



Oifig an Ard-Aighne
Office of the Attorney General

Statement of Strategy

2023–2026



Foreword from the Attorney General

I welcome the publication of this Statement of Strategy 2023 – 2026 for the Office of the Attorney General. The Strategy will overlap with my tenure, which began with my appointment on 17 December 2022. I wish to acknowledge the extraordinary dedication and hard work of my predecessor, Paul Gallagher SC, and all of the staff of the Office over the course of the Office’s previous Statement of Strategy.

This Office plays a critical role in supporting the Government in the pursuit of its objectives. Its mission is to provide the highest standard of professional legal services to the Government, its Departments and Offices, as economically and efficiently as possible and to support adherence to the rule of law.

This Statement is guided by that mission and takes account of the Programme for Government and the significant influence of the ever-changing external environment within which the Office operates.

The Strategy is structured across four high level goals, each to be achieved through a series of detailed objectives and actions. These goals will guide the work of Advisory Counsel, Parliamentary Counsel, the Chief State Solicitor’s Office and the administration of the Office.

The staff and management of the Office are fully committed to this Statement of Strategy and I look forward to working with them to ensure that, together, we implement it.



A handwritten signature in black ink, appearing to read 'Rossa Fanning'.

Rossa Fanning
Attorney General

Introduction from the Director General, Chief Parliamentary Counsel and Chief State Solicitor

We are pleased to introduce this Statement of Strategy for the period 2023–2026 which has been developed to allow the Office to deliver its services in line with our mission and our values, and to meet the challenges we will face over the lifetime of the Strategy.

We are committed to continuous engagement with our client Departments and Offices and their needs and expectations, including facilitating and supporting ongoing cross-Departmental collaboration. In this context, our Strategy sets out the goals, objectives and actions against which our continued performance and progress will be measured.

While the core functions of the Office in relation to supporting the constitutional role of the Attorney General, drafting Government legislation and providing legal advice and assistance do not change, the environment within which we operate has changed significantly and will continue to change.

The pace at which Government operates continues to accelerate, and the range of challenges that it deals with domestically and internationally is ever-expanding. This demands that we are able to adapt and review our priorities to ensure they align with these evolving needs.

The goals, objectives and actions in this Strategy can only be delivered through the work and commitment of the staff of this Office, and this Strategy is focused on providing our staff with the supports they need to perform their work to the highest levels.

We are proud to support the Attorney in his constitutional role, facilitating the Government in its pursuit of the aims set out in the Programme for Government. To that end, we look forward to continued effective collaboration with our client Departments and Offices over the period of this Statement of Strategy.



Damien Moloney

Damien Moloney
Director General



June Reardon

June Reardon
Chief Parliamentary Counsel



Maria Browne

Maria Browne
Chief State Solicitor

Our mission and our vision



Our mission is to provide the highest standard of professional legal services to the Government, its Departments and Offices, as economically and efficiently as possible and to support adherence to the rule of law.



Our vision is to inspire excellence in our people, be at the forefront of legal developments and deliver an unrivalled service to our clients.



Who we are

The Attorney General is the chief law officer of the State and is briefed on all matters of Government with a legal, human rights or constitutional dimension. The role is mandated by Article 30 of the Constitution.

The Office of the Attorney General comprises Advisory Counsel, the Office of the Parliamentary Counsel to the Government and the Chief State Solicitor's Office.

The main functions of the Office of the Attorney General are -

- to provide legal advice to Government Departments,
- to draft legislation for Government Departments,
- to provide litigation services,
- to provide conveyancing and transactional services.

With over 300 legal staff (including seconded Advisory Counsel and State Solicitors) and a total complement of on average 470 staff, we provide client Departments and Offices with a full spectrum of specialist legal services spanning advisory, legislative drafting, litigation and transactional work.



We have deep institutional knowledge of the workings of the State and Government. This, combined with the professional legal skills of our experienced and dedicated staff and our whole of Government perspective, enables us to support the Attorney General to provide our clients with a high quality service.



What we do

Advisory Counsel

Advisory Counsel are primarily engaged in -

- providing legal advice to Government,
- directing litigation,
- advising in relation to the development of new legislation.

There are approximately 45 Advisory Counsel organised into 5 groups, covering an extensive range of legal specialisms. (See 'How we work' pg. 34)

Advisory Counsel have significant expertise across the spectrum of legal issues arising in public life, including the following -

- constitutional & administrative law,
- European law including competition, state aid and data protection law,
- criminal law,
- habeas corpus,
- policing,
- prisons law,
- health,
- planning & environment,
- child & family law,
- education,
- civil law reform,
- immigration & asylum,



- tax,
- public procurement,
- utilities,
- banking & finance,
- public expenditure,
- agriculture,
- marine,
- defence,
- property law,
- social welfare & pensions,
- labour law,
- energy,
- housing.

Parliamentary Counsel

The Office of the Parliamentary Counsel to the Government (“OPC”) provides a specialist legislative drafting service to Government.

The main work of the OPC is to draft -

- Government Bills, including Bills to amend the Constitution,
- Government amendments to Bills to be moved in the Houses of the Oireachtas,
- certain statutory instruments, including regulations transposing EU law and domestic regulations and orders.

The OPC comprises a team of 39 Parliamentary Counsel trained to a high level in the specialist discipline of legislative drafting. The OPC is organised into 4 groups, each having responsibility for the provision of the above legislative drafting services to specific Government Departments. (See ‘How we work’ pg. 35)

The work of the OPC relates to a broad range of subject matter and areas of law, including the following -

- legislation dealing with substantial legal, constitutional or criminal matters,
- legislation of high political significance,
- regulatory and technical legislation,
- financial legislation,
- legislation giving effect to international law and EU obligations.



Office of the Chief State Solicitor

The Chief State Solicitor's Office ("CSSO") is the principal provider of solicitor services to the Attorney General and Government.

The CSSO has currently 332 members of staff, including circa 175 solicitors, 26 legal executive officers and 131 administrative support staff. It is organised into 5 legal Divisions and subdivided into 16 legal sections and units. (See 'How we work' pg. 36)

The CSSO provides a full solicitor advisory, litigation and transactional legal service across a broad range of areas including the following -

- constitutional, civil and commercial litigation concerning client Departments, Offices and An Garda Síochána,
- judicial review (both general and immigration and asylum related),
- representing the State before the Court of Justice of the European Union, General Court and European Free Trade Association Court,
- extradition, European arrest warrant and mutual assistance litigation,
- employment litigation,
- inquests and Ministerial prosecutions,
- recovery of fraudulent or criminally acquired monies,
- habeas corpus applications,
- tortious claims,



- representing clients in conciliations and arbitrations,
- representing clients before Tribunals of Inquiry and Commissions of Investigation,
- a transactional conveyancing service for Government Departments and the Office of Public Works (OPW),
- commercial leasing and licensing,
- landlord and tenant matters,
- security over property to protect State capital investments,
- devolution of real and personal property to the State under the State Property Act 1954 and the Succession Act 1965,
- environmental and planning law,
- renewable energy and maritime law,
- State Aid and competition law,
- company law and corporate governance,
- full transactional public procurement and commercial law services to the Office of Government Procurement and Government Departments.

Legal Secondees

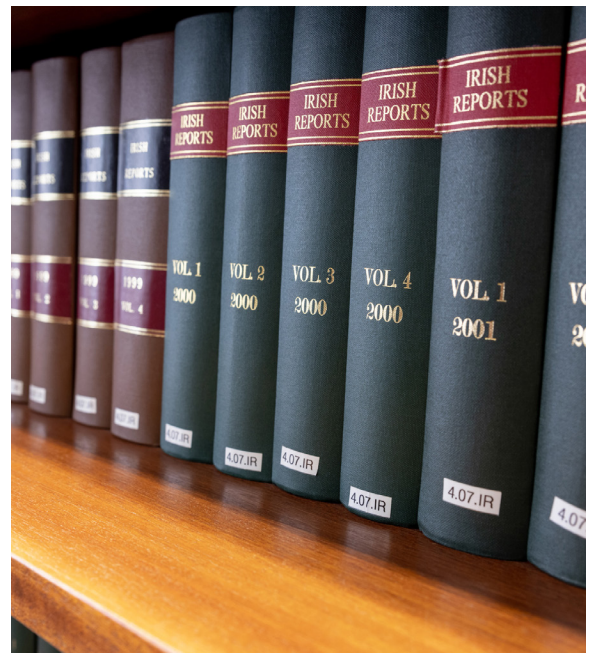
There are 37 Advisory Counsel seconded as in-house legal advisors across most Government Departments who establish or join departmental Legal Units, and embed the provision of legal advice into the day-to-day business of Government Departments. Advisory Counsel are also seconded as legal attachés to the Permanent Representation of Ireland to the EU, while others can be seconded to European and international institutions.

Seconded Advisory Counsel are involved in all major legal issues within Departments and provide legal advice directly to Departments. They act as a link between the Department and the Office of the Attorney General.

State Solicitors are also seconded to various public bodies to provide in-house legal advice and assistance, including to Government Departments, Tribunals of Inquiry, Commissions of Investigation and European institutions.

Library, Information & Knowledge Management

Legal knowledge and expertise is central to the provision of professional services by the Office. Legal staff are supported by staff with expertise in library services, information management, legal research and legal knowledge management.



Corporate Services

The Office has dedicated and expert administrative and support staff who play a key role in facilitating and assisting the delivery of services by the Office to its clients by providing the following services:

Legal Support Staff are responsible for providing clerical support and administrative assistance to legal staff, Heads of Office and the Attorney General.

Human Resources are responsible for the development and implementation of progressive HR practice in the Office.

Training and Development support the continuing professional development of staff, through the provision of external education and training opportunities and in-house legal CPD events.

Finance and Accounts are responsible for managing the Office finances and ensuring that effective financial controls are in place.

Services and Facilities Management are responsible for the management of premises and facilities, aspects of health and safety, and also providing a range of support services to staff.

ICT are responsible for the management, development and maintenance of the Office hardware and software ICT systems, including its case management, office productivity, data network and communications systems.



Registry/Records These Units have certain file and records management functions, including in relation to each of their Offices' National Archives obligations.

Key stakeholders



Our values



INTEGRITY

We strive towards the highest ethical standards, exercising the utmost integrity in both the provision of our services and our interactions with each other, our clients and our stakeholders.



QUALITY

The Office takes pride in providing legal services of the highest standard to our clients and is committed to supporting the continuing professional development of our people in order to maintain this standard.



IMPARTIALITY

The legal services that we provide are objective, impartial, uphold adherence to the rule of law and ensure that the citizen is at the heart of the services we provide.



RESPECT

The Office is committed to fostering a culture of respect, dignity, equality and diversity that acknowledges the value and contribution of all our people, encourages collegiality and promotes a positive and healthy working environment for all.



PROFESSIONALISM

The Office provides highly professional and specialist legal services to Government and values the crucial role that support services fulfil in assisting the delivery of those services.

Our values are aligned with the standards as reflected in the Civil Service Code of Standards and Behaviour.



Public sector equality and human rights duty

In its role as the primary provider of legal services to the State, as well as in its role as an employer, the Office is committed to complying with its responsibilities under section 42 of the Irish Human Rights and Equality Commission Act 2014.

As a service provider

The primary role of the Office is to assist its clients to implement their policy objectives through the provision of legal advisory, litigation, transactional and legislative drafting services. It is vital that those services fully respect the Constitution and European and international law in the areas of equality, diversity and human rights. As the primary provider of legal services to the State, the Office has developed, and maintains, a deep understanding of the legal obligations arising in this area. The Office is committed to continuing professional development to ensure that staff are fully aware of legal developments in these spheres. The Office is committed to continuing this ethos and practice in delivering legal services to its clients.

As an employer

The Office is committed to being a workplace that is inclusive, diverse and respects the human rights and equality of our staff. We are committed to working with the wider Civil Service and the Public Appointments Service to find ways to achieve a workforce representative of the diverse society in which we live.



To support us in complying with the Employment Equality Acts 1998-2021, the Office will implement the Diversity and Equality Codes and Policies developed by the Department of Public Expenditure, NDP Delivery and Reform. The Office will undertake to make employees and managers aware of the rights and responsibilities under these policies and codes.

The Office is committed to developing and implementing improved measures to support the employment of individuals with disabilities, and to meet its public sector obligations under Part 5 of the Disability Act 2005. We will provide a building and workplace that are physically accessible to everyone. The Office has appointed Disability Liaison Officers who are available to assist and support staff with disabilities.

We prioritise the wellbeing and mental health of our staff.



Programme for Government

We are committed to supporting the Government in the implementation of the Programme for Government - “Our Shared Future”.

The Programme commits to undertaking constitutional reform in a number of key areas and, to that end, contemplates holding a number of referenda.

The Programme further contemplates undertaking numerous individual legislative projects, for both the enactment of new legislation and for extensive review and reform of existing legislation.

The Office anticipates that achieving many of the other strategic priorities of Government will require a legislative, legal and/or organisational response.

The Office will identify the need for, and seek to deploy, all resources available to it to facilitate the Government in the pursuit of its strategic priorities.



Climate action

We are committed to supporting the Government’s climate action strategies.

As a service provider

We will provide all legal advisory, legislative drafting, litigation and transactional services to client Departments which may be required to support the implementation of policies and actions associated with their climate action targets.

As an office

The Office must adapt its own work practices to reduce our environmental impact. We are committed to pursuing green policies in the conduct of our business and the management of our offices, for example through initiatives to reduce energy consumption, to reduce our use of paper and plastics, to increase recycling and to reduce our carbon footprint.



Challenges in a changing environment

While society is adapting to the changes brought about by the Covid-19 pandemic and many of the immediate implications of the withdrawal of the UK from the EU have been addressed, the war in Ukraine has brought about many challenges for our society and our economy. The Office continues to assist the Government in implementing its strategic priorities as effectively and efficiently as possible in the face of such new and existing challenges.

In the course of developing this Strategy, we undertook internal staff consultation and targeted engagement with key client Departments and Offices.

Arising out of that consultation we have identified a number of key challenges which will impact our operating environment and the way we deliver legal services over the lifetime of this Statement of Strategy:

- **The war in Ukraine:** the State is resolute in its solidarity and support for Ukraine and has made commitments to help people who have been displaced by the humanitarian crisis which the war has triggered. The State's response to the war, and the services being deployed to support the displaced, give rise to a panoply of legal issues. The Office must be available to Government to ensure that measures central to Ireland's response can be implemented as quickly and efficiently as possible.
- **The economy:** the war in Ukraine and energy security problems triggered an energy price shock which reverberated around the globe, with Europe at its epicentre. As a result, inflationary pressures in Ireland, and across almost all advanced economies, rose sharply over the last twelve months, with an average annual inflation of 8 per cent recorded for 2022. This will impact on the nature of the legal services required by Government over the lifetime of the strategy and the Office must respond to those evolving needs.
- **Recruitment and retention:** the Office must continue to address the challenge of recruiting, developing and retaining staff of the highest calibre in a highly competitive marketplace. With continued employment growth in Ireland during 2022 and into 2023, the country is now close to full employment with a high demand for skills across all sectors. With this in mind, the Office will be required to deliver innovative initiatives to ensure the effective recruitment and retention of high calibre of staff in an increasingly competitive legal market place.
- **Climate and environment:** the Programme for Government places significant emphasis on initiatives to address the climate and biodiversity crisis, which will require innovative legal and legislative solutions to give effect to Government policies in this area.

- **Housing:** the State is currently facing enormous challenges in meeting the housing needs of our people. In response, the Government launched “Housing for All - a New Housing Plan for Ireland” in September 2021. It is a multi-annual, multi-billion euro plan setting out a number of policies designed to address systemic problems in the housing system. Implementing these policies will require the advice and support of the Office, and the Office must ensure that it is equipped to provide that support to the greatest extent possible.
- **European affairs:** the volume and breadth of legislation emanating from the EU is an ongoing challenge for Government and this Office alike. There is likely to be a need for further resources to be channelled into the State’s engagement at EU level having regard in particular to the United Kingdom’s withdrawal from the EU. The Office must continue also to effectively support Government and client Departments in connection with the development of legislation at European level and intervention in matters before the European courts.
- **Digital:** the digital agenda is developing rapidly at EU level and presents challenges and opportunities for all client Departments and Offices. The Office must be prepared to address a very extensive and growing body of work generated by our clients’ appetite to embed digital technologies in an ethical and trustworthy manner.



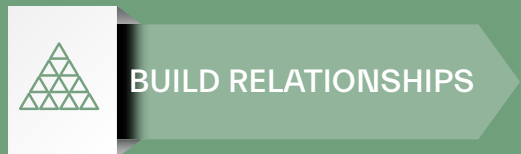
Our strategy

Our strategy has been developed through targeted engagement with key client Departments, internal consultation across the constituent parts of the Office and an intensive examination of the environment in which we operate.

This reflects a driving force of our strategy which is to work closely with each other across the legal and non-legal teams within the Office, each of which provides vital and expert services, and with Government clients in pursuit of a common objective of delivering on our mission and vision. We recognise the need to be sufficiently flexible and agile to allow us to respond to the current and future legal needs of Government Departments and Offices and changes in the external environment. We are committed to adopting innovative approaches to meeting those needs where appropriate and developing our people and our organisation. This is also consistent with the Civil Service Renewal 2030 Strategy.

Over the lifetime of this Statement of Strategy, the Office will monitor and review its performance and progress towards the achievement of its goals and objectives.

We will pursue four key strategic goals:









Strategic Goal 1 Serve our clients

To deliver a specialist legal service that meets our clients' needs


Objectives	Actions
 <p>1. Deliver a specialist legal advisory service that meets our clients' needs</p>	<ol style="list-style-type: none"> 1. Review and update areas of specialism and expertise in response to external factors and client needs, ensure our clients are aware of the breadth of our specialisms and encourage dialogue with our clients to identify areas where expansion may be required 2. Respond and adapt to developments in the legal environment in both the public and private sector 3. Continue to support, enhance and expand our Secondment Programme implementing measures which ensure that the Programme meets the needs of the Office and its clients in the long term
<p>2. Deliver a specialist legislative drafting service that gives effect to Government policy</p>	<ol style="list-style-type: none"> 1. Draft Government Bills set out in the Government Legislation Programme, together with such other urgent Bills as may be required by Government from time to time, and such statutory instruments as are required by the Cabinet Handbook 2. Engage with the Government Legislation Committee to assist in the implementation of the Government Legislation Programme in accordance with Government priorities 3. Optimise co-ordination with clients to efficiently manage legislative projects in accordance with Government policy and procedures, including the Cabinet Handbook
<p>3. Provide a solution-driven legal service led by the CSSO that supports the delivery of our clients' transactional and business objectives in the fields of conveyancing, property, public procurement and commercial law</p>	<ol style="list-style-type: none"> 1. Leverage our experience and legal knowledge to design and develop practical solutions that meet the particular needs of our clients 2. Encourage a collaborative approach to problem solving 3. Promote a shared understanding of risk in seeking solutions for our clients 4. Promote awareness of legal costs and collaborate with clients to reduce the legal cost burden on the State 5. Engage early on new procurement, commercial projects and major contracts to facilitate provision of meaningful advice at appropriate junctures 6. Partner with our clients to gain an early understanding of their operational priorities so as to shape our legal service delivery

	Objectives	Actions
	4. Provide a litigation service that delivers optimum results	<ol style="list-style-type: none"> 1. Improve proactive case management through reviewing litigation files upon receipt to determine overall strategy, including whether early resolution might be possible, to keep legal costs to a minimum and prevent waste of court time 2. Establish procedures for dealing with multi-client litigation to ensure timely instructions 3. Review litigation files upon completion to ascertain what lessons can be derived from our experience and encourage colleagues to share their experience of managing high-profile and complex litigation 4. Promote the use of Alternative Dispute Resolution processes such as Mediation or Arbitration where appropriate 5. Partner with the client to ensure full information and instructions are obtained at the outset of a case to allow for early discussion with the client on how best to approach the litigation and identify suitable cases for settlement or Alternative Dispute Resolution
	5. In light of fast-moving developments at EU level, deliver an enhanced EU law service to our clients	<ol style="list-style-type: none"> 1. Ensure that significant EU law issues are tracked and co-ordinated across the Office 2. Provide early advice to clients on interventions before the Court of Justice and on EU projects and policy proposals 3. Encourage client Departments to engage with Seconded Advisory Counsel and the Office on the negotiation and development of legislation at EU level, to assist in the identification of domestic legal issues which may arise from legislative proposals 4. Promote early engagement by clients with the Office on timely transposition of EU measures to reduce the possibility and impacts of infringement actions taken by the European Commission against Ireland 5. Promote early engagement by clients with the Office in relation to developing CJEU jurisprudence
	6. Enhance clients' knowledge of and access to the Office's services	<ol style="list-style-type: none"> 1. Simplify procedures for access to our services 2. Develop initiatives to improve clients' understanding of Office procedures, the specialist areas on which we advise, and the services we provide 3. Provide information to clients to clarify the roles of Parliamentary Counsel, Advisory Counsel, Seconded Advisory Counsel, Seconded State Solicitors and the CSSO
	7. Establish the State Litigation Principles which the State will endeavour to uphold as a litigant in legal proceedings	<ol style="list-style-type: none"> 1. Develop State Litigation Principles in collaboration with client Departments and Offices 2. Communicate the important role of the State as litigant to client Departments and Offices 3. Partner with client Departments and Offices to promote adherence to the State Litigation Principles 4. Encourage the use of alternative dispute resolution processes such as mediation or arbitration where appropriate



Strategic Goal 2 Build relationships

To improve the way we work and how we provide our services by building good relationships both internally and externally

 Objectives	Actions
1. Build stronger connections with our clients and stakeholders	<ol style="list-style-type: none">1. Adopt structured engagement with clients to improve our understanding of our clients' policy objectives and requirements2. Engage in a solution-focused and collaborative manner with our clients, including through the client relationship officer initiative3. Leverage the benefits of in-house legal units and secondees embedded in Departments to build client connections4. Harness new technological solutions to foster stakeholder engagement through initiatives such as the new legislative authoring tool5. Develop initiatives to strengthen our relationships with stakeholders, such as the provision of training and outreach programmes
2. Raise the knowledge platform for our clients	<ol style="list-style-type: none">1. Enhance mutual understanding between our people and our clients through good communication to deliver the best legal service possible2. Collaborate with our clients to heighten awareness of legal issues and processes including European institution processes3. Build on our existing programmes for the provision of training, information and knowledge to clients, encourage clients to identify to us areas in which legal training would be of benefit4. Promote clients' awareness of litigation conduct which exemplifies State Litigation Principles
3. Promote early engagement with clients	<ol style="list-style-type: none">1. Encourage early engagement between clients and stakeholders, particularly where multiple clients and/or stakeholders are involved2. Encourage our clients to fully utilise their in-house Legal Units by involving Seconded Advisory Counsel in all matters with a legal dimension3. Facilitate early engagement between clients and the Office



Objectives	Actions
4. Strengthen links with Seconded Advisory Counsel and Seconded State Solicitors	<ol style="list-style-type: none"> 1. Deepen relationships between Seconded Advisory Counsel, Seconded State Solicitors in Departments and the Office, through initiatives that encourage the sharing of knowledge and experience, events that foster and celebrate the connections between colleagues across the civil service and regular attendance at meetings and Office events 2. Ensure that Seconded Advisory Counsel and Seconded State Solicitors are kept up to date on developments in the Office
5. Deepen communication and collaboration across the Office	<ol style="list-style-type: none"> 1. Collaborate through inter-Office knowledge sharing, CPD committees and initiatives 2. Enhance information-sharing between our people in the Permanent Representation of Ireland to the EU, European institutions and the wider Office



Strategic Goal 3 Build capacity

To be a modern, agile and dynamic legal office and to build sustainable capacity for the benefit of our clients and our people

	Objectives	Actions
	1. Provide ICT solutions that support our people in delivering the required level of service to clients	<ol style="list-style-type: none">1. Maintain effective remote access solutions and improve as necessary2. Review and optimise the Offices' existing technologies and explore the potential of other available technologies to improve the efficiency of the business operations of the Office3. Maintain highly effective knowledge management systems4. Update and improve online access to Irish legislation through the electronic Irish Statute Book (eISB)5. Review and improve the case management system6. Procure and implement a new software system, in conjunction with the Houses of the Oireachtas Service, to deliver efficiencies in the authoring, amending and publication of legislation
	2. Recruit and retain high calibre staff	<ol style="list-style-type: none">1. Further develop, update and embed HR strategies encompassing workforce planning, effective recruitment, and Civil Service remote or blended or flexible working policies where applicable2. Develop new avenues of recruitment which will result in improvements to recruitment processes3. Promote gender balance in our organisation and monitor gender balance in our retention of outside service providers4. Invest in our staff to maximise their potential and to help retain their expertise in a competitive legal marketplace5. Develop further initiatives to raise awareness of the important and high profile nature and the variety of the work we do with a view to attracting talent to the office6. Develop further initiatives to facilitate existing staff to gain exposure to different areas of work and to facilitate career progression with a view to retaining existing expertise




Objectives	Actions
3. Enhance the Office’s governance and risk management culture	<ol style="list-style-type: none"> 1. Maintain a proactive Risk Management Committee 2. Involve our people in the Offices’ risk management strategy and processes 3. Continue to raise awareness of risk 4. Review our Risk Management Policy and structures 5. Maintain and update Corporate Governance Frameworks
4. Increase efficiencies in the delivery of our services	<ol style="list-style-type: none"> 1. Emphasise the importance of Departments fully formulating and developing legislative policy proposals prior to engaging the services of the OPC 2. Publish written procedures on the respective roles and responsibilities of Parliamentary Counsel, Advisory Counsel and Seconded Advisory Counsel during the drafting process 3. Re-establish a legislative editing service to support the work of the Office with regard to draft legislation



Strategic Goal 4 Support our people

To support our people so that they can perform to the best of their abilities and effectively collaborate to deliver an excellent service to our clients

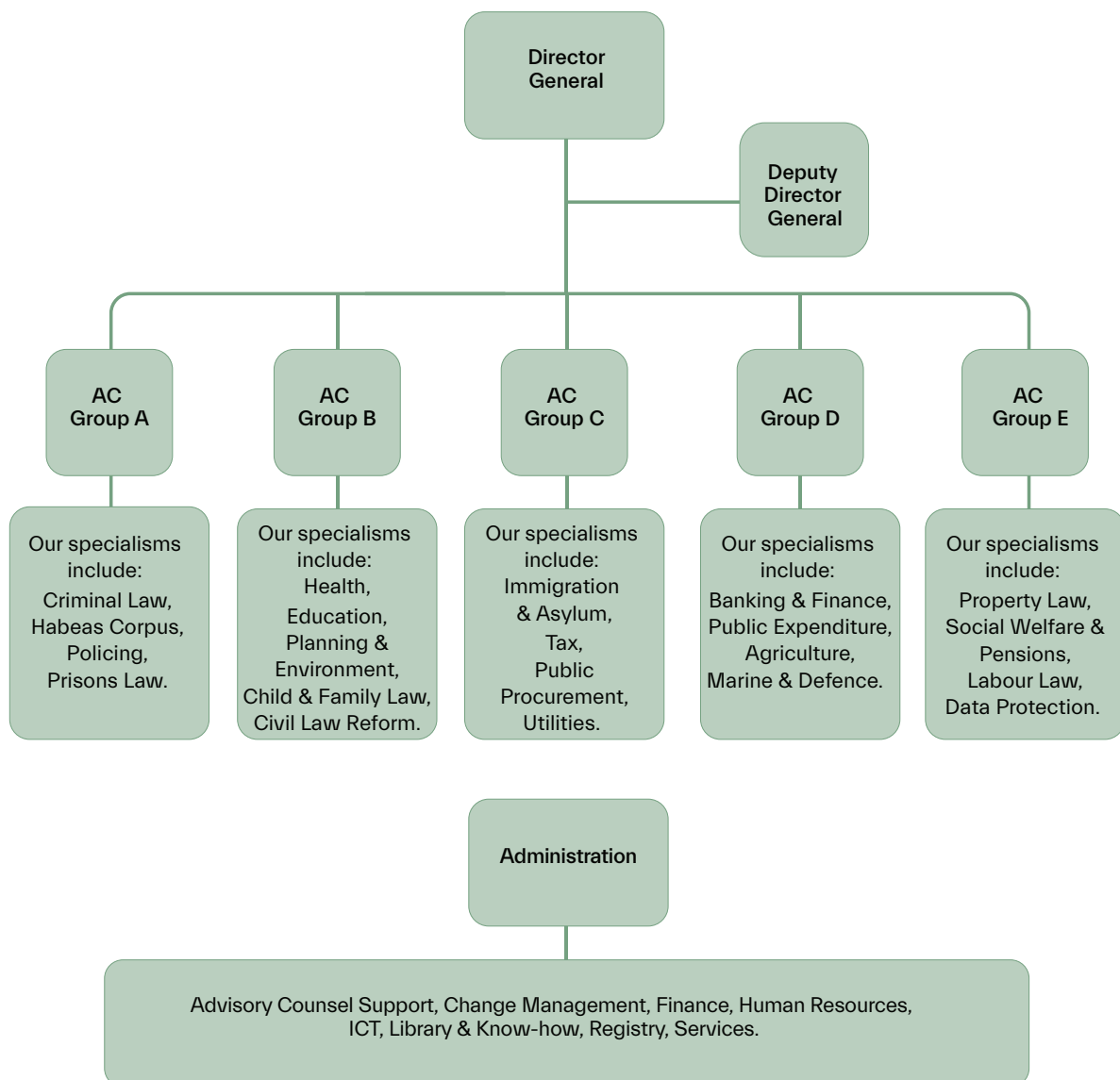
	Objectives	Actions
	1. Promote a culture of respect, dignity, equality and diversity in the workplace	<ol style="list-style-type: none">1. Ensure that the values which underpin this Statement of Strategy are evident in the workplace2. Continue to develop and support initiatives which will promote equality, diversity and inclusion in our workplace3. Support the work of other Civil and Public Service Bodies who are researching and making recommendations in relation to gender balance and barriers in the legal profession4. Continue to further develop and embed the professional, specialist nature of our HR function, to provide positive support for our people allowing us to optimise the service we provide to our clients
	2. Promote excellence through leadership, performance management and development	<ol style="list-style-type: none">1. Promote the development of our people's interpersonal skills to enable us to provide our service as effectively as possible2. Ensure that our people are supported in achieving the goals set as part of the performance management and development system3. Continue to promote and encourage staff participation in mentoring programmes4. Facilitate a wide range of secondment opportunities for our people5. Roll-out a bespoke training programme for Assistant Parliamentary Counsel I
	3. Support our people through enhanced knowledge management systems	<ol style="list-style-type: none">1. Maintain a high quality, proactive legal library and Office intranet as key information sources with increased online accessibility2. Share training events within the Office



Objectives	Actions
4. Promote a positive work-life balance	<ol style="list-style-type: none"> 1. Engage with our people regularly, including through civil service staff engagement initiatives 2. Promote initiatives that reinforce and emphasise our culture throughout the Office 3. Support flexible working options
5. Promote environmentally sustainable work practices	<ol style="list-style-type: none"> 1. Harness technologies that can reduce our reliance on paper 2. Encourage our people to pursue “green” initiatives 3. Implement Climate Action Roadmaps 4. Communicate with and encourage our stakeholders to work with us in fulfilling our commitment to adapt as necessary to support Government climate action strategies 5. Collaborate with our stakeholders to reduce our environmental impact by reducing reliance on paper and encouraging alternatives such as e-filing court documents and eBriefing Counsel
6. Optimise internal communication	<ol style="list-style-type: none"> 1. Develop and adapt internal communication policies and practices to optimise intra Office communication

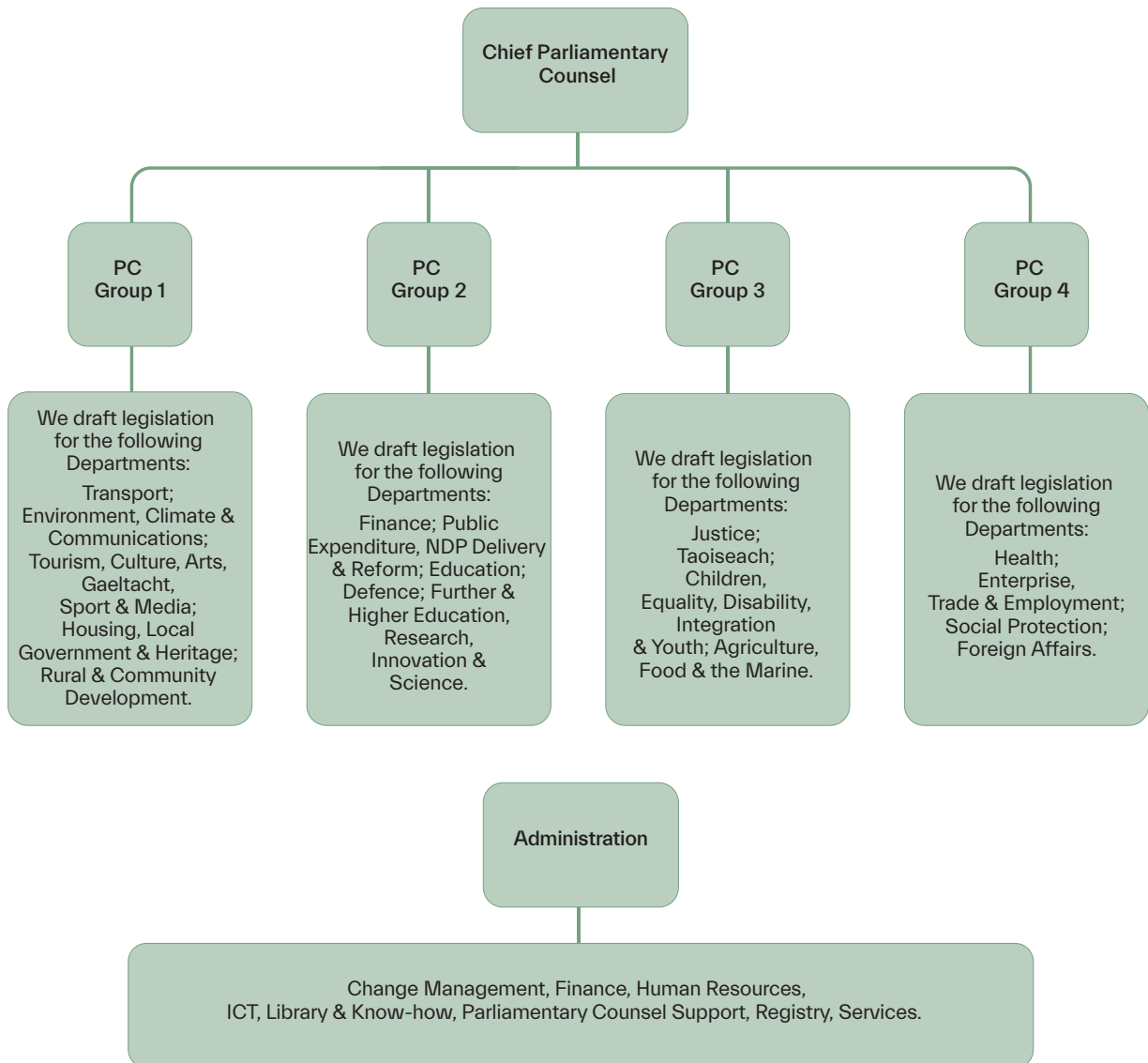
How we work

Advisory Counsel



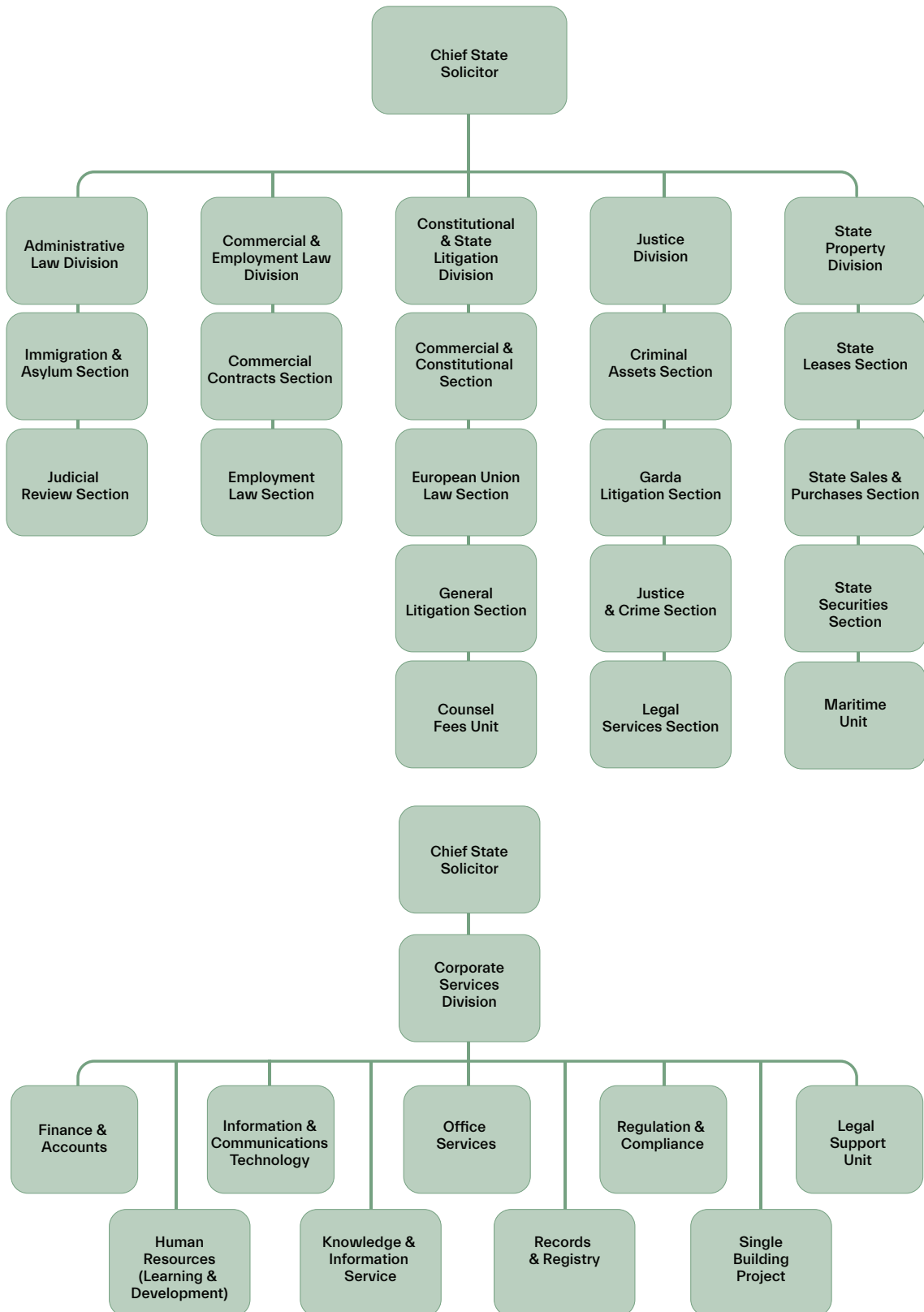
How we work

Parliamentary Counsel



How we work

Chief State Solicitor's Office





Oifig an Ard-Aighne
Office of the Attorney General

Office of the Attorney General
Government Buildings
Upper Merrion Street
Dublin D02 R583

Phone (+353) 1 631 4000
Fax (+353) 1 676 1806

DX Document Exchange DX7 Dublin
Email info@ag.irlgov.ie
www.attorneygeneral.ie

Chief State Solicitor's Office
Osmond House
Little Ship Street
Dublin D08 V8C5

Phone (+353) 1 417 6000
Fax (+353) 1 417 6299

DX Document Exchange DX186 Dublin
Email contact@csso.gov.ie