15.199 million
CSSO	232	€38.042 million
Total	352	€53.241 million

2.3 External Context

The nature and complexity of the external environment makes the assessment of key external drivers a challenge. However the review of current professional demands indicates that, over the duration of this Statement of Strategy, the following areas will be of significance.

Chapter 2

Situation Analysis

SECONDARY LEGISLATION

A series of decisions of the Courts concerning the validity of secondary legislation, particularly in the context of giving effect to acts of the institutions of the European Communities, have given rise to significant legal issues which will have a substantial impact on the work of the Office.

SECONDMENTS

The Travers Report of 2005 on the Department of Health and Children highlighted the need for systematic “legality proofing” by Departments when devising and implementing policy. Both Travers and the Oireachtas Joint Committee on the Administration of the Department of Health and Children referred to the need for increased legal resources in this Department in particular, but also in Government Departments and Offices generally.

To facilitate growth in the legal capacity of Government Departments and Offices, the Merrion Street Office has agreed to recruit, train and place Advisory Counsel on secondment in certain Departments. The first Advisory Counsel have been recruited and are currently being trained. The Office has developed protocols and guidelines to maintain a close working relationship, including a suitable division of work with such seconded lawyers. These secondment arrangements will be closely monitored and developed during the course of this Statement of Strategy.

2.4 Specific Challenges

SPECIFIC PROCESS CHALLENGES

Specific challenges that the Merrion Street Office and the Chief State Solicitor’s Office are likely to face over the next three years include:

- dealing with novel and emerging legal issues, particularly in developing scientific, medical, environmental and employment law areas;
- managing the challenges posed by the increase in judicial review cases;

- continuing liaison with the State Claims Agency, particularly in the field of mass litigation;
- transferring of responsibility for local State Solicitors, in criminal matters, from the Chief State Solicitor to the Director of Public Prosecutions;
- meeting the challenges posed by the development of case law under the ECHR;
- advising upon the State’s interaction with Tribunals of Inquiry and drafting any legislation necessitated by them; and
- continuing Ireland’s more active stance in relation to intervention in cases before the European Court of Justice.

LEGISLATION

- Increasing demand to produce draft legislation of varying complexity and urgency relating to diverse areas of law;
- Participation by the Office of the Parliamentary Counsel in the Government Legislation Committee to facilitate better planning and co-ordination between the Office and Departments of drafting work to achieve optimum use of resources through prioritisation;
- Meeting the increasing demand for drafting House amendments to Government Bills;
- Co-ordination between Departments of State in relation to policy formulation on cross-cutting legislation;
- In accordance with the Better Regulation Agenda, the deployment of resources for statute consolidation and revision projects.

CHANGES FOR BUSINESS PROCESS SYSTEMS

Having identified these changes and trends in our working environment we consider that over the next three years the following changes will arise for business process systems in both the Merrion Street Office and the Chief State Solicitor’s Office:

Chapter 2

Situation Analysis

ORGANISATIONAL LEARNING AND CAPACITY

- Balancing the need to produce draft legislation with the specific training and development requirements of new Parliamentary Counsel;
- The implementation of an integrated Human Resource Management System in both the Merrion Street Office and the Chief State Solicitor's Office that supports the strategic objectives of each Office. A holistic approach to recruitment, probation, Office policies, promotion and staff development will be continued;
- Managing the turnover of administrative staff and minimising the loss of knowledge and skills as a result of administrative staff changes due to decentralisation;
- Putting in place appropriate human resource policies, including training and development initiatives.

BUSINESS PROCESSES AND SYSTEMS

- The complete implementation of ACME;
- The further enhancement of the Financial Management System to satisfy the Management Information Framework requirements of the Offices with particular regard to financial and costs-related indicators;
- Undertaking expenditure reviews to ensure value for money and effective delivery of services;
- The introduction of systems to monitor management information of non-financial indicators;
- Ensuring that the Offices have adequate accommodation;
- Reviewing the Partnership process in consultation with the Partnership Committees;
- Ensuring adequate reporting arrangements including Progress Reports on implementation of the key objectives in the Statement of Strategy and the Merrion Street Offices' Client Service Guide and Chief State Solicitor's

Office Customer Action Plan. These reports will feed into the Office's Annual Report;

- An increased emphasis on the co-ordination of information resources to ensure that users have access to an appropriate range of information services and to ensure value for money;
- Identifying, evaluating, prioritising and managing significant risks, both financial and non-financial. The Offices will develop appropriate and effective 'early-warning' mechanisms and will involve staff in the risk management and control process;
- Measuring, monitoring and reporting on progress in relation to achievement of our objectives.

Chapter 3

Goals, Objectives, Strategies and Performance Indicators

The goals, objectives, strategies and performance indicators for the Office identify the new specific actions to be undertaken and the important ongoing actions which must be continued to ensure that the mandate of the Office is achieved. As the specialist provider of legal services to the Government, the objectives and strategies are underpinned by our core values including professionalism, high quality service and value for money.

GOAL 1 - ADVISORY COUNSEL

To support and advise the Attorney General in carrying out the duties of his Office and provide specialist Advisory Counsel services in areas of law of importance to Government demonstrating responsiveness, efficiency and effectiveness.

GOAL 2 - PARLIAMENTARY COUNSEL

To provide a professional legislative drafting service to the Government.

GOAL 3 - CHIEF STATE SOLICITOR'S OFFICE

To deliver a high quality specialist solicitor service to the Attorney General, the Departments and Offices in the areas of litigation, provision of legal advice and in property and transactional matters.

GOAL 4 - BUSINESS SUPPORT SERVICES MERRION STREET OFFICE AND CSSO

To provide modern and professional corporate and business support services that deliver the highest quality service to internal and external clients and customers.

Chapter 3

Goals, Objectives, Strategies and Performance Indicators

3.1 Advisory Counsel

GOAL 1

To support and advise the Attorney General in carrying out the duties of his office and provide specialist Advisory Counsel services in areas of law of importance to Government demonstrating responsiveness, efficiency and effectiveness.

Objective 1

To deliver a quality service to our clients supported by IT and knowledge management.

No.	Strategies	Performance Indicators
1	Deliver the Office's key commitments in its Client Service Guide 2005 – 2007 and Client and Customer Charter for Advisory Counsel and Administration.	<ul style="list-style-type: none"> • Compliance with the Guide and Charter in relation to: <ul style="list-style-type: none"> – Client Communications; – Responsiveness; – Accuracy, quality and consistency of work, outputs and advice; – Service delivery through partnership and teamwork; – An ethical and confidential service; – Managing client contact and organising client feedback; – Achieving the agreed standard of customer service.
2	Integrate legal services with OPC, CSSO and LRC.	<ul style="list-style-type: none"> • Implementation of the procedures and practices set out in the Report of the Group on the Quality Control of Legislation; • Participation in the rollout of the ACME system; • Development of protocols and workflows for the proper use and application of the ACME system; • Participation in Law Reform Consultative Committee, particularly in developing Third Programme in 2007.
3	Participate in the knowledge management process.	<ul style="list-style-type: none"> • Apply KM principles to share explicit learning and technical and innate knowledge, expertise and know how.

Chapter 3

Goals, Objectives, Strategies and Performance Indicators

No.	Strategies	Performance Indicators
4	Implement the risk management policies of the Office	<ul style="list-style-type: none"> • Provision of feedback to MAC and Attorney General on areas of significant risk; • Embedding of the Office's Risk Management Strategies including Policies and Registers; • External Review of risk assessment procedures at regular intervals; • Provision of 8 weekly work management reports. • Agree and adhere to Office policies, protocols and workflows.
5	Participate in the development of Financial Management in the Office to ensure the delivery of outputs and value for money.	<ul style="list-style-type: none"> • Monitoring of use of Advisory Counsel's time across a range of (selected) legal tasks; • Planning and allocation of resources having regard to trends in workloads and complexity and volume.
6	Review and identify all activities/ services which should be managed by other competent authorities.	<ul style="list-style-type: none"> • Review annually activities/services to ascertain which, if any, should be managed by other authorities; • Division of responsibilities agreed and transfer arrangements with competent authorities made; • Guidelines, protocols and transfer arrangements finalised as appropriate.

Strategies 3, 4 and 5 above are also reflected in the Business Support Services Section.

Chapter 3

Goals, Objectives, Strategies and Performance Indicators

Objective 2

To implement the Office's Human Resources Strategy relevant to Advisory Counsel.

No.	Strategies	Performance Indicators
1	Recruit, train and develop Advisory Counsel staff.	<ul style="list-style-type: none"> • Review Office's induction of new entrants; • Annual review for members of each specialist group of progress toward meeting targets in PMDS, education, training, development; • Business Unit proposals for further/ongoing training & development; • Implementation of the integrated PMDS and HR training and development priorities.

The strategy above is also reflected in the Business Support Services Section.

Objective 3

To assist in the co-ordination of legal services of the State.

No.	Strategies	Performance Indicators
1	Contribute to effective public service by assisting in the co-ordination of the legal services of the State.	<ul style="list-style-type: none"> • Demonstrate co-ordination with legal advisers in Government Departments with 6 monthly review meetings; • Development of Protocol for the secondment of Advisory Counsel to Government Departments by Q2, 2006; • Reviews of secondment of Advisory Counsel arrangements completed by Q2, 2007 and Q2, 2008.
2	Provide legal services to Government in the implementation of litigation policies and in the handling of cross-cutting issues.	<ul style="list-style-type: none"> • Review annually by end of Q3 of the system to facilitate and co-ordinate the approach to domestic and ECJ litigation; • Participation in interdepartmental working groups and committees in the handling of the legal aspects of cross-cutting issues including the implementation of cross-cutting policies where they arise.

Chapter 3

Goals, Objectives, Strategies and Performance Indicators

3.2 Parliamentary Counsel

GOAL 2

To provide a professional legislative drafting service to the Government.

Objectives

To draft

- Government Bills in accordance with the priorities set out in the Government Legislation Programme.
- Committee and Report Stage amendments to Bills in a timely manner.
- statutory instruments (including regulations giving effect to acts of the European Union) in a timely manner.

No.	Strategies	Performance Indicators
1	Co-operate with the Government Legislation Committee in monitoring and supervising the implementation of the Government Legislation Programme.	<ul style="list-style-type: none"> • Preparation of weekly reports for the GLC on the Bills that are being drafted in the Office; • Attendance by the Chief Parliamentary Counsel and Group Managers at meetings of the GLC; • Ensuring that, where Ministers attend meetings of the GLC, officers from the Office who are drafting Bills for the Department for which he or she is responsible attend also.
2	To progress the training and development of recently recruited drafters as expeditiously as is practicable.	<ul style="list-style-type: none"> • Holding regular meetings with recently recruited drafters, supervise them closely and give them regular feedback on drafting. • Training log for recently recruited drafters to be prepared and kept up to date by them and kept under review by Group Manager on a regular basis.
3	To contribute to the ongoing process of making Acts of the Oireachtas more accessible and easier to produce.	<ul style="list-style-type: none"> • Liaising with Houses of the Oireachtas staff on formatting of Bills; • Participating in any other collaborative initiatives that promote accessibility and coherence of Statute Book.

Chapter 3

Goals, Objectives, Strategies and Performance Indicators

No.	Strategies	Performance Indicators
4	Participate in the implementation of the Knowledge Management Strategy.	<ul style="list-style-type: none"> • Dissemination of information and knowledge among drafters; • Collaboration with Advisory Counsel in the sharing of knowledge and expertise.
5	Implement the Risk Management Strategy.	<ul style="list-style-type: none"> • Provide feedback to MAC on areas of significant risk; • Embed the Office's Risk Management Strategy.

Chapter 3

Goals, Objectives, Strategies and Performance Indicators

3.3 Chief State Solicitor's Office

GOAL 3

To deliver a high quality specialist solicitor service to the Attorney General, the Departments and Offices in the areas of litigation, provision of legal advice and in property and transactional matters.

Objective 1

To use best practice in the delivery of legal services supported by the use of information technology and high quality knowledge and understanding of legal practice.

No.	Strategies	Performance Indicators
1	To develop further specialisation in work of importance to client Departments.	<ul style="list-style-type: none"> • Number of legal practice activities that are outsourced; • Agreements with client Departments on how emerging legal issues are to be addressed; • Knowledge Management procedures in place to facilitate acquiring expertise in new legal issues; • Redeployed resources in response to changing needs.
2	Continue the implementation of the electronic case management system which is shared with the Attorney General's Office.	<ul style="list-style-type: none"> • Achieve roll-out to all intended users in 2006; • Deliver training to all intended users in line with roll-out; • Document protocols for the proper use and application of the system by all users in line with roll-out.
3	Implement new record management policy (i.e, the Eneclann policy as accepted in CSSO).	<ul style="list-style-type: none"> • Provision of storage / accommodation for files and records on a divisional basis, Q4, 2006; • Write up protocols for the handling and storage of paper files, post ACME. Q2, 2006; • Deliver on obligations to transfer files to National Archives.

Chapter 3

Goals, Objectives, Strategies and Performance Indicators

No.	Strategies	Performance Indicators
4	Maintain and develop high quality documentation and work-flows to support the generation of legal correspondence and documents used by the Office.	<ul style="list-style-type: none"> • Maintain a group to review the standards in work-flows and documentation, monitor new requirements and minute the work of this group to enable monitoring of performance; • Section heads to identify appropriate changes to work-flows or documentation, as required.
5	Apply the principles of risk management to specific areas of law practice with a view to minimising error or delay.	<ul style="list-style-type: none"> • Each section to be mandated to deal with risk management in their business plans. Risks to include risk of error, delay or failure of 'know-how'. Each business plan to identify the most serious risks likely to affect the work of the section and to put in place measures to avoid or minimise the occurrence of such risk.
6	Continue the 'know-how' and KM procedures of the Office including the procedures to be followed within each section.	<ul style="list-style-type: none"> • Delivery of know-how and KM material to be recorded by the Library and Information Unit. Section meetings to minute the attention of the section to know-how and KM procedures and material.
7	Utilise the optimum deployment of staff in such a way as to align staff to emerging areas of demand for legal service and away from declining areas.	<ul style="list-style-type: none"> • Review staffing allocations in the areas of asylum law, extradition & EAWs and commercial contracts with a view to building capacity; • Review staffing allocations in the areas of Army Hearing Loss, Personal Injuries and Tortious Claims with a view to re-organisation of work and re-distribution of staff. Complete by end Q3, 2006; • Review staffing allocations in the areas of State Property Division with a view to delivering the legal services to support the Government's policy of decentralisation, i.e., the legal work arising from the sale and acquisition of State properties used for the accommodation of civil servants. Complete by end Q3, 2006.

Chapter 3

Goals, Objectives, Strategies and Performance Indicators

No.	Strategies	Performance Indicators
8	<p>Optimise deployment of staff and working methods to support the best defence of mass litigation.</p>	<ul style="list-style-type: none"> • Liaise with Attorney General’s Office in identifying emerging areas of mass litigation and review at Main MAC; • Liaise with State Claims Agency with a view to obtaining best claims management input in cases in which the Office is on record. Meeting quarterly with SCA to assess quality and effectiveness of both case management and legal service; • Complete transfer of responsibility for handling of outstanding Army Hearing Loss claims to State Claims Agency by end January, 2006; • Liaise with Attorney General’s Office and State Claims Agency with a view to obtaining best claims management input and legal service and case strategy in child abuse litigation. Meet quarterly with AGO / SCA to assess quality and effectiveness of case management, strategy and legal service.
9	<p>Optimise deployment of staff to support the best use of legal staff working on atypical working arrangements.</p>	<ul style="list-style-type: none"> • Analyse future trends in atypical working arrangements for solicitor and legal executive staff as likely to be encountered by the Office over the next ten years and develop policy to manage in this context. MAC discussions to be completed by end September, 2006. Draft policy to be prepared by end May, 2006 and to be brought to Partnership for discussion. Policy to be adopted by end Q4, 2006; • Review working methods to make them as compatible as possible with family friendly working arrangements for solicitors and legal executives. Pilot study to be completed in Common Law Litigation Division by end Q3, 2006.

Chapter 3

Goals, Objectives, Strategies and Performance Indicators

No.	Strategies	Performance Indicators
10	Arrangement for transfer of State Solicitor Service to Director of Public Prosecutions.	<ul style="list-style-type: none"> • Enter next phase of negotiations in January, 2006; • Complete negotiations by November, 2006; • Transfer service end Q4, 2006; • Participate in transitional arrangements until, c.Q4, 2006; • Bring forward policy on provision of legal services outside of Dublin in civil law areas, and related, where services so longer provided by local State Solicitors. Policy document to be ready for end Q3, 2006.
11	Arrange for transfer of Attorney General's Scheme to the Department of Justice, Equality and Law Reform to re-integrate resources to other legal cost accounting areas.	<ul style="list-style-type: none"> • Raise with Department in early 2006; • Transfer to be complete by end Q4, 2006.
12	Maintain the capability to provide a legal service in critical legal services areas outside of normal office hours.	<ul style="list-style-type: none"> • Continue the use of the 'on-call' panel of solicitors and legal executives whereby legal staff are available on a rota to respond to demands arising outside of normal working hours on a 24/7 basis. Panel to be managed by Section Head in Justice and Crime and his record to be available for audit.

Strategies 5, 6, 7, 8 and 9 are also reflected in the Business Support Services Section.

Chapter 3

Goals, Objectives, Strategies and Performance Indicators

Objective 2

To operate in a costs conscious manner and to provide value for money in the legal service delivered.

No.	Strategies	Performance Indicators
1	Measure value for money.	<ul style="list-style-type: none"> • Conduct VFM exercises in the following areas. <ul style="list-style-type: none"> – Training costs (by end Q3, 2006); – CSSO Library costs (by end Q2, 2007); – Counsels fees in Asylum Cases (by end Q4, 2007); – Experts fees (by end Q2, 2008).
2	Ensure integration between financial management system and case and records management system at Division Head / Section Head levels.	<ul style="list-style-type: none"> • Financial Management System in use in Merrion Street Office and CSSO in 2006; • IT management and technical support for ACME and associated projects provided; • Training to support roll-out and on-going operation of ACME and associated projects provided; • Documentation of IT development to support future maintenance and on-going development completed.

Strategies 1 and 2 above are also reflected in the Business Support Services Section.

Chapter 3

Goals, Objectives, Strategies and Performance Indicators

3.4 Business Support Services

GOAL

To provide modern and professional corporate and business support services that deliver the highest quality service to internal and external clients and customers.

Objective 1

To develop Human Resource management to support the overall objectives of the Office and to develop the training and development function within the Office.

No.	Strategies	Performance Indicators
1	Implement the Merrion Street Office and CSSO HR Strategies.	<ul style="list-style-type: none"> Merrion Street Office and CSSO Action Plan put in place in respect of its existing HR strategy by end Q2, 2006; Merrion Street Office and CSSO HR Strategies for the period beginning 2008 put in place.
2	Review and develop specific recruitment and selection methodology so as to enhance the ability of the Merrion Street Office and CSSO to attract and select suitable and high potential candidates.	<ul style="list-style-type: none"> Core skills and competencies identified for all staff in both Offices reviewed in conjunction with Groups/Divisions/Sections/Business Units as appropriate; Continued use of formal competency and ability testing introduced in Merrion Street Office and CSSO; New staff in Merrion Street Office and CSSO trained and inducted within 2 months of taking up duty; Undertake an analysis of atypical working arrangements for staff within the Merrion Street Office and CSSO, projected forward and devise appropriate policy.
3	Implement Human Resource IT system.	<ul style="list-style-type: none"> Human Resource Management System put in place in Merrion Street Office and CSSO by the end of 2006 and its effectiveness reviewed by end 2007.

Chapter 3

Goals, Objectives, Strategies and Performance Indicators

No.	Strategies	Performance Indicators
4	Through the Performance Management and Development System (PMDS) continue to enhance training and development opportunities for all staff.	<ul style="list-style-type: none">• Training identified through the PMDS Role Profile Forms and Interim and Annual Reviews in Merrion Street Office and CSSO delivered;• Formal Management Training regime for Merrion Street Office and CSSO implemented by Q4, 2007;• HR policies as regards promotion and payment of increments in line with the integration of PMDS with HR;• Training in respect of all IT resources and in particular the on-going operation of ACME, FMS, HRMS and KM system provided;• Delivery of personal development and training programme delivered through Q1, 2006 to Q4, 2007. In terms of timeliness of delivery, participation and effectiveness, evaluated.
5	Provide suitable accommodation for all staff.	<ul style="list-style-type: none">• Relocation of certain CSSO staff to new accommodation organised by end – 2006;• Merrion Street Office accommodation reviewed by end Q2, 2006 and biannually thereafter.• Health and Safety issues addressed;• Accessibility, to and security of, all buildings kept under review.
6	Continue to review and develop the Partnership process.	<ul style="list-style-type: none">• Annual review of Partnership process conducted in both Offices.

Chapter 3

Goals, Objectives, Strategies and Performance Indicators

Objective 2

To develop financial management processes that control and monitor the financial resources of the Office to ensure the delivery of outputs and value for money.

No.	Strategies	Performance Indicators
1	<p>Implement elements of Management Information Framework Project Plan in Merrion Street Office and CSSO.</p>	<ul style="list-style-type: none"> • MIF implemented and utilisation of full functionality of FMS achieved in Merrion Street Office and CSSO by end 2006; • Performance Indicators formulated and further development of SMART indicators for use in Management Reporting in Merrion Street Office and CSSO completed by end Q3, 2006; • Improved Management Reports developed in Merrion Street Office and CSSO and reviewed monthly by MACs and bimonthly by Main MAC. Further development of Reports to improve performance and day-to-day decision-making completed by end Q3, 2006; • Costing Framework developed in Merrion Street Office and CSSO and initial Costing Reports utilising financial and non-financial information completed by end Q3, 2006; • Full post-implementation review of MIF Project in Merrion Street Office and CSSO to be completed by end Q1, 2006; • Project on Resource Allocation, Business Planning and Performance Measurement in Merrion Street Office and CSSO completed by end-November, 2006; • Preparation and submission in tandem with the annual Estimates submission of Merrion Street Office and CSSO effected by April/May, 2007 (and annually thereafter) of Annual Statements linking the Statement of Strategy, business planning and resource allocation in the Estimates to outputs and outcomes and performance measurement.

Chapter 3

Goals, Objectives, Strategies and Performance Indicators

No.	Strategies	Performance Indicators
2	Recommendations of Mullarkey Report on Accountability of Secretaries General and Accounting Officers implemented and reviewed in Merrion Street Office and CSSO within set timeframes.	<ul style="list-style-type: none"> • Annual year-end review of internal financial procedures in Merrion Street Office and CSSO and verified by Audit Committee; • Risk Policy and Risk Registers for Groups/Divisions/Sections/Business Units reviewed in Merrion Street Office and CSSO bi-annually by Risk Committee and reported to local and Main MACs; • Annual Internal Audit Programme for Merrion Street Office and CSSO agreed by Audit Committee. Audits undertaken and recommendations implemented within agreed timeframes; • Annual Report made to Audit Committee on implementation by the Offices of all Audit Reports; • Programmes of Expenditure Reviews/Value for Money Reviews in Merrion Street Office and CSSO in place. Reviews undertaken, externally reviewed and published in accordance with timeframes agreed at central level; • Payment of interest under Prompt payment legislation, where applicable, minimised.

Objective 3

To implement cost effective ICT systems that support all professional transactional, management and service delivery activities in the Office.

No.	Strategies	Performance Indicators
1	Complete the rollout of the new Case and Records Management System (ACME).	<ul style="list-style-type: none"> • System in use in Merrion Street Office and CSSO in 2006; • IT management and technical support for ACME and associated projects provided; • Just-in-time training to support roll-out and on going operation of ACME and associated projects provided; • Documentation of IT development to support future maintenance and ongoing development completed.

Chapter 3

Goals, Objectives, Strategies and Performance Indicators

No.	Strategies	Performance Indicators
2	Implement the Civil Service Human Resources Management System.	<ul style="list-style-type: none"> • System implemented in Merrion Street Office and CSSO by end 2006 in line with central timeframes.
3	Implement appropriate IT Systems to support the Merrion Street Office and CSSO Knowledge Management Strategy.	<ul style="list-style-type: none"> • Appropriate systems implemented in Merrion Street Office and CSSO by early 2008.
4	Review at appropriate intervals the Merrion Street Office and CSSO IT Systems and enhance or refine them as necessary to ensure that they remain aligned with the Office's business strategy and operational requirements.	<ul style="list-style-type: none"> • Initial reviews of new Case and Records Management System and new Financial Management System carried out during 2007; • Appropriate framework to implement any resulting enhancement or refinement work put in place with a view to completion during 2008.
5	Update the Office's IT Strategy	<ul style="list-style-type: none"> • Development of new IT Strategy to commence in second half of 2007.
6	Keep under review the Office's technical architecture and ensure that it continues to provide a robust foundation for the delivery of IT Services to the Merrion Street Office and CSSO.	<ul style="list-style-type: none"> • Developments in IT assessed and opportunities for improvement availed of where appropriate.

Chapter 3

Goals, Objectives, Strategies and Performance Indicators

Objective 4

To implement a Modernisation Programme that supports the achievement of the Office's Goals and is allied with the Civil Service Modernisation Programme.

No.	Strategies	Performance Indicators
1	Implement agreed commitments set out in Modernisation Action Plans in Merrion Street Office and CSSO within agreed timeframes.	<ul style="list-style-type: none"> • Progress reported in Merrion Street Office and CSSO Progress Reports in line with central deadlines and verified externally by CSPVG; • Recommendations of CSPVG actioned and implemented in advance of submission of subsequent Merrion Street Office and CSSO Progress Reports.
2	Delivery of the Office's key service delivery commitments as set out in the Client and Customer Charters and Client Service Guide and Customer Action Plan.	<ul style="list-style-type: none"> • Client and customer satisfaction levels measured through separate Merrion Street Office and CSSO annual client and customer surveys in November 2006 and, again, in June 2008; • Conduct staff climate / attitudinal survey in Q.4, 2006, in the Merrion Office/CSSO; • Twice yearly meeting of Merrion Street Office Client Panel held to gauge client satisfaction levels.
3	Ensure that customers are directed to the appropriate access and referral points for information on the Office.	<ul style="list-style-type: none"> • Annual Report published by end Q3 in 2006 and Q2 in 2007 and 2008 and made available in accessible formats; • Internet site reviewed every two months; • Office meets its obligations under the Freedom of Information Acts, Data Protection Act and National Archives Act.

Chapter 3

Goals, Objectives, Strategies and Performance Indicators

Objective 5

To provide staff with access to the information and knowledge required to deliver high quality services through the strategic development of information, knowledge and records management.

No.	Strategies	Performance Indicators
1	Establish a co-ordinated approach to the organisation of office-wide information, knowledge and records management	<ul style="list-style-type: none"> • Review the need for the development of an AGO/CSSO taxonomy/office-wide thesaurus to support key business applications; • Formalise organisational responsibilities relating to the ongoing maintenance and development of AGO/CSSO file-plans, taxonomies, thesauri, etc;
2	Identify and implement appropriate technical solutions to deliver improved library, research and know-how services to users	<ul style="list-style-type: none"> • Implement shared AGO/CSSO/ODDP e-journals solution; • Review the Know-how procedures in AGO/CSSO. Select and implement shared AGO/CSSO know-how database; • Review the joint AGO/CSSO/LRC Library Management System (LMS) with a view to planning the future development of the LMS. Plan/implement any necessary developments or enhancements to the system; • Review the level of library and research services provided to external Government lawyers.
3	Review and implement enhanced research and know-how services.	<ul style="list-style-type: none"> • Continue to monitor increased areas of specialisation in the Offices, and ensure the library, research and know-how services reflect these; • Identify and/or develop communities of practice in key legal areas and support these with research services; • Identify measures to support the development of independent research skills for lawyers including a review of appropriate e-learning tools; • Identify opportunities for collaboration with Training & Development Units and IT Units to offer enhanced learning opportunities for lawyers. Incorporate library and know-how training/educational initiatives into organisational training strategies.

Chapter 4

Monitoring and Reporting on Implementation

In common with all Government Departments and Offices, the Merrion Street Office and the Chief State Solicitor's Office submit regular Progress Reports to the Secretary General, Public Service Management and Development, in the context of the implementation of each Offices' Action Plan under *Sustaining Progress* and indeed the civil service-wide modernisation agenda.

This Strategy Statement details our objectives and strategies and sets the indicators against which the performance of the Office will be assessed over the next three years. The successful implementation of these objectives and strategies will require dedication and commitment at all levels of the organisation because the Strategy Statement is strongly connected to our Business Plans and to service delivery.

At Office level, the Business Plans build up a concrete annual programme of actions to implement strategies and ultimately to achieve our objectives. These Business Plans, in turn, are used as a basis for the individual work programmes of staff members in their PMDS Role Profiles. Our Annual Business Plans will help us to see strategy and planning as an on going exercise and will enable us to respond flexibly to our changing environment.

The Strategy Statement will be reviewed at least twice yearly by the local and Main MACs, with a view to monitoring its implementation. At Office level, the Business Plans will be reviewed by Heads of Office and their staff on an ongoing basis.

Other mechanisms for monitoring the implementation of our Strategy include:

- The Programme of Expenditure Reviews;
 - Client feedback (both formal and informal); and
 - Continued approval of Plans and Reports submitted to the Civil Service Performance Verification Group under *Sustaining Progress* and any subsequent reporting arrangements.
- The Offices' Annual Report, which will show our progress in achieving our objectives;
 - Partnership Committees in both Offices;
 - Policy reviews undertaken within the Offices;
 - Our Risk Management Programme;
 - The Management Information Framework;



Appendix 1

Attorney General's Responsibilities

- As legal adviser to the Government the Attorney General attends Government meetings. The Attorney General advises the Government on all the constitutional and legal issues which arise in connection with or at Government meetings, including whether proposed legislation complies with the provisions of the Constitution, Acts and Treaties of the European Union or other international treaties to which Ireland has acceded. This also includes advice by the Attorney General as to whether the State can ratify international treaties and conventions.
- The Attorney General is joined in all proceedings in which a challenge is raised to the constitutionality of legislation.
- The Attorney General defends the constitutionality of Bills referred to the Supreme Court under Article 26 of the Constitution.
- The Attorney General represents the State in legal proceedings involving the State.
- The Attorney General is representative of the public in all legal proceedings for the enforcement of law and the assertion or protection of public rights.
- The Attorney General has a function in giving or declining a direction in certain extradition requests under Part III of the Extradition Act, as amended.
- The Attorney General advises the Minister for Finance in relation to escheated estates.
- The Attorney General has a protective role in relation to charities and in particular in relation to a change in objects of a charity.
- The Attorney General retains certain prosecution functions, for example under the Fisheries (Amendment) Act 1978.
- The Attorney General has a statutory function in deciding whether warrants under the Extradition Acts 1965 to 1994 should be endorsed or not, and advises in extradition cases.

- The Attorney General has functions in respect of the Law Reform Commission under the Law Reform Commission Act 1975.
- The Attorney General has functions in respect of legislative programming and is a member of the Government Legislation Committee which is chaired by the Government Chief Whip.
- The Attorney General has functions under the Attorney General's Scheme. (This is a non-statutory scheme under which the Attorney General funds certain legal proceedings not covered by legal aid.)

The Attorney General is responsible for acting as lawyer for the State in virtually all civil litigation in which the State or its officers in an official capacity are parties. Usually the State is the defendant.

The Attorney General is involved in litigation in all courts of the State, in the Court of Justice of the European Communities (Luxembourg) and the European Court of Human Rights (Strasbourg). The Attorney General furnishes legal advice and is involved in the preparation (sometimes with the assistance of outside counsel) of written pleadings in relation to litigation in both courts. The Department of Foreign Affairs acts as agent for the State in the Strasbourg Court and the Chief State Solicitor's Office acts as agent for the State in the Luxembourg Court.

The Attorney General directs Advisory Counsel, Solicitors and Legal Executives in connection with all litigation involving the State.

The role of the Office of the Parliamentary Counsel to the Government derives from section 6 of the Ministers and Secretaries Act 1924 the Cabinet Handbook and established practice and includes:

- drafting Government Bills (including Bills containing proposals to amend the Constitution);

Appendix 1

Attorney General's Responsibilities

- drafting, or settling drafts, of many but not all-statutory instruments that are made by the Government;
- drafting or settling statutory instruments to be made by a Minister of the Government, a Minister of State or the Revenue Commissioners;
- drafting or settling any statutory instrument to be made by a person (other than a Minister of the Government) or body authorised in that behalf by statute, if requested to do so by a Minister of the Government or a Minister of State where the Minister has the statutory function of approving the draft concerned.

The functions of the Chief State Solicitor are to act as solicitor to Ireland, the Attorney General and Government Departments and Offices. Other functions include:

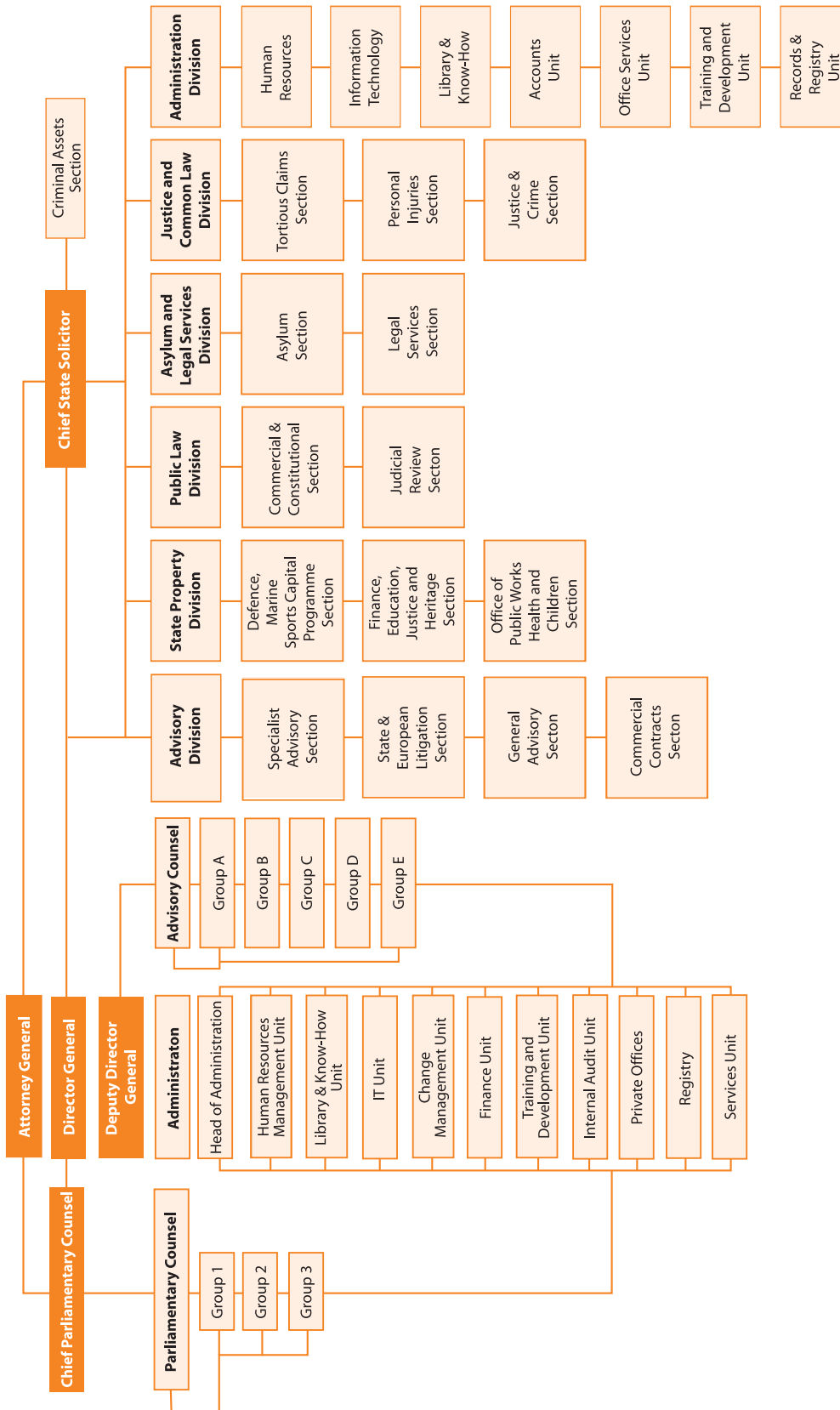
- carrying out all conveyancing of State property, including Landlord and Tenant and other land law matters;
- furnishing of legal advice on the various matters that are submitted by Government, Departments and Offices and the drafting of the necessary accompanying legal documents;
- preparing and presenting all prosecutions initiated by Ministers or Government Departments;
- acting as Agent of the Government before the European Court of Justice;
- acting for the State in enquiries under the Tribunals of Inquiry (Evidence) Acts 1921–1998 and supplying legal staff to act for the Tribunals, the public interest and other relevant State authorities;
- providing a solicitor service in all civil courts and tribunals in which the State, any State Authority or the Attorney General is involved;
- discharging functions under the Council Regulation (E.C.) No 1348/2000 of 29 May, 2000 and the 1965 Hague Convention on the

Service Abroad of Judicial and Extra-judicial Documents in Civil or Commercial Matters;

- representing the State and State Authorities in taxation of costs before the Taxing Masters.

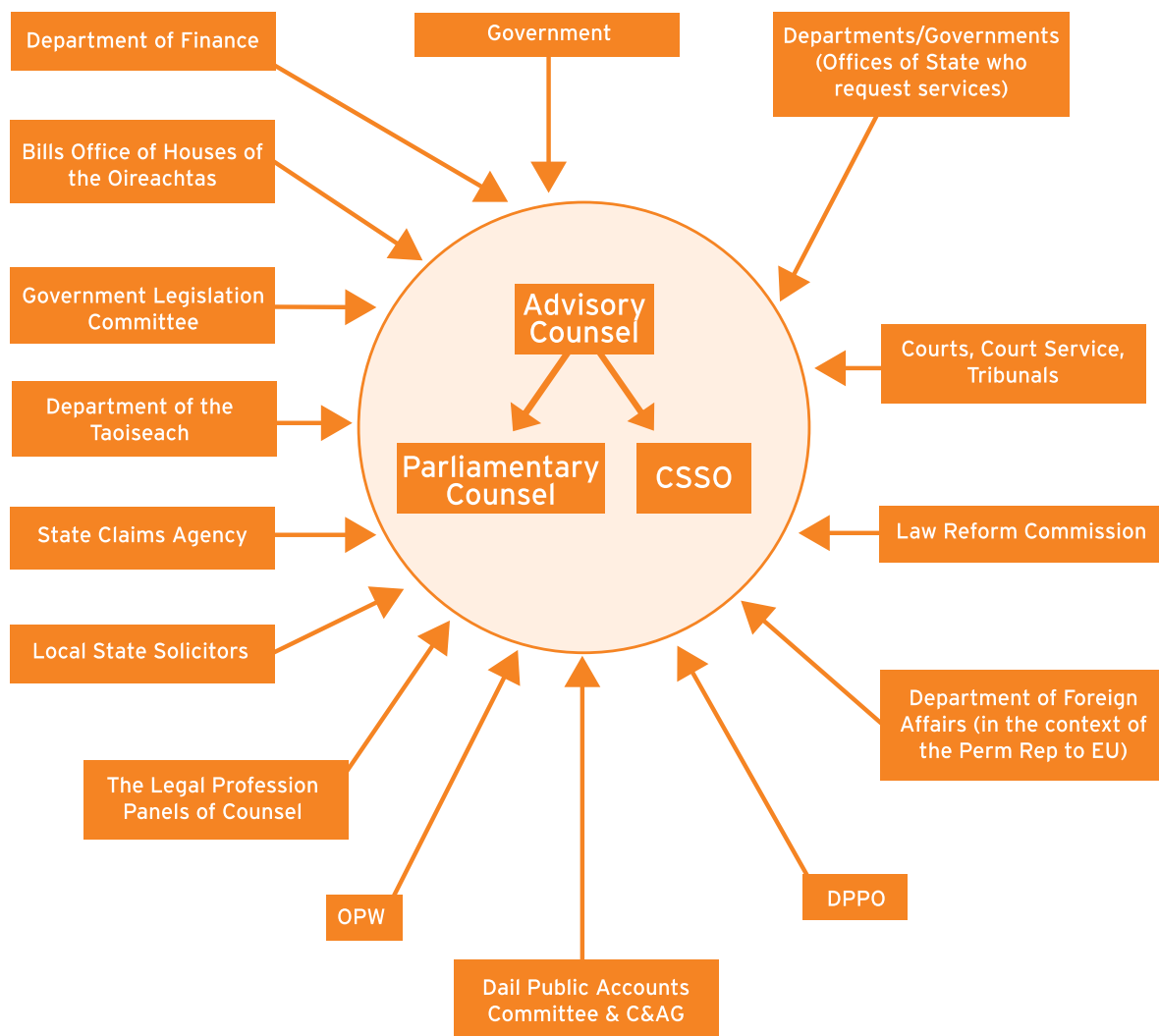
Appendix 2

Organisation Chart



Appendix 3

External Stakeholders



Appendix 4

Committees and Commissions

Advisory Board National Children's Office	Interdepartmental Committee on the Reform of Marriage
Assistant Secretaries Network	Interdepartmental Co-ordinating Committee on European Affairs
Change Management Network	Interdepartmental Group on Special Education Needs Litigation
Civil Service Training Officers Network	Interdepartmental Working Group on Nursing Homes Charges
Commission on the Assisted Human Reproduction	Interdepartmental Committee on Nuclear Issues
Company Law Review Group	Interdepartmental Group on Childhood Abuse Litigation
Consultative Committee on Law Reform	Interdepartmental Working Groups on Disability
Consumer Advisory Council	Interdepartmental Committee on Infrastructure
Council of Europe Committee on Administrative Law	Interdepartmental Committee on State Aids
Council of Europe Committee of Experts in Family Law	Interdepartmental Group on the Commission proposal for a European Fishing Control Agency
Court Rules Committees	Interdepartmental Group on the EU Convention
Cross-Departmental Team on Infrastructure	Interdepartmental Group on Legislative Issues for the Information Society
Cross-Departmental Group on EU Enlargement and Freedom of Movement	Interdepartmental Group on Oireachtas Scrutiny of EU legislation
EU Working Group on Legal Data Processing	Interdepartmental Task Force on the Report of the Commission on the Status of People with Disabilities
EU Working Group on Contract Law	Interdepartmental Working Group on Compensation Issues
EU Intergovernmental Convention Oversight Group	Internal Audit Network
Expenditure Reviewers Network	International Maritime Organisation Legal Committee
FOI Interdepartmental Working Group	International Expert Group on Nuclear Liability (INLEX)
FOI Liaison Officers Network	Library Managers Network
FOI Users Network Group	Management Group for Judicial Reviews in Asylum Cases
Garda Working Group on Vetting	Member of the Commission on Assisted Human Reproduction
Garda Implementation Group on Vetting	MIF Consultative Committee
Government Legislation Committee	
Greco Evaluation Team	
Hague Conference on Private International Law	
Information and Communications Technology Managers Forum	
Information Society Legal Working Group	
Implementation Group on Compensation Issues	
Interdepartmental Committee on Hearing Loss Litigation	

Appendix 4

Committees and Commissions

MIF Project Management Sub-Group

Ministers and Secretaries Group on European Matters

“No-Fault” Advisory Group

Northern Ireland (various groups dealing with Northern Ireland matters)

Nuclear Law Committee (Nuclear Energy Agency, a branch of the OECD)

Personnel Officers Network

PMDS Network

Secretaries General and Heads of Offices Group

Single Regulatory Authority Implementation Advisory Group

State Claims Agency Liaison Committee

Steering Committee for the Pilot Project to establish an on-line small-claims procedure

Steering Group on Systems Review of Department of Agriculture and Food

Strategic Management Initiative Communications Sub-Group

Strategic Management Initiative Implementation Groups

Tax Strategy Group

Technical Experts Working Group on the Constitutional Treaty

UNCITRAL (The United Nations Commission on International Trade Law)

UNCITRAL Working Group on Arbitration

UNCITRAL Working Group on Security Issues

UNCITRAL Working Group on Electronic Commerce

UNCITRAL Working Group on Insolvency Law

United Nations Convention on Climate Change

Working Group on Company Law Compliance and Enforcement

Working Group to Review Coroners Services

Working Group on Legal Costs

Part 1: Advisory Counsel

Group A has responsibility in the areas of criminal law, garda, justice, prisons, courts and judges, Anglo-Irish, criminal assets, extradition, mutual assistance, interception of telecom and postal packages, EU criminal justice measures, defamation, licensing and Irish language issues.

The group is comprised of the Group Co-ordinator and five other Advisory Counsel.

Group B has responsibility in the areas of private international law, casual and occasional trading, statistics, Statutory Instruments Act, civil justice issues, Haughey/Lowry Tribunal – public interest, personal injury, health, blood issues, childhood abuse, organs and vaccines, abortion, adoption, assisted human reproduction, education, family law, ombudsman, nuclear, health and safety and environmental law.

The group is comprised of the Group Co-ordinator and four other Advisory Counsel.

Group C has responsibility in the areas of asylum and immigration, State aids and grants, competition law, broadcasting, electricity, fisheries, foreshore, law of the sea, shipping law, harbours, marinas, Irish coastguard service, commissioners of Irish Lights, coinage, international trade, gas, postal law, road haulage and buses, road traffic acts, revenue law, double taxation agreements, National Infrastructure/National Development Plan/Public-Private Partnerships, Gaeltacht, Anglo-Irish issues, Defence, Consumer Protection, Export Credit insurance, Export refunds, Air Transport and Rail Transport.

The group is comprised of the Group Co-ordinator and four other Advisory Counsel.

Group D has responsibility in the areas of relator actions, bankruptcy/insolvency/liquidation issues, charities, Comptroller and Auditor General, Appropriation Account, Bill, estimates and financial procedures relating to the Exchequer and Audit Department Act 1866, Appropriation and Public Expenditure, Probate and Succession Law,

Arbitration, banking, Bills of Exchange, Building Societies, Company Law, Ethics, Insurance, Land Registration, Landlord and Tenant, Mergers and Monopolies, Metrology, Mining and Quarrying, Petroleum, State monopolies, State Property Act, Stock Exchange and Investment Law, Telecommunications, Information Society Services, UNCITRAL, other State Authorities, Electoral Law, Northern Ireland Trade and Business Body, Office of Public Works, Transfer of Undertakings Regulations, semi-State Bodies, Tobacco, Tourism and Planning Acts.

The group is comprised of the Group Co-ordinator and four other Advisory Counsel.

Group E has responsibility in the areas of Intellectual Property, Public International Law, Data Protection Act, Freedom of Information, Oireachtas and Oireachtas Reform, Ministers and Secretaries, Public Service, Labour Law, Legal Aid, Cultural, Human Rights, Coroners, Government contracts including public procurement, Diplomatic and Consular Service, Law Reform Commission, Explosives and Firearms, Gaming, Lotteries and Betting Acts, Official Secrets Act, Forestries, Agriculture and Social Welfare Law.

The group is comprised of the Group Co-ordinator and four other Advisory Counsel.

A senior Advisory Counsel at a rank higher than Assistant Secretary has responsibility in the areas of Defamation, Costs, Tribunals, Committees of Investigation and Oireachtas Committees, Goodman litigation, Morris Tribunal, Institutional EU issues, EC Judicial system, EU Horizontal and horizontal issues for the OPC and Brussels-specific issues.

The legal attaché to the Permanent Representation to the European Union in Brussels also works within this group.

Part 2: Parliamentary Counsel

Group 1 has responsibility for drafting legislation for the following Departments and Offices-

- Agriculture and Food
- Finance (including the Revenue Commissioners)
- Communications, Marine and Natural Resources
- Transport
- Taoiseach

The group is comprised of the Group Manager at Secretary General level, five other Parliamentary Counsel and one contract drafter.

Group 2 has responsibility for drafting legislation for the following Departments-

- Defence
- Education and Science
- Enterprise, Trade and Employment
- Environment, Heritage and Local Government
- Social and Family Affairs

The group is comprised of the Group Manager at Assistant Secretary level, three other Parliamentary Counsel and two contract drafters.

Group 3 has responsibility for drafting legislation for the following Departments-

- Community, Rural and Gaeltacht Affairs
- Foreign Affairs
- Health and Children
- Justice, Equality and Law Reform
- Arts, Sport and Tourism

The group is comprised of the Group Manager at Secretary General level, six other Parliamentary Counsel and three contract drafters.

Part 3: Chief State Solicitor's Office

The Office comprises five Legal Divisions and an Administration Division and these Divisions are further organised into Sections and Units to take account of the work requirements of clients.

DIVISIONS

Public Law Division

This Division consists of two Sections, the Commercial and Constitutional Section and the Judicial Review Section.

Commercial and Constitutional Section

The Commercial and Constitutional Section is responsible for the defence of a wide range of civil actions against the State and State Authorities. Issues of law involved in such cases include commercial, constitutional, contract, employment, insurance, environmental, electoral, planning, housing, public health, social welfare, administrative and European Union law. Cases invariably go to full plenary hearing in the High Court and are frequently appealed to the Supreme Court. On occasion, cases are referred to the European Court of Justice. The Section also deals with proceedings in the Circuit Court and less frequently, in the District Court.

Judicial Review Section

This Section represents the State and State Authorities in Judicial Review applications. Judicial Review provides the means by which judicial control of administrative action is exercised and is the process by which the High Court exercises jurisdiction over the proceedings and decisions of inferior courts, tribunals and other bodies who carry out quasi-judicial functions or who are charged with the performance of public acts and duties. The Section also deals with habeas corpus, cases stated, adoption cases, transfer of sentenced persons, letters of request from foreign tribunals and service of documents under EU Council Regulation No. 1348/2000 and the 1965 Hague Convention on the service abroad of judicial and extra judicial documents in civil and commercial matters.

Asylum and Legal Services Division

There are two Sections in this Division, the Asylum Section and the Legal Services Section.

Asylum Section

The Asylum Section handles all asylum, immigration and repatriation cases on behalf of the Department of Justice Equality and Law Reform, the Office of the Refugee Applications Commissioner, the Refugee Appeals Tribunal and the Garda National Immigration Bureau. Most of the work is of a litigious nature primarily dealing with Judicial Review applications (both for leave to proceed and substantive hearings) as well as habeas corpus applications in the asylum area and necessitates daily attendance before the High Court. The Section also deals with District Court applications pursuant to the Refugee Act 1996, as amended.

Legal Services Section

This Section has responsibility for legal costs accounting (including assessing bills of costs and attending at the taxation of same) and for the recovery of legal costs due to the State. It is further responsible for the payment of Counsel's fees and acts for the State Authorities in Garda Compensation claims and for the Commissioner of Valuation in appeals before the Valuation Tribunal. The Section also handles requests for Mutual Assistance in criminal matters in the District Court and is involved in the preparation of Ministerial prosecutions. The Section Head chairs a Committee which oversees a legal training scheme for clerical staff in the Office.

State Property Division

The State Property Division deals with property transactions, landlord and tenant, planning and title issues for the State. It is organised into three Sections.

Office of Public Works/Health and Children Section

This Section deals mainly with commercial conveyancing for the Office of Public Works

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Part 3: Chief State Solicitor's Office

(OPW), with the focus changing from time to time to match the ongoing needs of the OPW as the property management agent for the State. The work includes commercial leasing of accommodation for Government Departments and Offices and the acquisition and disposal of properties under programmes such as the Transferring State Assets Programme, the School Site Acquisition Programme and the Decentralisation Programme. A small proportion of work is also undertaken for the Department of Health and Children.

Defence, Marine and Sports Capital Programme Section

Property work for several Government Departments namely Defence; Communications, Marine and Natural Resources; Arts, Sport and Tourism and Community, Rural and Gaeltacht Affairs, Agriculture and Food, Enterprise, Trade and Employment and Transport is dealt with in this Section. The work includes the disposal of property surplus to military requirements, leases and licences of Foreshore, sales and leases of sites of Fishery Harbour Centres and handling the legal requirements in relation to the issue of National Lottery Grants and Gaeltacht Grants.

Finance, Education, Justice and Heritage Section

In this Section the work includes the property aspects of the Residential Institutions Redress Indemnity Scheme, waivers of property of dissolved companies under the State Property Act 1954 and dealing with escheated estates where the State is the ultimate intestate successor. The heritage work covers the acquisition of national monuments, historic properties and bogland for conservation purposes.

Justice and Common Law Division

This Division handles childhood abuse claims against the State delegated to the State Claims Agency under the National Treasury Management Agency (Delegation of Claims Management Functions) Order 2005 as well as certain tortious

and personal injury claims. It comprises three Sections.

Personal Injuries Section

This Section deals with general personal injury claims not delegated to the State Claims Agency such as claims in relation to liability for intentional infliction of mental suffering, defective products, malicious prosecution, malicious abuse of the civil process and assaults by Gardai and Prison Officers.

Tortious Claims Section

The Tortious Claims Section is responsible for all childhood abuse work including litigation arising out of claims of abuse in Residential Institutions and Day Schools, in addition to work before the Commission to Inquire into Child Abuse. It also handles claims for damages for deceit, injurious falsehood, defamation, injury suffered by a member of the Garda Síochána or the Defence Forces outside the State while in the service of the State, as well as appeals to the High Court by persons infected with Hepatitis C or HIV or both, through the administration of blood or blood products.

Justice and Crime Section

This Section deals with Extradition Proceedings, applications for European Arrest Warrants under the European Arrest Warrant Act 2003 as amended and advising in relation to the transfer of persons under the Transfer of Sentenced Persons Acts 1995 and 1997. Staff in the Section also conduct Ministerial Prosecutions, represent the Garda Síochána at the hearing of Intoxicating Liquor Licensing Applications and Police Property Applications and provide representation for the State at Inquests.

Advisory Division

The Advisory Division consists of four Sections, the Specialist Advisory Section, the General Advisory Section, the State and European Litigation Section and the Commercial Contracts Section.

Part 3: Chief State Solicitor's Office

Specialist Advisory Section

This Section handles certain special legal advisory matters and has primary responsibility for dealing with Tribunals of Inquiry work. Solicitors from the Advisory Division including those on the general advisory side, provide representation to Tribunals as well as representing Government Departments and the Attorney General (as representative of the public interest) before such Tribunals.

The Tribunals which are running at the date of publication of this Statement of Strategy are the Tribunal of Inquiry into complaints concerning some Gardaí of the Donegal Division ("The Morris Tribunal"), the Tribunal of Inquiry into payments to Messrs Charles Haughey and Michael Lowry ("The Moriarty Tribunal") and The Tribunal of Inquiry into Certain Planning Matters and Payments ("The Mahon Tribunal").

General Advisory Section

A wide variety of advisory and court work is dealt within this Section including Tribunal work (see above), instituting Plaintiff litigation on behalf of the State, company law proceedings, arbitration under Irish law, adoption matters, applications for discovery of documentation, environmental proceedings, wildlife and habitat prosecutions and advising in relation to mining and petroleum exploration and development.

State and European Litigation Section

This Section handles employment work and represents the State before Rights Commissioners, the Labour Court, the Employment Appeals Tribunal and the Office of the Director of Equality Investigations. It also has responsibility for representing Ireland before the European Court of Justice in Luxembourg (the Chief State Solicitor is Ireland's Agent at the Court) and in addition acts for the State in extra territorial proceedings such as international arbitrations.

Commercial Contracts Section

This Section was established in 2005 and now has an allocation of four Solicitors. The Section deals with tenders, procurement advices, data

licences, contractual advices and contractual drafting on behalf of Government Departments and Offices.

Criminal Assets Section

The CSSO provides a Solicitor service in matters related to the functions of the Criminal Assets Bureau.

Administration Division

This Division provides internal customer services in the CSSO and comprises the Human Resources Section, the Accounts Unit, the Information Technology Unit, the Library and Know-how Unit, the Training and Development Unit, the Office Services Unit and the Records and Registry Unit. The Head of Administration has overall responsibility for these areas of service.

Human Resources Section

This Section is headed by a Human Resources Manager and is responsible for all personnel functions within the CSSO. The work includes the creation and maintenance of staff records, recruitment of external staff and organisation of competitions for promotion, induction training for new staff, provision of information on employment in the Civil Service, keeping staff appraised of developments on terms of service, health and safety issues and the rollout of PMDS. The HR Manager is the Freedom of Information contact point for the CSSO.

Accounts Unit

This Unit is responsible for all payments paid out by the CSSO, excluding payroll and a small number of payments processed through the Costs Accounting Unit. It is also responsible for the maintenance of financial records and for ensuring that effective control practices are in place. The CSSO shares an Internal Auditor and an Accountant with the Office of the Attorney General and maintains an Internal Audit Programme and an Audit Committee under an independent and external chairperson.

Part 3: Chief State Solicitor's Office

Information Technology Unit

An IT Manager heads this Unit whose responsibilities include the management, development, maintenance and service of all IT resources both in terms of hardware and software and with particular reference to the databases and communications systems which support the legal service functions of the CSSO including financial, library and human resources systems. The Unit plays a lead role in the implementation of the CSSO's IT strategy. Members of the Unit have been assigned to work on the new Case and Records Management System (ACME) being installed in conjunction with the Merrion Street Office and their duties on this project include system development and testing, data migration, rollout and post go live and user support.

Library and Know-how Unit

The role of the Library and Know-how Unit is to provide staff with access to the knowledge and information required to deliver high quality legal services. The Unit is managed by a Law Librarian who is responsible for the strategic development of professional library, research and know-how resources and services. The other staff are an Assistant Law Librarian, Library Assistant and a Know-How Officer. In addition to managing hardcopy and electronic law collections and providing traditional law library services, the Unit handles a large volume of legal research queries, provides current awareness services, delivers information skills training programmes and supports the CSSO's education initiatives. The Unit is strongly committed to the development of knowledge management capabilities within the CSSO and is leading the implementation of knowledge sharing initiatives and strategies.

Training and Development Unit

This Unit is responsible for the organisation of training courses for the CSSO particularly the training and development identified by staff in their Personal Training and Development Forms under PMDS.

The training comes under a number of headings, IT training, legal training and general training which includes management training, personal development training and customer service training.

The CSSO encourages staff to undertake further academic training including post graduate courses and the Unit operates a Refund of Fees Scheme for this purpose.

Office Services Unit

This comprises a Documentation Centre and a Services Unit. The Documentation Centre provides all large scale photocopying and binding services and the Services Unit is responsible for other support services for staff including opening, distributing and collecting post, security, cleaning services, operation of lifts, reception, telephones, heating, lighting and plumbing, health and safety, ordering and supplying stationery and office equipment, ordering couriers and taxis and the maintenance of a register of physical assets in the Office.

Records and Registry Unit

The function of this Unit which is headed by a Records Management Officer (who also performs a similar role in the Office of the Attorney General), is to manage the records of the CSSO in an efficient and effective manner and in line with best practice in this area. It is responsible for the storage, maintenance and retrieval of all closed files and for ensuring compliance with the National Archives Act 1986. The Unit also manages the distribution of all centrally received fax and e-mail transmissions.

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Part 4: Administration Units in Merrion Street Office

Administration Division

The Division is headed by a Head of Administration at Principal Officer grade. It consists of units as follows:-

Human Resources Unit

The Unit, which is headed by an Assistant Principal has a staff of six with a vacancy for the post of Training and Development Officer. As well as being responsible for personnel functions within the Office the Unit oversees the implementation of the Offices Human Resources Strategy. Any new policies or procedures arising from the strategy are discussed at meetings of the Partnership Committee. The Unit will also be responsible for overseeing the implementation of the Offices new Human Resources Management System in late 2006.

Information Technology Unit

The Unit, headed by an Assistant Principal, comprises a staff of seven with one vacancy at Executive Officer/Junior Systems Analyst. Apart from having responsibility for the maintenance of the Office's IT systems, infrastructure and resources, the Unit is taking a leading role in the implementation of the systems arising from the Offices IT Plan including the new Case and Records Management System (ACME) and the continued roll-out of new modules of the Financial Management System.

Library and Know-How Unit

The Library and Know-how Unit is headed by an Information Manager and comprises a staff of six. The Unit is responsible for the provision of law library facilities and legal information and know-how services.

Finance Unit

The Unit has a staff of six, supported by the provision of the financial expertise of a professional accountant. It is responsible for the processing of all payments, excluding payroll, within the Offices' Financial Management System, maintenance of

financial records and the preparation of Estimates returns and the annual Appropriation Account. The Unit liaises with the Fees Officer in the Chief State Solicitor's Office in ensuring that fees to barristers and solicitors are paid regularly.

Internal Audit

The Office shares an Internal Auditor with the Chief State Solicitor's Office. The work of the Internal Auditor is overseen by an Audit Committee which meets regularly.

Registry

The Registry, with a staff of nine, handles all the incoming post to the Office and maintains all legal files within the Office. The Unit also is centrally involved in the implementation of the Offices' new Case and Records Management System and examines and identifies material for transfer to the National Archives Office.

Services Unit

The Unit comprises four staff and deals with all areas relating to the maintenance and upkeep of the Office accommodation, procuring office supplies, ensuring appropriate security arrangements, telephone communications, organising functions, co-ordinating freedom of information requests as well as maintaining the Office's Asset Register.

Private Offices

The Attorney General has a Private Secretary, a Special Assistant, a Personal Secretary and two Clerical Support staff. The Director General has a Private Secretary and two Clerical Support staff who also service the Deputy Director General and the Head of Administration. The Chief Parliamentary Counsel has a Private Secretary.

Change Management Unit

The Unit is headed by an Assistant Principal and comprises a staff of two. The Unit has responsibility for implementing the Programme of Change arising from initiatives such as the Strategic Management Initiative (SMI)/Delivering Better

Appendix 5

Part 4: Administration Units in Merrion Street Office

Government (DBG), Public Service Management Act 1997 (PSMA), Quality Customer Service (QCS), Management Information Framework (MIF), Expenditure Review/Value for Money Initiative (ERI/VFM), Irish Language including obligations under the Official Languages Act 2003 (OLA), *Towards 2016* Social Partnership Agreement etc. within the Offices (AGO and CSSO).

Specific projects include co-ordinating the preparation of the Office's Annual Reports, Statements of Strategy, AGO Client Service Guides and Client and Customer Charters, draft languages Scheme, FOI Reference Book and implementation of the Offices' MIF Project Plan. The Unit is located in the Merrion Street Office but it also services the Chief State Solicitor's Office.