

OFFICE OF THE ATTORNEY GENERAL

CLIENT SERVICE GUIDE

2008 - 2010

FOREWORD

The Office of the Attorney General, Merrion Street including the Office of the Parliamentary Counsel to the Government, is committed to the pursuit of excellence in client and customer service and has identified this objective as a key strategic priority in the Office's current Statement of Strategy 2008 - 2010.

The Office commissioned an external consultant to develop and undertake a comprehensive review of service delivery standards. An extensive consultation process was undertaken and included separate facilitated focus group workshops with client and customer panels representative of clients and customers of the Advisory and Administration sides and clients of the Office of the Parliamentary Counsel to the Government, internal interviews with staff in different functions across the Office, telephone interviews with a sample of key clients and customers and follow-up separate client and customer satisfaction surveys which considered performance against benchmarks which were established in 2004. These extensive reviews evaluated client and customer service from a number of key perspectives such as communications, responsiveness, accuracy and quality of outputs and service delivery and were used to inform the development of the Offices' Client and Customer Charters 2008 - 2010. This Client Service Guide 2008 – 2010 complements the Charters which highlight the service our clients and customers can expect to receive.

The Office has carefully considered the views, experiences and inputs which were provided by our clients and customers and these enhanced service delivery targets have been developed in consultation with staff throughout the Office. The Office will continue to make every effort to provide this enhanced level of service to our clients and customers.

The Office looks forward to working with you and to receiving your ongoing co-operation and input towards the achievement of enhanced standards of excellence into the future.

Finola Flanagan
Director General

Deirbhle Murphy
Chief Parliamentary
Counsel

May, 2009

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1. ROLE OF THE OFFICE OF THE ATTORNEY GENERAL

“The mission of the Office of the Attorney General is to provide the highest standard of professional legal services to Government, Departments and Offices as economically and efficiently as possible.”

The principal roles of the Office are:

- to support and advise the Attorney General in carrying out the duties of that office;
- to provide the highest standard of professional legal services to Government, Departments and Offices;
- to draft legislation;
- to provide litigation services;
- to contribute to effective public service by encouraging and participating in the co-ordination of the legal services of the State;
- to ensure efficient delivery of legal services to, and an effective and productive working relationship with Government, Departments and Offices taking into account the Public Service Modernisation Programme and in particular, the principles of Quality Customer Service.

The structure of the Office is outlined in the organisation chart at *Appendix 2* and a detailed description of the organisation’s legal and business support services is outlined in *Appendix 3* of this Guide.

2. 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 (OPC)** divided into groups, each of which provide legislative drafting services to designated Departments.

The Chief State Solicitor's Office, which is a component part of the Office of the Attorney General provides solicitor functions in Divisions and Sections which are based on the nature of the legal service involved. That Office's Customer Action Plan sets out how the commitments given in the Customer Charter will be delivered and evaluated in accordance with the twelve principles of Quality Customer Service.

3. CLIENTS OF THE MERRION STREET OFFICE

3.1 External Clients

The principal clients of the Attorney General and the Office are the Government itself, its individual members and the Departments they head as well as certain public bodies. As part of its functions the Office also supports, contributes and provides legal services to a broad range of Committees and Commissions which have been established to meet the needs of Government and the Public. These Committees and Commissions are listed in *Appendix 4* of this Guide.

3.2 Internal Clients - Staff of the Office

The dedication of staff is one of the main strengths of the Office and is essential to the achievement of the objective of providing the highest standard of legal services to Government, Departments and Offices. Internal customers or staff of the Office are consulted on, and contribute to, the development of service standards and associated performance objectives. The Office is committed to a policy of staff development which

ensures that we continue to benefit from a highly motivated and skilled team. To this end staff are provided with the necessary expertise and administrative, IT, knowledge management and related resources and systems.

3.3 Members of the Public

It is important to note that the Attorney General and the staff of the Office do not provide legal advice to members of the public or undertake any legal research on their behalf.

Members of the public who wish to seek legal or political advice should consult their own advisers. In relation to Relator Actions and the Attorney General Scheme we refer you to information included on our website at www.attorneygeneral.ie

3.4 Freedom of Information Acts

The Freedom of Information Act 1997 and the Freedom of Information (Amendment) Act 2003 apply only to a record held or created by the Attorney General or by the Office of the Attorney General concerning the general administration of the Office.

4. OUR COMMITMENT TO DELIVERING A QUALITY SERVICE

The Merrion Street Office is committed to maintaining and continuously improving the quality of service it provides to clients and customers. Against this background and in the context of the Quality Customer Service Initiative, the Office pursued a number of integrated initiatives to inform the development of key service delivery commitments. This revised Guide and indeed our Charters have been developed on the basis of an extensive consultation process which included:

- (i) Facilitated focus group workshops with client and customer ‘panels’
- (ii) Internal interviews with personnel in different functions across the Office
- (iii) Telephone interviews with a sample of key clients
- (iv) Follow-up client and customer satisfaction surveys which considered performance against benchmarks which were established in 2004.

The Office has carefully considered the views, experiences and inputs which were provided by our clients and customers. The feedback process helped us to refine and improve our service standards and will provide clients and customers with enhanced levels of service quality over the period covered by the Guide and Charters. The Office will endeavour to provide this enhanced level of service quality to clients and customers in the context of existing resources, increasing demands on the Office for services and the difficult fiscal situation. The clients and customers to which this Guide and Charters apply are the Government, Government Departments and Offices and, administratively, our customers and suppliers.

The Offices' key commitments are outlined below.

4.1 Communications

The Office will support its clients and customers by developing and promoting efficient and effective communications systems, structures and processes. Our aim is to ensure that all the avenues of communication necessary to enable us to give the best possible service are in place.

In the context of this commitment, the Advisory and Administration sides of the Office will undertake to achieve the following service standards in their dealings with clients and customers:

- Be accessible to our clients and customers and ensure sufficient contact to provide for efficiency and quality in the completion of work undertaken on your behalf.
- Encourage open communications and insofar as is possible, provide advance notice of court decisions or advice which might impact upon your ability to achieve your policy, legislative or related objectives.
- Keep you informed of the progress of your case/query/request and any issues which are likely to affect mutually agreed timescales.

- Encourage and provide opportunities for periodic review meetings¹ to further develop an understanding of mutual requirements.

The Office of the Parliamentary Counsel to the Government (OPC) will undertake to achieve the following service standards in its dealings with clients:

- Be accessible to our clients during normal business hours and at other times by arrangement.
- Encourage open communications and insofar as is possible, provide advance notice of court decisions or advice which might impact upon your ability to achieve your policy, legislative or related objectives.
- Convene meetings, where appropriate, and keep you informed of the progress of your legislation and any issues which are likely to affect mutually agreed timescales.
- Encourage and provide opportunities for periodic review meetings to further develop an understanding of mutual requirements.

The Office will also provide you with appropriate contact details for personnel who have been assigned to deal with your case/query/request. Where correspondence is sent to the Office by email, copy all such email correspondence (with our reference number where known) to our Registry at info@ag.irlgov.ie

4.2 Responsiveness

As part of our process of continuous improvement in service delivery, the Office will endeavour to provide clients and customers with enhanced levels of responsiveness. Our objective is to ensure, so far as possible, that we meet the requirements of our clients and customers both in respect of urgent and more routine work.

¹ Which may take place in conjunction with other meetings between the Office and Departments and Offices.

To this end, the Advisory Counsel and Administrative sides will:

- Acknowledge initial correspondence within 3 working days and advise you of who has been assigned to deal with your case/query/request.
- In the case of requests for advice, where requested, respond within 7 working days of receiving your initial correspondence with a view, if possible, to agreeing an expected completion date, taking account of other Government priorities and the complexity of the issues raised.
- Demonstrate a high level of responsiveness in respect of urgent and routine issues which will be prioritised on the basis of overall Government requirements.
- Respond to any written requests for information regarding the progress of work within 10 days.
- Where possible, ensure that mutually agreed deadlines are monitored on an ongoing basis and that, insofar as is possible, they are met.

Clients and customers of the Advisory and Administration sides are requested to support the Office in delivering enhanced levels of responsiveness by:

- Ensuring full compliance with the Cabinet Handbook guidelines (cf. Appendix I, Part I) and particularly those relating to timelines for obtaining observations in respect of Government Memoranda.
- Ensuring full compliance with the guidelines for seeking legal advice from this Office (cf. Appendix I, Part II).
- Keeping us informed of any issues which may impact upon the case or issue under review.

The Office of the Parliamentary Counsel to the Government will:

- Acknowledge initial correspondence within 5 working days of its receipt and advise you of the group or Parliamentary Counsel who has been assigned to deal with your correspondence.
- Work with you in agreeing a reasonable completion date for your legislation, taking into account its length, complexity and Government priorities as indicated by the Government Legislation Committee.
- Demonstrate an appropriate level of responsiveness in respect of both urgent and routine issues which will be prioritised on the basis of overall Government requirements.
- Respond to written requests for information regarding the progress of work within 5 working days.
- Continue to monitor progress in relation to agreed deadlines in conjunction with the Government Legislative Committee and through our existing internal arrangements.

Clients of the Office of the Parliamentary Counsel to the Government are requested to support the Office in delivering enhanced levels of responsiveness by:

- Consulting with the Government Legislation Committee to agree a completion date for your Bills.
- Ensuring full compliance with the Cabinet Handbook.
- Keeping us informed of any issues which may affect the drafting of your legislation.

4.3 Accuracy & Quality of Outputs

The accuracy, quality and consistency of work outputs continues to be a key priority for the Office. Our aim is to ensure that the expertise of the Office and the management of knowledge are reflected in the work outputs to our clients and customers.

In this context the Advisory and Administration sides of the Office undertake to:

- Ensure that, so far as possible, outputs emanating from the Office are clear, considered, comprehensive and consistent.
- Give independent and impartial advice.
- Where possible, work with you to identify feasible legal options which will support you in addressing your organisation's legislative or related requirements.

In order to help us meet your requirements, all clients and customers of the Advisory and Administrations sides should, as appropriate:

- Be sufficiently clear in respect of the policy objectives of your Department or Office.
- Be familiar with, and aware of, legislation which applies to your Department or Office.
- Give instructions and respond to queries in a timely manner, bearing in mind any agreed deadlines.
- Be aware of, and provide the Office with sufficient notice of forthcoming EU directives and associated legislative requirements.
- Secretaries General and their equivalents in Departments and Offices are requested to:
 - Identify (at least annually) key priorities.

- Consider the particular resource and competency requirements of those who will be responsible for policy development and the coordination of any other activities with the Office.
 - Encourage and promote effective management of files/cases.
- In order to ensure the most efficient delivery of our services, we are available to discuss and agree related requirements with clients.

The Office of the Parliamentary Counsel to the Government will:

- Draft your legislation in a manner that is constitutionally and legally sound, clear, comprehensive and responsive to your requirements.
- Draft your amendments to Bills for tabling in Dáil Éireann and Seanad Éireann.
- Address your queries, identify feasible options and adopt a ‘solutions based’ approach in working with you to give legislative expression to your policy requirements.

In order to help us meet your requirements, all clients of the Office of the Parliamentary Counsel to the Government should:

- Be sufficiently clear in respect of the policy objectives of your Department or Office and finalise the policy before seeking Government approval to draft a Bill.
- Be familiar with, and aware of, legislation which applies to your Department or Office.
- Give drafting instructions and respond to queries in a timely manner, bearing in mind any agreed deadlines or completion dates.
- Inform us as soon as possible if you will require amendments to Bills for tabling in Dáil Éireann and Seanad Éireann.

- Be aware of, and provide the Office with sufficient notice of forthcoming EU legislation and associated legislative requirements.
- Secretaries General and their equivalents in Offices are requested to:
 - Identify (at least annually) legislative, drafting and related priorities.
 - Consider the particular resource and competency requirements of those who will be responsible for policy development and the coordination of drafting instructions to the OPC.
 - Encourage and promote effective management of files/cases.

In order to ensure the most efficient delivery of the Government's Legislation Programme, we are available to discuss and agree related requirements with clients.

4.4 Service Delivery

In addition to offering a professional and responsive service, we will work with you to promote a spirit of partnership and teamwork. Our aim is to assist our clients and customers in finding appropriate mechanisms to meet their policy requirements.

As part of this commitment, the Advisory and Administrations sides of the Office undertake to:

- Be courteous, professional and helpful at all times.
- Adopt a team-based approach and be committed to helping you achieve your objectives.
- Give reasons for our views and recommendations as required.

The Office of the Parliamentary Counsel to the Government will:

- Be courteous, professional and helpful at all times.
- Adopt a team-based approach with the Department and be committed to helping you achieve your objectives.

4.5 An Ethical & Confidential Service

The Office will continue to observe high standards of public and commercial ethical standards in the discharge of its functions. All staff are bound by the Official Secrets Act, the Freedom of Information Act as amended, the Committees of the Houses of the Oireachtas (Compellability, Privileges and Immunities of Witnesses) Act 1997 and by professional duties of confidentiality and pertaining to the principles of legal privilege.

4.6 Service Integration

The Merrion Street Office works closely with the Chief State Solicitor's Office to ensure consistency of advice, recommendations and strategic direction. The Merrion Street Office also works closely with the Law Reform Commission to facilitate its work. Regular meetings with both the Chief State Solicitor's Office and the Law Reform Commission are held. These meetings are attended by representatives from each of these organisations to discuss and progress matters of shared responsibility, relevance and importance.

5. CONSULTATION, CORRESPONDENCE, CONTACT & FEEDBACK

5.1 Consultation & Commitment

Since 2004, the Office has pursued an integrated and ongoing strategy which is designed to enhance the quality of service which we provide to our customers and clients. Core elements include focus group ('panel') workshops and extensive surveys of customer/client satisfaction. This process is designed to solicit feedback, identify performance targets and promote ongoing service delivery improvement.

The consultative and improvement processes are continuing and have been designed to provide the Office with feedback on a periodic basis. Standing Client and Customer Panels will meet for facilitated workshop sessions on an annual basis. Follow-up client and customer satisfaction surveys of the Advisory and Administration sides and the Office of the Parliamentary Counsel to the Government will be undertaken again in 2010.

In this context, we are committed to:

- Providing a structured approach to meaningful consultation in relation to the development, delivery and review of services;
- An organised, systematic and regular review of service against benchmarked and balanced key performance indicators;
- Obtaining formal and informal feedback to determine whether your professional legal service requirements are being met;
- Regularly assessing the efficiency of the Office and its systems and procedures;

- Reviewing and updating the Office’s website to ensure its relevance and timeliness;
- Publishing progress and annual reports outlining achievements against commitments contained in this Guide.

The promotion and enhancement of quality client and customer service remains a core objective for the Office and is supported through training, awareness and the promotion of competencies under the Performance Management Development System. The Office also supports the ongoing training and development of all staff in legal and related areas.

5.2 Correspondence & Contact

All items of correspondence received by the Office are recorded on the Office Case and Records Management System (ACME), tracked, added to, or associated with, an existing or new file.

To ensure that we can process matters and cases in the most efficient manner possible, requests for advice or information are assigned on the basis of resource availability and staff expertise. Clients are therefore requested to ensure that all initial correspondence is sent via our Registry to the Office of the Attorney General or the Office of the Parliamentary Counsel to the Government and not addressed to individual staff members as the failure to support this process can lead to unnecessary delays.

The Office also accepts requests for advice and information by email; initial correspondence should be sent to: info@ag.irlgov.ie so that it may be assigned to an appropriate member of staff. Where correspondence, including subsequent correspondence relating to a request already received in the Office, is sent to the Office by e-mail, please copy all such e-mail correspondence (with our reference number where known) to our Registry at the above e-mail address.

The Office switchboard is open from 9:00am to 6:00pm, Monday to Friday, voicemail message facilities are also available for use when staff members are unavailable. Contact

outside of office hours is available where necessary and in consultation with the client or customer.

Contact details for the Office are as follows:

Office of the Attorney General
Government Buildings
Upper Mount Street
Dublin 2

Ph: + 353 1 661 6944
+ 353 1 631 4000

Fax: + 353 1 676 1806 (Advisory Counsel & Administration)
+ 353 1 661 1287 (Parliamentary Counsel)

Email: info@ag.irlgov.ie

Web: www.attorneygeneral.ie

5.3 Suggestions & Feedback

In striving to improve the quality of service which we provide to our clients and customers, we welcome your feedback in the form of comments, suggestions and/or complaints. All feedback will be considered comprehensively and will be used to enhance the level of service which we offer.

Your suggestions and feedback should be addressed, in the first instance to: The QCS Officer, Mr. Paul Gibney, Office of the Attorney General, Government Buildings, Upper Merrion Street, Dublin 2. Phone (01) 631 4103, fax (01) 676 1806 or email: paul_gibney@ag.irlgov.ie Once received, feedback will be considered and/or investigated by a nominated member of the Office who will revert to you within 10 working days.

6. PROVISION OF INFORMATION & ACCESS

6.1 Irish Language

The Office supports the provision of services through Irish and is committed to encouraging the development of skills and proficiencies in the Irish language and to meeting our obligations under the Official Languages Act 2003. In June, 2007 in accordance with the relevant provision of the Act the Office published a Scheme for the period 2007 - 2010 which sets out in detail our commitments to the provision of services which will be provided in Irish, in English or bilingually. We will continue to endeavour to meet these commitments over the period of the Scheme. A copy of the Scheme can be accessed on our website www.attorneygeneral.ie

6.2 E-Information

Our website www.attorneygeneral.ie provides access to the electronic Irish Statute Book (eISB) which currently includes Acts of the Oireachtas from 1922 to 2008 and Statutory Instruments from 1922 to 2007. Acts for 2009 (no. 1-3) and Statutory Instruments (695 for 2007, all of 2008 and no. 1-55 for 2009) are also available in PDF format. The Legislation Directory for 1922-2005 is also available. Responsibility for updating the Legislation Directory was transferred to the Law Reform Commission in 2007. A Value for Money and Policy Review of the maintenance of the eISB, which was published in February, 2009, has identified recommendations that will have an important bearing upon the future production of the eISB. Other relevant websites can also be accessed through our website

Queries about the content and functionality of the electronic Irish Statute Book may be referred to: info@ag.irlgov.ie.

6.3 Library & Know-how Unit

The primary clients of the Library and Know-how Unit are the staff of the Office of the Attorney General. The Unit provides library, research and know-how resources and services to these clients.

The secondary clients of the Unit are the legal staff in the Chief State Solicitor's Office, the Law Reform Commission, the Office of the Director of Public Prosecutions and Departmental legal advisers.

6.4 Equality

The Office is committed to the application of fairness, equality and impartiality in undertaking its duties and discharging its responsibilities.

The principles enshrined in the Employment Equality Act 1998 and the Equal Status Act 2000 are applied at all times and special emphasis is placed on the promotion of equality in recruitment, development and the promotion of staff as well as in the selection of external advisers and consultants.

6.5 Physical Access

Our objective is to provide accessible offices and to facilitate people with disabilities or other special needs. A programme of work has been completed in recent years and provides enhanced levels of access for all personnel. The Office website is regularly reviewed to take account of public sector guidelines on accessibility. The Offices' Health and Safety Statement has been updated to take account of recommendations arising out of separate safety and physical accessibility audits. Occupational health and safety standards/requirements will continue to be monitored on an ongoing basis and appropriate modifications implemented as required.

6.6 Further Information

The Office's website at www.attorneygeneral.ie provides information in a client and customer focused manner on the activities of the Office. The site includes information on the roles and functions of the Office, access to the Irish Statute Book and publications such as Annual Reports, Statements of Strategy, Client Service Guide and Client and Customer Charters, Action Plans and Progress Reports under *Sustaining Progress* and *Towards 2016* and the 2009 Edition of the Guide to the functions and records of the Office, Freedom of Information Act Section 15 and 16 Reference Book.

APPENDIX 1

PART 1

GUIDELINES FOR DEPARTMENTS IN RESPECT OF THE PREPARATION OF GENERAL SCHEME OF BILL

Note:

The purpose of the following guidelines is to remind Departments sponsoring legislation of matters they should have regard to when drawing up Schemes of Bills for the approval of the Government. Failure by a Department to observe these requirements is likely to result in the preparation of the legislation in the Office of the Attorney General taking longer than would otherwise be the case. A Department which has failed to observe the guidelines cannot expect the drafting of its legislation to receive priority over the drafting of legislation for Departments which have observed the guidelines.

Preliminary

1. In the preparation of the Heads of a Bill, it is necessary for the civil servants in a Department promoting legislation to be knowledgeable in the subject matter concerned and with the requirements and procedures of the process for proposed legislation; for that reason they should have thoroughly familiarised themselves with the existing body of legislation and administrative practices to which the Heads will relate to enable adequate Heads to be prepared by them on –
 - (a) the substantive matter,
 - (b) the administrative requirements or consequences resulting from the proposed legislation, and
 - (c) the consequential provisions (e.g. amendments and repeals, transitional provisions, etc.) necessary in the context of points (a) and (b).

General

2. The Heads and notes should contain sufficient background information to enable parliamentary counsel to understand the policy contained in the proposals.

3. The principal objects of the legislation have to be clearly and fully stated and the Heads and notes have to be sufficiently detailed to enable parliamentary counsel to draft the Bill.
4. The Heads and notes should refer to all known implications and difficulties, whether legal, social or administrative. Regarding constitutional, legal and legal policy issues, relevant advice should be obtained from the Office of the Attorney General as part of the preparation of the Heads and such issues should be resolved before the Heads are sent for drafting.
5. Although certain supplementary policy implications may only become apparent after discussions with (or a draft has been supplied by) the parliamentary counsel concerned, all policy matters that may have a bearing on the draft should be resolved by the Department (**including inter-departmental matters**) before the Heads are sent for drafting and supplementary policy implications should be resolved as quickly as possible.

Jargon and Technical Language

6. The Heads and notes should be expressed in language that will be understood by parliamentary counsel, accordingly-
 - (a) the use of jargon (administrative or otherwise) ought to be avoided;
 - (b) where possible, technical language ought to be avoided and where it cannot be avoided it should be explained.

Use of Precedents

7. (a) Where Heads are based on a precedent, that fact should be referred to in the notes to the Head.
 - (b) Where more than one appropriate precedent for a provision is known, each should be referred to and the reason given for the choice of one precedent over the other.
 - (c) Care should be taken to check whether the precedent has been amended for any reason and drawn to the attention of parliamentary counsel.
 - (d) Where a precedent is taken from another jurisdiction copies of it must be supplied to parliamentary counsel together with other relevant provisions (e.g., where appropriate, the definition or interpretation section).

Conventions and EU Directives, etc.

8. Where the proposed legislation is for the purpose of implementing international conventions or acts of the European Union, a copy of each relevant Convention or act to be implemented must be supplied to parliamentary counsel together with-
 - (a) either in the notes to the Heads or in a comparative table, sufficient information to identify where it is proposed in the Heads to implement each provision of the Convention or EU act;
 - (b) where a provision is not proposed to be implemented, that fact should be drawn to the attention of parliamentary counsel and the reason for the exclusion should be given;
 - (c) where a convention or EU act is amending an earlier one which has already been implemented into Irish Law, copies of all the earlier Conventions and EU acts must be supplied to parliamentary counsel together with sufficient information to identify all the earlier implementing provisions.

Other and Special Cases

9. The above guidelines are guidelines for general application. In certain cases they may not all be of direct relevance or applicability because of the nature of the proposed legislation (e.g. the annual Finance and Social Welfare Bills); in such cases direct consultation is necessary on this matter with parliamentary counsel.
10. While these guidelines primarily deal with Bills, they are also generally of relevance to the drafting of statutory instruments, in particular, the drafting of Regulations to give effect to acts of the European Union.

Office of the Attorney General,
October 2005

PART 2

GUIDELINES FOR GOVERNMENT DEPARTMENTS OR OFFICES SEEKING LEGAL ADVICE FROM THE OFFICE OF THE ATTORNEY GENERAL

These guidelines are intended to assist officers of Government Departments or Offices who have occasion to seek legal advice from the Office of the Attorney General.

In the context of proposals for Government (proposals for legislation or otherwise) in accordance with the requirements of Chapters 3 and 4 of the Cabinet Handbook legal advice should be sought in advance and reflected in the draft memorandum for Government when circulated for observations.

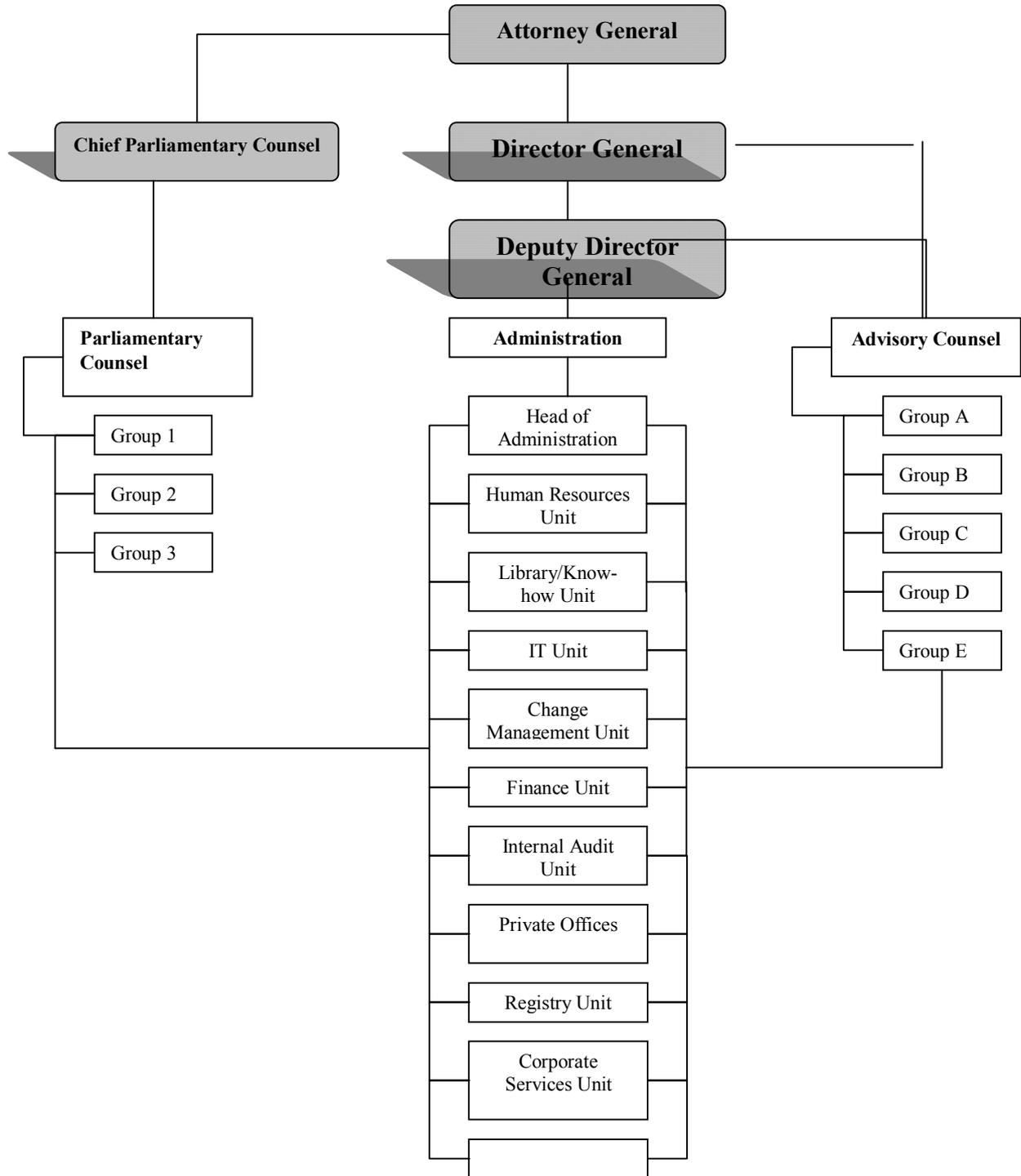
The aim is to ensure that requests for advice are accompanied by all necessary information so as to eliminate unnecessary requests for further information from the Office of the Attorney General which may delay the provision of the advice sought.

1. When advice is being sought on a particular matter, previous relevant advices should be consulted by the Department in advance and should be referred to in the request for advice.
2. A request for advice about a law or statutory instrument which the Department is responsible for administering should, where appropriate, include relevant information about the Department's experience in such administration and the Department's views on the point raised and its reasons for those views.
3. A request for advice should include details of all relevant legislation, primary or secondary, domestic or E.U. and Treaties or Conventions of which the Department is aware. The Department should refer where appropriate to relevant provisions of the European Convention on Human Rights. A copy of the relevant legislation or Treaty, etc., with the exception of Acts of the Oireachtas and E.U. Treaties, should be attached. The Department should also refer to any relevant court judgments or decisions of which they are aware particularly if these are unreported or unlikely to be contained in any legal databases.
4. Requests should be as specific and precise as possible. The more specific a request is, the faster it can be dealt with.

Office of the Attorney General,
October 2005

APPENDIX 2 – Organisation Chart

Merrion Street Office



APPENDIX 3

ORGANISATION AND LEGAL BUSINESS SUPPORT SERVICES

1. Organisation

The Office of the Attorney General has an authorised complement of 138 staff comprised of 35 Advisory Counsel, 27 Parliamentary Counsel, 71 permanent administrative staff and the remainder employed on a contract basis on research work. Clients and customers are referred to the organisation chart at *Appendix 2*.

2. Advisory Counsel

The Advisory side of the Office is divided into five specialist groups covering all legal specialisms. It is comprised of barristers (Advisory Counsel) each of whom specialises in a variety of specific areas of law. The principal duty of Advisory Counsel is to assist in the performance of the Attorney General's functions and duties. Each Group has dedicated clerical support staff familiar with the business of the Group. The range of subjects covered is extensive but the activities themselves fall into three functional areas, namely:

- (a) the provision of advice;
- (b) the direction of litigation;
- (c) involvement in the provision of a drafting service to Government Departments.

2.1 Work of Advisory Counsel

The Director General of the Office of the Attorney General, who is also the most senior Advisory Counsel, is the head of the Office of the Attorney General as a whole within the meaning of the Public Service Management Act 1997 and has responsibility for the management of the Office.

The Advisory side of the Attorney General's Office comprises of lawyers who specialise in specific areas of law. There are three grades of Advisory Counsel Grade I (Assistant Secretary), Grade II (Principal Officer) and Grade III (Assistant Principal Officer). The Director General and the Deputy Director General of the Office are also Advisory Counsel.

The principal duty of the Advisory Counsel in the Office is to assist the Attorney General in performing his functions, powers and duties. The range of subjects covered is broad, but the activities themselves fall broadly into three categories:

- the provision of advice,
- the direction of litigation, and
- involvement in the provision of a drafting service to Government Departments.

Advisory Counsel work closely with lawyers in both the Office of the Parliamentary Counsel in relation to advising on legal issues in the drafting of legislation and the Chief State Solicitor's Office in relation to advising on the conduct of litigation and other legal advice.

2.2 Provision of Advice

The range of advisory work normally undertaken by the Office is very broad, including constitutional and administrative law, commercial law, public international law and criminal law - in fact, any legal issue on which the Government or a Department may require legal advice. Advice frequently has to be provided, and is provided, under extreme pressure of time. Requests for advice may be received from the Government as a

whole, from Ministers, or from civil servants in Government Departments or Offices. Requests from Government or Ministers are usually made directly to the Attorney General. An Advisory Counsel is usually assigned to assist the Attorney in dealing with such a request. Most requests for advice, however, come from civil servants in Departments or Offices. Such requests either come directly to the Office, or via the Chief State Solicitor's Office.

Currently, the Advisory side of the Attorney General's Office is divided into five functional groups each co-ordinated by an Advisory Counsel I (Assistant Secretary). Increasing specialisation of law has made it appropriate that the lawyers specialise to a significant degree. This is in accordance with the Office's Statement of Strategy which has as a key objective "to develop the provision of specialist legal services in all areas of law of major importance to Government, Departments and Offices"...

Details of the Groups and their areas of responsibility are set out in *Part 1* of this *Appendix*.

2.3 Direction of Litigation

The Office of the Attorney General (including the Chief State Solicitor's Office) is responsible for handling virtually all civil litigation engaged in by the State. Usually the State is the defendant; rarely is it the plaintiff. This involves actions in all Courts in the State, in the Court of Justice of the European Communities and the Court of First Instance in Luxembourg, and before the Commission and Court of Human Rights in Strasbourg. (In the latter case the Department of Foreign Affairs, not the Chief State Solicitor, acts as agent). The precise involvement of Advisory Counsel and the Attorney General himself is determined by the difficulty and importance of the case. The mechanism of this involvement is that the solicitor handling the case seeks directions from the Attorney General or his staff. Generally the Attorney General's Office is not involved in criminal matters which instead are dealt with by the Director of Public Prosecutions. To this there are some exceptions, notably arising from the Attorney

General's role as prosecutor in fisheries cases and his role in dealing with applications to extradite persons from Ireland to other jurisdictions.

2.4 Secondment of Advisory Counsel

A number of Advisory Counsel have been recruited, trained within the Office and seconded to nominated Government Departments. The protocols agreed with the Departments involved are designed to ensure maximum communication between the Departments and the Office on legal issues. Such staff have taken up office as Legal Advisers in the Department of Transport, Department of Health and Children, Department of the Environment, Heritage and Local Government, Department of Education and Science, Department of Social and Family Affairs, Department of Communications, Energy and Natural Resources, Department of Justice, Equality and Law Reform, Department of Finance, Department of Agriculture, Fisheries and Food and Department of Enterprise, Trade and Employment.

2.5 Provision of Drafting Service to Government Departments

The drafting of legislation in the Office of the Attorney General is undertaken by specialist Parliamentary Counsel, with Advisory Counsel having an important but essentially auxiliary role in the drafting process. The role of the Advisory Counsel is primarily to provide advice on the proposed legislative action, for example, on whether it might conflict with the provisions of the Constitution, acts and treaties, of the European Union or other international treaties to which the State has acceded.

2.6 Permanent Representation to the European Union

The Office has assigned an Advisory Counsel to be seconded as Legal Counsellor to the Permanent Representation of Ireland to the European Union in Brussels. Since its establishment in 1996, the role of the Legal Counsellor has become an essential and

intrinsic element of the effective functioning of the Permanent Representation. The role is very varied and involves a wide range of functions and duties.

The Legal Counsellor furnishes legal advice to the representatives of all Government Departments who are members of the Permanent Representation on the wide range of legal issues which arise on a day-to-day and often very urgent basis. Due to the participation of the Legal Counsellor in important EU negotiations, including Treaty reform and other significant legislative developments, the Attorney General is now involved from an early stage in advising on significant EU legal issues. The role involves furnishing oral and written advices, opinions and briefings on matters of EU law, domestic legal and constitutional issues which arise in the context of Ireland's membership of the Union. This service facilitates the seeking and provision of legal advice in respect of community initiatives and seeks to ensure that Departments are aware of, and as up-to-date as possible with, their obligations under European law. The diplomatic aspect of the role includes extensive consultation, briefing and negotiations within the Council for the protection and promotion of the State's legal interests.

3. Parliamentary Counsel to the Government

The Office of the Parliamentary Counsel to the Government ("OPC") comprises a team of specialist lawyers trained to a high level in the discipline of drafting legislation. The Office is a constituent part of the Office of the Attorney General which is located in Merrion Street, Dublin 2. The goal of the OPC is to provide a high quality professional, specialist and efficient legislative drafting service to Government.

3.1 Functions of the OPC

The functions of the OPC are to -

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

- draft Government amendments to Bills during the Parliamentary process
- draft, or settle the drafts of, statutory instruments to be made by Government
- draft, or settle the drafts of, statutory instruments to be made by a Minister of the Government, a Minister of State or the Revenue Commissioners
- draft, or settle the drafts of, statutory instruments 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
- provide information to the Government Legislation Committee on the progress of the drafting of Bills
- provide information to the European Union Division, Department of Taoiseach, on the progress of the drafting of European Union statutory instruments
- provide drafting advice to client Departments on achieving their aims in proposed legislation
- liaise with client Departments during the drafting process.

3.2 Organisation and Structure

The head of the OPC is the Chief Parliamentary Counsel who has overall responsibility for the legislative drafting services provided by the OPC. The OPC is divided into 3 groups, each headed by a Group Manager who is not lower than Parliamentary Counsel (Assistant Secretary) rank. The Group Managers report to the Chief Parliamentary Counsel. Each group has responsibility for providing drafting services to specific Government Departments. Each Group Manager is responsible for managing the provision of drafting services to Government Departments by the group of which he or she is head. The Chief Parliamentary Counsel is responsible for the allocation of personnel to each drafting group.

Administrative support for the OPC is provided by a Higher Executive Officer and 8 clerical officers. Each group has dedicated clerical support staff familiar with the business of the Group. In addition, a staff officer acts as Private Secretary to the Chief Parliamentary Counsel.

Details of the Groups and their areas of responsibility are set out in *Part 2* of this *Appendix*.

3.3 Government Legislation Committee

The Government Legislation Committee (GLC) is chaired by the Government Chief Whip and its members include the Attorney General, the Chief Parliamentary Counsel, the Programme Managers of the main parties in Government, the Leader of Seanad Éireann (Upper House of the Irish Parliament) and representatives of the Department of the Taoiseach and the OPC.

The OPC works closely with the GLC in ensuring that the Government Legislation Programme is implemented. The function of the GLC is to assist the Government in fixing legislative priorities for the forthcoming Parliamentary session and to oversee the implementation of the Government legislation programme. It does this by making recommendations to the Government in relation to the level of priority that should be accorded to the drafting of each Bill (the drafting of which has been authorised by Government) and by anticipating blockages that might occur in the system and recommending appropriate action to avoid delays in the drafting process.

Before the commencement of each Dáil session the Government publishes a press release which sets out its legislative priorities for that session. The GLC is involved in preparing the draft press release. The draft press release is circulated among Ministers before the Chairperson of the GLC seeks Government approval for its publication. At this stage Ministers may indicate their legislative priorities for the forthcoming Dáil session. The legislative priorities set out in the press release determine the work programme for the OPC for the Dáil session concerned.

The GLC provides a vital mechanism of mediation in respect of the competing claims of Departments for the services of Parliamentary Counsel.

3.4 Business Support Services

This division of the Office is headed by the Head of Administration (Principal Officer). Details and contact information are set out in *Part 3* of this *Appendix* in respect of the following-

- Library and Know-how Unit
- IT Unit
- Registry
- Finance Unit
- Human Resources Unit
- Internal Audit Unit
- Change Management Unit
- Corporate Services Unit
- Attorney General's Private Office
- Director General's Private Office
- Chief Parliamentary Counsel's Private Office.

Part 1

Advisory Counsel

Group A has responsibility in the areas of criminal law, garda, prisons, Attorney General's criminal law functions, legal aid, Law Reform Commission, Statute Law Reform Bills, criminal assets, interception of telecom and postal packages including MLA aspects, International co-operation in criminal matters, EU criminal justice measures – Title VI, Road Traffic Acts, licensing, GFA and electoral law.

The group is comprised of the Group Manager and 6² other Advisory Counsel.

Group B has responsibility in the areas of private international law, casual and occasional trading, statistics, Statutory Instruments, personal injury, tobacco, health, blood, childhood abuse, adoption, abortion, assisted human reproduction, education, family law, civil legal aid, censorship, solicitors/barristers, Prosecution of Offences Act 1974, health and safety, environmental law, agriculture and aquaculture, foreshore, fisheries, nuclear and planning Acts.

The group is comprised of the Group Manager and 6 other Advisory Counsel.

Group C has responsibility in the areas of asylum, immigration and citizenship.

The group is comprised of the Group Manager and 1 other Advisory Counsel.

Group D has responsibility in the areas of international trade law, telecommunications, National infrastructure/NDP/PPPs, revenue law, appropriation and public expenditure, financial services, insurance, company law, bankruptcy/insolvency/liquidation, mergers and monopolies, gaeltacht, defence, metrology, mining and quarrying, seabed exploration continental shelf, petroleum, e-commerce, semi-State bodies, other State authorities, State Property Act, property, relator actions, probate, succession, charities and escheated estates, land registration, landlord and tenant, civil justice, coroners, Irish language, cultural, State aids and grants and competition law.

The group is comprised of the Group Manager and 6 other Advisory Counsel.

Group E has responsibility in the areas of Intellectual Property, Industrial designs, Trade Marks, Public International Law, Official Secrets Act, Data Protection Act, Freedom of Information, Government contracts and procurement, arbitration, social welfare law,

² All legal Groups and business units, their areas of work and staffing levels in Appendix 3 reflect the position as at the date of publication of this Client Service Guide. These may be altered during the period of application of this Client Service Guide.

Public Service, Oireachtas, Ministers and Secretaries, pay, allowances and pension of Ministers, Ethics, labour law, tourism, consumer protection, electricity, gas, postal law, road haulage, buses and taxis, rail transport, air transport, law of the sea, shipping law, harbours, Irish Coastguard Service, Commissioners of Irish Lights and marinas.

The group is comprised of the Group Manager and 7 other Advisory Counsel.

The Deputy Director General has responsibility in the areas of Defamation/privacy legislation, Tribunals & Commissions of Inquiry (Tribunals and commissions falling within the subject matter of a Group's specialisms will be dealt with by that Group), Morris Tribunal, Tribunal costs, Institutional EU issues, EC judicial system, horizontal issues, horizontal issues – human rights (DG), Brussels-specific work and Fisheries prosecutions (DG).

The Legal Counsellor 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, Fisheries and Food
- Finance (including the Revenue Commissioners)
- Communications, Energy and Natural Resources
- Transport
- Taoiseach

The group is comprised of the Group Manager at Secretary General level and seven other Parliamentary Counsel.

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 and six other Parliamentary Counsel.

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 Assistant Secretary level and nine other Parliamentary Counsel.

Part 3

Business Support Services to the Office of the Attorney General

Head of Administration	Vacant
Contact details	Tel. Fax. Email:
Unit	Human Resources Unit
Unit Head	Padraig McMahon
Contact details	Tel. 631 4016 Fax. 631 4190 E-Mail: padraig_mcmahon@ag.irlgov.ie
Service provided	To facilitate the recruitment of staff to the Office To ensure that payroll details are kept up to date and all changes are implemented in good time To create, maintain and monitor records relating to staffing levels and staff attendance To organise internal competitions and to assist in the holding of external competitions To provide an information resource for all staff concerning their conditions of service and to ensure enforcement of all relevant Civil Service Regulations To liaise with staff and with other Departments as required in the provision of and sharing of information
Client	Dept of Finance, Public Appointments Commission, Public Appointments Service, Dept of the Taoiseach, Dept of Social, Community and Family Affairs, Office of the Revenue Commissioners, staff of the Office.

Sub-Unit**Training Unit**

Section Head
Contact Details

Brian Hendrick
Tel. 6314134
Fax. 6314031
E-Mail: brian_hendrick@ag.irlgov.ie

Service provided

To ascertain, prioritise and address the training needs of all staff in the Office.

Client

All staff of the Office, course organisers

Unit**IT Unit**

Unit Head

Brian Scannell

Contact details

Tel. 631 4069
Fax. 6761806
E-Mail: brian_scannell@ag.irlgov.ie

Service provided

IT Strategy development and implementation
IT systems development/procurement, implementation and on-going management and development
IT infrastructure procurement, implementation and on-going management and development
End-user support

Client

Staff of the Office, suppliers, CMOD, Office of the Houses of the Oireachtas

Unit**Registry Unit**

Unit Head

Ann Moroney

Contact Details

Tel. 6314017
Fax. 6761806
E-Mail: ann_moroney@ag.irlgov.ie

Services provided

Registering of all post including electronic e-mails where appropriate and maintaining an efficient filing system
Annual check of files to identify files for transmission to National Archives. When files are identified same are checked and entered on to

	appropriate database and subsequently forwarded to the National Archives.
	Assisting in the implementation of the new Case and Records Management System
Client	All Office Staff, Staff in the CSSO and other Government Departments, and the National Archives
Unit	Internal Audit Unit
Unit Head	Stephen Brady
Contact details	Tel. 6314075 Fax. 6761806 E-Mail: Stephen_brady@ag.irlgov.ie
Service provided	Provide advice, assistance and guidance on control and good practice Carry out audits on all areas of the AGO including the Law Reform Commission and CSSO and produce reports of findings to the Audit Committee, MAC and the relevant line managers To provide assurance to the Accounting Officers as to the adequacy and effectiveness of the Office's internal control system
Client	Staff of the AGO and CSSO, Law Reform Commission, Internal Audit Committee, C&AG
Unit	Change Management Unit
Unit Head	Paul Gibney
Contact details	Tel. 631 4103 Fax. 676 1806 E-Mail: paul_gibney@ag.irlgov.ie
Service provided	To implement the Programme of Change arising from initiatives such as the Strategic Management Initiative (SMI)/Delivering Better Government (DBG), Public Service Management Act 1997(PSMA), Quality Customer Service (QCS), Value for Money and Policy Review Initiative (VFM & P RI), Irish Language including obligations under the Official Languages Act 2003 (OLA), <i>Towards 2016</i> Social Partnership Agreement, <i>Transforming Public Services</i> , the Report of the Task Force on Public Services etc. within the Offices (AGO and CSSO).

Client Staff of Office of the Attorney General and Office of the Chief State Solicitor, Department of the Taoiseach, Department of Finance

Unit Finance Unit

Unit Head David Donnelly

Contact details
Tel. 631 4063
Fax. 631 4050
E-Mail: david_donnelly@ag.irlgov.ie

Service provided
Preparation of the Appropriation Account for signature by the Accounting Officer
Liaison with and facilitation of needs of auditors including Internal Audit and the C&AG.
Processing Counsel Fees and recording fees movement between the CSSO and the AGO.
Development, implementation and roll-out of the requirements of the Management Information Framework as it pertains to finance.
Preparation of Annual Estimates and Multi-Annual Budgets
Negotiate Administrative Budget
Monitor Expenditure on a monthly basis
Processing the payment of all invoices promptly
Travel Service – To ensure travel arrangements are made for staff and processing of travel claims
Preparation of Brief for the Director General, as Accounting Officer, for appearance before the Public Accounts Committee

Client Payment of fees to barristers and solicitors, Department of Finance, Law Reform Commission, suppliers

Unit Corporate Services Unit

Unit Head Emma O'Reilly

Contact details
Tel. 6314002
Fax. 6761806
E-Mail: emma_oreilly@ag.irlgov.ie

Service provided
Dealing with the maintenance and upkeep of the building and co-ordinating accommodation works.
Ordering all non IT supplies.

Maintaining the Office PABX system and dealing with all mobile phone issues.

Arranging various office functions, both internally and externally
Assisting with the implementation of the new Financial Management System.

Keeping track of all office equipment and maintaining an up to date office inventory.

Liaising with Gardaí, Military Police and other users of the Government Buildings complex on all security issues.

Ordering of all taxis and couriers on behalf of the Office.

Providing cover for telephonists when required

Client Office Staff, Office of Public Works, Outside suppliers

Unit Attorney General's Private Office

Unit Head Margaret Myron

Contact details Tel. 631 4088
Fax. 662 3969
Email: margaret_myron@ag.irlgov.ie

Service provided To provide support services to the Attorney General so as to ensure an effective interface between the Attorney and the Office

Client All Departments and Offices, judiciary, members of Bar Council and Law Library

Unit Director General's Private Office

Unit Head Ciara Carberry

Contact details Tel. 631 4070
Fax. 662 1079
Email: ciara_carberry@ag.irlgov.ie

Service provided To provide administrative secretarial support to the Director General, Deputy Director General and Head of Administration

Unit Chief Parliamentary Counsel's Private Office

Unit Head Eve Kennedy

Contact details 631 4061
Fax. 6611287
Email: eve_kennedy@ag.irlgov.ie

Service provided To provide administrative secretarial support to the Chief Parliamentary
Counsel to the Government

Requests under the Freedom of Information Act 1997 as amended

Freedom of
Information Liaison
Officer Padraig McMahon

Contact details Tel. 6314016
Fax. 6761806
Email: padraig_mcmahon@ag.irlgov.ie

Requests for information under the Freedom of Information Act 1997 as
amended must be made in writing addressed to:*

Padraig McMahon
Freedom of Information Liaison Officer
Office of the Attorney General
Government Buildings
Upper Merrion Street
Dublin 2

*Replies will be made by post only and not email.

APPENDIX 4

COMMITTEES AND COMMISSIONS

Advisory Board National Children's Office
Assistant Secretaries Network
Change Management Network
Civil Service Training Officers Network
Commission on the Assisted Human Reproduction
Company Law Review Group
Consultative Committee on Law Reform
Consumer Advisory Council.
Council of Europe Committee on Administrative Law
Council of Europe Committee of Experts in Family Law
Court Rules Committees
Cross-Departmental Team on Infrastructure
Cross-Departmental Group on EU Enlargement and Freedom of Movement
EU Working Group on Legal Data Processing
EU Working Group on Contract Law
EU Intergovernmental Convention Oversight Group
Expenditure Reviewers Network
FOI Interdepartmental Working Group
FOI Liaison Officers Network
FOI Users Network Group
Garda Working Group on Vetting
Garda Implementation Group on Vetting
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
Interdepartmental Committee on the Reform of Marriage
Interdepartmental Co-ordinating Committee on European Affairs
Interdepartmental Group on Special Education Needs Litigation
Interdepartmental Working Group on Nursing Homes Charges
Interdepartmental Committee on Nuclear Issues
Interdepartmental Group on Childhood Abuse Litigation
Interdepartmental Working Groups on Disability
Interdepartmental Committee on Infrastructure
Interdepartmental Committee on State Aids
Interdepartmental Group on the Commission proposal for a European Fishing Control Agency
Interdepartmental Group on the EU Convention
Interdepartmental Group on Legislative Issues for the Information Society
Interdepartmental Group on Oireachtas Scrutiny of EU legislation
Interdepartmental Task Force on the Report of the Commission on the Status of People with Disabilities

Interdepartmental Working Group on Compensation Issues
Internal Audit Network
International Maritime Organisation Legal Committee
International Expert Group on Nuclear Liability (INLEX)
Library Managers Network
Management Group for Judicial Reviews in Asylum Cases
Member of the Commission on Assisted Human Reproduction
MIF Consultative Committee
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

APPENDIX 5

Stakeholders

The stakeholders of the Office of the Attorney General including the Office of the Parliamentary Counsel to the Government and the Chief State Solicitor's Office are:-

Government

Departments and Offices including Departments with Advisory Counsel on secondment

Courts

Government Legislation Committee
Bills Office of the Houses of the Oireachtas
Chief Whip's Office
Comptroller and Auditor General
Dáil Public Accounts Committee
Oireachtas Committees
Courts Service
Panels of Counsel
Asylum Agencies
Department of the Taoiseach
Department of Finance
Law Reform Commission
Director of Public Prosecutions
Office of the Revenue Solicitor

Office of Public Works
State Claims Agency
Legal Profession
Tribunals of Inquiry
EU Institutions
European Court of Justice
European Court of Human Rights
Recruitment Agencies
External Professional Support
Independent Agencies
Garda Síochána
Companies Registration Office