

## **Public Service (Croke Park) Agreement 2010-2014 Action Plan**

This Action Plan is in respect of the Office of the Attorney General (AGO), Chief State Solicitor's Office (CSSO) and the Law Reform Commission (LRC). Each organisation presents its material in three areas.

The first sections set out the many changes, developments and initiatives implemented by the Offices and Commission to enhance efficiency, customer service and reduce costs. The measures are significant and are constantly being built on because the Offices and Commission believe that improvement is a continuous process.

The second sections set out actions that are in progress but not as fully embedded as the processes described in the first section.

The third sections contain information on action or initiatives that the Offices and Commission propose to undertake.

## **Office of the Attorney General**

- I. Measures in place
- II. Measures in progress
- III. Measures proposed

## I. Measures in place

Developments	Progress	PSA ref	Timeframe/Milestones
<b>Corporate Governance</b>			
Risk Procedures	A Risk management regime has been established in the Office. An assistant Secretary has overall responsibility for the process which includes six monthly reviews of corporate and risk registers and reports to both MAC and the Office's Audit Committee.	Paragraphs 1.10 and 4.14	In place and ongoing
Sensitive Files Procedures	The Office has put in place procedures to regularly notify the Government of sensitive litigation that is arising. The Office takes a central co-ordinating role and involves all Departments in the process. Reports are submitted three times per year to the Government in March, July and November.	Paragraphs 1.10 and 4.14	In place and ongoing
Legal MAC	In order to strategically consider the progress and management of litigation a Legal MAC meets every four months. The members include senior AGO and CSSO legal staff as well as the Attorney General.	Paragraphs 1.10 and 4.14	In place and ongoing
Audit Committee	The formally constituted Audit Committee operates under written charter with significant external representation including an external chairperson. It meets four times a year and	Paragraphs 1.10 and 4.14	In place and ongoing

Developments	Progress	PSA ref	Timeframe/Milestones
	<p>agrees and oversees the work programme of the Internal Auditor. The Internal Auditor role is full-time and covers the AGO, CSSO and LRC.</p> <p>The work of the Committee and Internal Auditor provides an independent assurance as to internal financial control.</p>		
<b>Use of IT to enhance service</b>	<p>There is full co-operation by staff in the Office and the Commission in the context of the implementation of all IT projects and related new processes, procedures and functionality.</p> <p>The Offices are aware of the benefits and efficiencies to be gained by the application of ICT. Many developments have taken place including ACME and FMS.</p>	Paragraphs 1.10 , 4.1 and 4.13	In place and ongoing
ACME (Electronic Case and Records Management system)	The AGO and CSSO share a specially designed legal case and records management system, ACME. This system, which is also used for our administrative files, enables both Offices to organise work and communicate effectively on legal files. Although each file still exists in paper form as well as electronically, there is a single electronic file for those cases involving input by the two offices, eg. litigation files. The system has	Paragraphs 1.10, 4.1 and 4.13	In place and ongoing

Developments	Progress	PSA ref	Timeframe/Milestones
	<p>been customised with workflows to facilitate the processing of case related tasks. In addition to this, the numerous office documents have been configured in such a way that many case related details are populated automatically. These features of the system, not only provide for a reduction in repetitive administrative tasks but they also enable the office to produce management reports, including statistics concerning inputs, outputs and reports concerning many other aspects of the work of the offices.</p>		
<p>FMS (Financial Management System)</p>	<p>The Office has installed a comprehensive financial management system. The system forms an integral part of the internal controls in both processing and managing of the finances in the Office. It enables the office to streamline the purchase to payment process as well as generate timely and accurate financial reports for management.</p> <p>The reports are used by MAC to monitor and control expenditure both generally and within members' own work areas. The information generated is also used to identify the Office's budgetary needs.</p> <p>An asset tracker system which is fully integrated with the FMS ensures that</p>	<p>Paragraphs 1.10, 4.1, 4.13 and 4.16</p>	<p>In place and ongoing</p>

Developments	Progress	PSA ref	Timeframe/Milestones
	<p>adequate systems of control are maintained over all assets in the Office.</p> <p>98% of all payments made by the AGO are through EFT</p>		
Other new technology	The Office has put in place and is using the shared HR System Peoplesoft	Paragraphs 1.10, 4.1 and 4.13	
Electronic Irish Statute Book (eISB)	<p>The eISB publishes the text of Acts and Statutory Instruments from 1922 to date on the Internet (<a href="http://www.irishstatutebook.ie">www.irishstatutebook.ie</a>) in a searchable and cross-referenced (hyperlinked) format. The eISB also publishes the Legislation Directory (1922-April 2010). The eISB is regularly updated (at least on a monthly basis) as new legislation is made available.</p> <p>The eISB is currently being upgraded to include advanced search functionality and other improvements under consideration include better access to PDF versions for printing purposes and linking Acts directly with the Legislation Directory.</p> <p>The eISB is the electronic source used by the EU for their N-Lex portal for access to Member States' national legislation.</p>	Paragraphs 1.10, 4.1 and 4.13	In place and ongoing
<b>Human Resources</b>	Full co-operation and flexibility given by	Paragraphs 1.4,	In place and ongoing

Developments	Progress	PSA ref	Timeframe/Milestones
	staff in the Offices and the Commission in the context of the implementation of all projects including commitment to the adoption of new processes, procedures and systems.	1.5, 1.7, 1.8, 1.9, 1.10, 1.11, 1.12, 1.13, 1.14, 1.25, 1.27, 4.3, 4.4 and 4.5	
Promotions made on basis of merit-based competitive competitions	All promotions in the AGO are made on the basis of merit-based competitive competitions.	Paragraphs 1.13 and 4.11	In place and ongoing
Consultative approach	<p>A consultative approach, especially through the Partnership Committee, is in place within the Office.</p> <p>The Committee continues to be the primary forum for discussing and introducing any changes that may affect staff. For less broad issues the Office is always available for discussions with relevant parties such as the Unions.</p> <p>Continued consultation with Unions in relation to the engagement of temporary and contract staff and outsourcing of work</p>	Paragraphs 1.14, 1.23, 1.25, 1.27 and 4.5	In place and ongoing
PMDS	PMDS is fully embedded within the AGO. The Office uses the system to clarify and	Paragraphs 1.12, 1.13 and 4.12	In place and ongoing

Developments	Progress	PSA ref	Timeframe/Milestones
	<p>discuss roles and performances. Earlier this year the Office was able to report to the Department of Finance a 100% compliance rate in respect of the 2009 cycle of PMDS.</p> <p>All changes agreed centrally have been implemented in full. For instance the system is now clearly linked with the promotion and salary increment processes and is also being used to address any performance issues.</p>		
Recruitment	<p>To ensure the most suitable candidates are recruited to the legal grades the AGO uses open recruitment at Assistant Principal Officer and occasionally Principal Officer level. Candidates with the relevant professional legal skills such as barristers or solicitors are recruited through a well developed process in conjunction with the Public Appointments Service. Written tests and experienced interviewers are used to select the best applicants so ensure a high standard is maintained within the Office.</p>	Paragraphs 1.12, 1.13 and 4.11	In place and ongoing
Formal training of staff	<p>There is a formal induction and training process for all new staff. This is complemented by ongoing training throughout each staff member's career. Identification of training needs takes place primarily through the PMDS process.</p>	Paragraphs 1.4, 1.12, 1.13 and 4.12	In place and ongoing

Developments	Progress	PSA ref	Timeframe/Milestones
	All this takes place within the budget allocated annually for the purpose.		
Flexibility of staff	<p>Staff show flexibility in many ways that anticipated the PSA for instance:</p> <ul style="list-style-type: none"> <li>• Staff are regularly moved between areas within the Office in response to changing circumstances for example to spread experience, compensate for staff losses or to adapt to client needs.</li> <li>• The secondment project involves the move of some advisory staff into client Departments.</li> <li>• The use of contract staff has been agreed to meet certain needs.</li> <li>• Legal work arising from the creation of NAMA. This involves working with private sector expertise.</li> <li>• A willingness to participate on Working Groups both internal and cross Departmental.</li> </ul>	Paragraphs 1.4, 1.5, 1.7, 1.11, 4.3, 4.4 and 4.5	In place and ongoing
Staff ethos	<p>Staff show:</p> <ul style="list-style-type: none"> <li>- commitment to quality of work</li> <li>- commitment to self development</li> </ul> <p>and regularly work extra and unsocial hours without remuneration to ensure important</p>	Paragraphs 1.4, 1.10, 1.11, 1.12, 1.13, 4.14 and 4.5	In place and ongoing

Developments	Progress	PSA ref	Timeframe/Milestones
	tasks are completed		
Staff reductions	<p>Since the introduction of the moratorium on Public Service Numbers the Office has not filled its sanctioned numbers of staff. In particular it has been reduced by 12 administrative members of staff and has reorganised to make sure that core services have been continued. The vacancies have been confined to the administrative staff positions in order to ensure that the provision of legal advice and production of legislative drafting is not compromised. However, administrative staff play an integral role in supporting the delivery of legal services particularly as they can free up legal staff to concentrate on legal work rather than tasks such as filing, research etc and absorbing the vacancies has not been easy. The vacancies represent 13% of admin staff numbers and there is no scope for further cuts without impact on the level of legal services the Office can provide.</p> <p>The number of Contract Parliamentary Counsel engaged by the office has been reduced from five to three</p>	Paragraphs 1.1, 1.4, 1.5, 4.1, 4.3 and 4.4	In place and ongoing
Work Life Balance	There is continued commitment to flexible attendance patterns to enhance delivery of	Paragraph 4.7, 4.8 and 4.9	In place and ongoing

Developments	Progress	PSA ref	Timeframe/Milestones
	<p>services to clients and facilitate staff.</p> <p>Several arrangements have been permitted to assist staff with work-life balance such as term time, parental leave atypical working hours and E-working. Some of these measures have also resulted in savings to the Office.</p>		
<b>Cost Reductions/Avoidance</b>			
Reduction in Counsel's Fees	<p>The CSSO frequently refer fee notes from counsel to the Attorney General's Office for approval in respect of the fees being sought, In conjunction with the CSSO the level of fees paid has been reduced significantly over the past two years. (See further information set out in CSSO material below.)</p>	Paragraphs 1.4, 1.11, and 4.1	In place and ongoing
Cost of legal advice	<p>The Office represents very good value for money. Recent media reports demonstrate the high cost incurred when legal advice is sourced from the private sector. Much of that advice is then considered and reviewed by AGO staff in any event because of the Attorney's constitutional role or simply at the request of the client Departments.</p>	Paragraphs 1.4, 1.11	In place and ongoing
Cost reductions	<p>The Office has been reducing costs wherever possible. In 2008 net expenditure was €18.1</p>	Paragraphs 1.1, 1.2, 1.5, 1.10, 4.1	In place and ongoing

<b>Developments</b>	<b>Progress</b>	<b>PSA ref</b>	<b>Timeframe/Milestones</b>
	<p>million, in 2009 the figure was €16.8 million and in 2010 we are on target to spend €14.0 million. This represents a reduction of €4.1 million annually or 22.6% in the three year period.</p> <p>In relation to staff reductions, the Office at the beginning of 2008 had a sanctioned staffing number of 140. At the end of 2010 the Office will have 126.6 staff serving i.e. a reduction of 13.4 or 9.5%.</p>	and 4.3	
Special Group on Public Sector Numbers and Expenditure Programmes	The Special Group recommended two measures in respect of the AGO and LRC. For the AGO it sought savings of €358,000 and its budget was accordingly reduced by this amount for 2010. The Group recommended discontinuing the LRC, except on an as needed basis, and the transfer of some of its work to the AGO. However, the Attorney General made alternative savings proposals to the Taoiseach. Instead the Commission's budget was reduced by 33% from €3.4 million to €2.3 per annum. The Commission is on target to meet all of its output targets notwithstanding the measures it had to take to effect this level of savings.	Paragraphs 1.3, 4.1 and 4.17	In place and ongoing
<b>Quality Customer Service</b>	Participation in meetings of CMN, QCS Research Group and QCS Officers Network,	Paragraphs 1.4, 1.5, 1.9, 1.10,	In place and ongoing

Developments	Progress	PSA ref	Timeframe/Milestones
	<p>attendance at centrally arranged seminars, conferences and regular reporting by participants to relevant Committee, local and Main MACs.</p> <p>The Office undertook separate follow-up satisfaction surveys of clients and customers of the Advisory and Administrative sides and the Office of the Parliamentary Counsel in March and July, 2008, respectively. The findings of the surveys, benchmarked against the results of the previous survey undertaken in 2004, compared very positively against the findings of the 2004 survey in the key areas of communications, responsiveness and timeliness, accuracy and quality of outputs and service delivery.</p>	1.11, 1.12, 1.14, 4.1	
Client service/flexibility	<p>Regular formal review meetings with clients are held.</p> <p>Issues raised at review meetings assessed and addressed within agreed timelines.</p> <p>Compliance with Client Service Guide and Charter gauged through feedback in the context of regular meetings with clients, meetings of the Advisory and Administration Client and Customer Panel and surveys of clients and customers.</p>	Paragraphs 1.4, 1.9, 1.12, 1.14, and 4.3, 4.4 and 4.5	In place and ongoing

Developments	Progress	PSA ref	Timeframe/Milestones
	<p>The bimonthly extradition/European Arrest Warrant meetings with client Departments, Garda Síochána and CSSO continued. Issues raised, both in relation to individual cases, categories of cases, management of the area, communications between stakeholders, approaches and strategies to be communicated to panel of counsel, and liaison with requesting States and the Courts Service, are dealt with on an ongoing basis.</p> <p>Bi-monthly review meetings with Office of the Director of Public Prosecutions and CSSO regarding constitutional cases in criminal law area.</p> <p>Attendance of Attorney General and OPC representatives at meetings of the Government Legislation Committee and regular meetings of OPC staff and clients.</p> <p>Biweekly meetings between the Attorney and all Parliamentary Counsel to review the progress of legislation.</p> <p>Weekly meetings between the Attorney General, Chief State Solicitor and Divisional Heads to discuss matters of general importance including general risk issues.</p>		

Developments	Progress	PSA ref	Timeframe/Milestones
	<p>Maintaining close liaison with the State Claims Agency in regard to the management of childhood abuse litigation.</p> <p>Close cooperation in context of recent banking issues with the private lawyers employed in the Department of Finance, the in-house lawyer in NAMA and our Advisory Counsel seconded to the banking division of the Department of Finance.</p> <p>Co-operation and regular review meetings between legal staff in the Office and Departmental officials in devising appropriate legal strategies to ensure the ongoing effective management of domestic and European Court of Justice (ECJ) litigation.</p> <p>Enhanced service delivery achieved through re-organisation of legal Groups to take account of changing client needs.</p> <p>Continued commitment to flexible attendance patterns to enhance delivery of services to clients and facilitate staff.</p> <p>Secondment Project (See below)</p>		
Comparison with other similar organisations	Projects to benchmark performance at	Paragraphs 1.4,	In place and ongoing

Developments	Progress	PSA ref	Timeframe/Milestones
	<p>organisational level with similar organisations in other jurisdictions completed in respect of the AGO Advisory/CSSO legal sides and the OPC.</p> <p>Comparisons were carried out in 2008 with public law offices in other jurisdictions to demonstrate how the Office compares in an international context. This project compared the OPC to the Parliamentary Counsel Office in London (PCO) as the most suitable comparator. A 5 year period from 2003 to 2007 was considered. Staffing comparisons were an average of 19 permanent drafters and 5 contract drafters, while the PCO employed 59 permanent drafters. The comparison in the number of Bills produced was that the OPC Dublin Office had an annual average of 41.6 Bills and the PCO London Office had an annual average of 38.6 Bills over the 5 year period</p>	1.12, 1.13, 4.1 and 4.4	
Statistics	Output Reports produced at regular intervals recording the number of requests for advice from clients and the number of responses provided. All reports can be measured against previous reports to gauge year on year increases/decreases of output.	Paragraphs 1.4, 4.1 and 4.2	In place and ongoing

Developments	Progress	PSA ref	Timeframe/Milestones
	Additionally, projects are conducted to provide analysis of reports to ascertain levels of compliance with automated workflows.		
Better Regulation/Access to legislation	The eISB greatly enhances the free on-line availability of legislation in a searchable and cross-referenced format. The Legislation Directory (1922-April 2010), available on the eISB, enables users to identify whether a particular provision of an Act has been amended or otherwise affected since its enactment. The eISB is updated in a timely manner as new legislation is made available.	Paragraphs 1.4, 1.10, 1.12, 4.1, 4.2 and 4.13	In place and ongoing
Irish Language Scheme	The Office's first Scheme to implement the provision of the Official Languages Act 2003 in the Attorney General's Office, Merrion Street and the Chief State Solicitor's Office commenced on 20 June 2007. An Action Plan is in place to monitor the implementation of the commitments set out in the Scheme. A review of the Scheme was undertaken by Oifig an Choimisinéir Teanga in June/July 2008. A new Scheme for the period 2010 – 2013 which sets out the Office's commitments to provide enhanced services in both languages over the course of the Scheme has been agreed with the Department of Community, Equality and Gaeltacht Affairs with a commencement date of 18 October	Paragraphs 1.4, 1.10, 1.12	In place and ongoing

Developments	Progress	PSA ref	Timeframe/Milestones
	2010.		
Legal Training for Civil Servants	<p>Development &amp; Delivery through CMOD of courses on administrative Law and Legislative drafting.</p> <p>The 'Administrative law course for civil servants' was initially piloted by the AGO through CMOD in 2008. The one day course is presented by three experienced Advisory Counsel and four sessions of the course have been provided to date. Sixty-five civil servants have availed of the course and feedback has been generally very positive. The course has been adapted based on the feedback received and two more sessions of the course will be given in October this year. Due to the success of the course and in order to meet continued demand the AGO intends to provide the course on a yearly basis.</p> <p>The OPC participates in training courses provided by CMOD on the legislative process. These are delivered by the Chief Parliamentary Counsel. These courses facilitate Departments in becoming familiar with the legislative process and are fundamental in providing a greater awareness to civil servants of the level of instructions that is required from them to facilitate an</p>	Paragraphs 1.4, 1.10 and 4.12	In place and ongoing

Developments	Progress	PSA ref	Timeframe/Milestones
	<p>efficient drafting service.</p> <p>A Parliamentary Counsel has been invited by the Department of Health and Children to participate in a seminar on the legislative process over the coming weeks. The presentation to be given by a Parliamentary Counsel is intended to provide a greater awareness of that process to civil servants in that Department, which has a significant legislative programme.</p>		
<b>Shared Services</b>	<p>Continued contribution to effective public service by assisting in the co-ordination of the legal services of the State.</p> <p>Continued provision of legal services to Government in the implementation of litigation policies and in the handling of cross-Departmental issues.</p> <p>Continued management of the integration of legal services with the CSSO.</p> <p>Continued attendance at and participation in many inter-Departmental Working Groups, Committees and Commission by legal staff.</p> <p>Continued implementation and expansion of</p>	<p>Paragraphs 1.4, 1.9, 1.10, 1.11 and 4.15</p>	<p>In place and ongoing</p>

Developments	Progress	PSA ref	Timeframe/Milestones
	<p>secondment of Advisory Counsel Programme (see below).</p> <p>Co-ordination with legal advisers in Government Departments demonstrated and 6 monthly review meetings held.</p> <p>Regular attendance at and participation in many interdepartmental Working Groups, Committees and Commissions by Advisory Counsel demonstrated through delivery of advice on legal aspects of cross-cutting issues.</p> <p>Cross-Departmental issues addressed in the context of bimonthly meetings of the joint AGO/CSSO MAC and Legal MAC</p> <p>Circulation of the four-monthly Memorandum and Report on Sensitive and Constitutional Cases to relevant Departments, prior to its submission to Government provides an opportunity for Departments to review these important cases and submit observations for inclusion in the Report to Government</p> <p>Regular meetings with the CSSO and other stakeholders as appropriate to discuss important cross-Office issues in the areas of</p>		

Developments	Progress	PSA ref	Timeframe/Milestones
	<p>extradition and asylum</p> <p>The AGO and CSSO have implemented a shared service approach to the development of the ACME and FMS systems. A shared IT Unit was set up to oversee the operation of the shared systems.</p> <p>A shared CMU and Internal Audit function is in place and although the training functions are separate, events arranged by each Office are open to staff members from the other.</p>		
Secondment Programme	<p>There are now 15 Advisory Counsel seconded to Government Departments.</p> <p>Participating Departments are: Justice and Law Reform, (2 secondees) Finance (2 secondees), Communications, Energy and Natural Resources, Agriculture, Fisheries and Food, Enterprise, Trade and Innovation, Environment, Heritage and Local Government, Health and Children (2 secondees), Education and Skills (2 secondees), Social Protection, Transport and Foreign Affairs.</p> <p>The Advisory Counsel seconded to Government Departments are supported by the AGO Library &amp; Know-how Unit through</p>	Paragraphs 1.4, 1.7, 1.9, 1.10, 1.11, 4.3, 4.4 and 4.15	In place and ongoing

Developments	Progress	PSA ref	Timeframe/Milestones
	<p>the provision of access to appropriate legal research tools and resources and the provision of current awareness services. This ensures seconded lawyers have access to the necessary legal research tools and also has a potential cost saving as departments do not have to provide access to these legal resources</p> <p>Continued direction of legal strategy by Advisory Counsel as appropriate through regular review meetings with CSSO and Departmental officials to ensure ongoing effective management of domestic and European Court of Justice litigation</p>		
Provision of legal library and research services	<p>The AGO Library and Know-how Unit assists in the delivery of legal services to the State through the provision and development of professional library, research and know-how resources and services.</p> <p>Although it is a well established service, the ongoing objective is to provide the highest quality service possible and to respond effectively and efficiently to the changing research needs of a modern government law office.</p> <p>As well as providing legal research and</p>		In place and ongoing

Developments	Progress	PSA ref	Timeframe/Milestones
	<p>current awareness services, particular emphasis is placed on the provision of information resources and services at the desktop and on information skills training.</p> <p>In recognition of the ongoing legal specialisation within the AGO the library and research service has re-organised its legal research service and legal researchers now provide legal research and know-how support to discrete Groups of Advisory Counsel and Parliamentary Counsel.</p> <p>The Unit also works closely with the Library &amp; Know-how Unit in the Office of the Chief State Solicitor and shares its library management system with the CSSO and LRC.</p>		

## II. Measures in progress

Specific Action	Benefits	PSA ref	Timeframe/Milestones
FMS	<p>The functionality of the system is currently being enhanced.</p> <p>The enhancement will allow the system to produce enhanced financial reports to include accrual accounting information detailing financial commitments entered into by the Office(s).</p>	Paragraph 1.10, 4.1, 4.2, 4.13, 4.15 and 4.16	In place and ongoing
Sick leave procedures	<p>The Office early in 2010 undertook an audit of its sick leave in respect of 2008 and 2009 as part of its strategy to address issues raised in the C &amp; AG's Report on Sickness Absence in the Civil Service. Recommendations agreed by MAC include;</p> <p>Regular reminders issuing to all staff regarding sick leave procedures</p> <p>Reminder to issue to all staff regarding need to submit social welfare forms</p> <p>A new letter which issues to staff who have amassed 12 or more days absence over three or more absences in a 12 month period (irrespective as to whether the absences are covered by medical</p>	Paragraph 1.4 and 4.10	In place and ongoing

Specific Action	Benefits	PSA ref	Timeframe/Milestones
	<p>certificate). This will ensure both staff and managers are aware of levels of sick leave</p> <p>Increment form revisions to draw managers attention to need to factor sick leave into evaluation when determining if increment is to be paid</p> <p>Sick leave totals are now emailed to managers in advance of interim and annual review meetings. This will enable sick leave to be discussed if necessary at PMDS meetings</p> <p>Officers are referred to the CMO at the earliest opportunity when issues with their sick leave arise</p> <p>HR Unit will undertake an annual sick leave audit</p> <p>It is anticipated that these measures will lead to an overall reduction in the amount of sick leave amassed by staff members.</p>		
PMDS	In advance of annual and interim PMDS reviews the HR Unit emails details of an officer's sick leave to each manager. This allows, where necessary, a discussion on sick leave at PMDS meetings. It is planned that this measure will help lead to a reduction in overall sick leave levels.	Paragraphs 1.4, 1.13 and 4.12	In place and ongoing

Specific Action	Benefits	PSA ref	Timeframe/Milestones
Management Reporting for Legal files	<p>In addition to the sensitive files procedure, there are two parallel systems in place for formal management reporting on legal files. Firstly, a written report is produced by each Advisory Counsel group, following their weekly team meeting, which is then discussed at the weekly meeting of Advisory Counsel Grade I chaired by the Director General. These reports are then forwarded to the Attorney General for his consideration and comments. Secondly, every 8 weeks Advisory Counsel submit a report to management indicating any request for advice which is outstanding for a period of 8 weeks or more.</p> <p>The ACME system also includes functionality to alert fileholders to outstanding files.</p>	Paragraphs 1.10, 4.1, 4.4 and 4.14	
Review of Financial Procedures	<p>The Office has commissioned a review of all its financial policy and procedures documentation.</p> <p>This review will provide assurance as to the effectiveness of the system of internal financial control operated by the Office. Ensuring that controls and process comply with best practice and adequately satisfy</p>	Paragraphs 1.4, 1.10, 1.12 and 4.14	To be completed by end of 2010

<b>Specific Action</b>	<b>Benefits</b>	<b>PSA ref</b>	<b>Timeframe/Milestones</b>
	the requirements of accuracy, reliability and security.		

### III. Measures proposed

Action Number	Specific Action	Benefits	PSA ref	Timeframe/Milestones
1.	<p><b>Allocation of Resources for Urgent Legal Issues</b>                      The allocation of resources on a flexible basis to tackle urgent major projects modelled on the work method developed to deal with the legal issues and the heavy workload arising out of the banking crisis.</p> <p>Teams of advisory counsel and parliamentary counsel will work flexibly to ensure an immediacy of response and a high quality of advice and legislation in response to a crisis.</p> <p>It is noted as reported in the Court Services Annual Report 2009 that there is an upward trend in the courts' case load. These cases involve the State legal services. This trend is a challenge but will continue to be met from within existing resources.</p>	<p>The change which will be accommodated from within existing resources will facilitate the prompt provision of high quality advices. There will be enhanced AGO capacity to respond to issues as they arise and greater expertise available in a complex and multidisciplinary context in cooperation with outside lawyers and with full participation by all stakeholders leading to a better quality of service to the Attorney General, the Government and the citizen.</p>	<p>Paragraphs 1.4, 1.11, 1.12, 4.3 and 4.4</p>	<p>On an ongoing basis resources will be allocated on a flexible basis for the particular projects as required to ensure the prompt and effective delivery of the highest quality legal advice.</p>
2.	<p><b>Pace of Communication</b>                      The enhancement of AGO communication methods to increase</p>	<p>The change will facilitate the provision of high quality advices. There will be greater AGO capacity to respond to</p>	<p>Paragraphs 1.4, 1.11, 1.12, 4.1, 4.3 and 4.4</p>	<p>On an ongoing basis AGO communication methods will be enhanced to ensure the</p>

	<p>accessibility and responsiveness to stakeholders to deal with the particular challenges of larger projects such as the large number stakeholders, the intense volume of transactions and the urgency of the work.</p> <p>The Office will facilitate the use of high speed, multi user communications methods for discussion of ideas and the issue of formal advices .There will be a major AGO effort to align existing systems such as ACME to ensure that such communication is recorded and dealt with as part of the formal work process and official record.</p>	<p>issues as they arise and greater expertise available in a complex and multidisciplinary context with full participation by all stakeholders.</p>		<p>timely and effective delivery of the highest quality legal advice.</p>
3.	<p><b>Further roll out of Secondment Programme</b></p>	<p>The Office will, in conjunction with client Departments, seek to add more staff to its Secondment Programme which places AGO legal staff within Departments. The Programme provides direct legal advice and guidance to the client and is successfully in place in 11 Departments.</p>	<p>Paragraphs 1.4, 1.7, 1.9, 1.10, 1.11, 4.3, 4.4 and 4.15</p>	<p>Discussions with Departments will commence by the end of 2010.</p>
4.	<p>The Office will continue to work closely with the National Procurement Service (NPS) in the design and crafting of a suite of standardised Tender and Contract Documentation.</p>	<p>The Office in conjunction with the Commercial Contract Section of the CSSO has drawn up a suite of standardised Tender and Contract Documentation for the use of Contracting Authorities across the</p>	<p>Paragraph 1.1, 1.4, 1.9, 1.10, 1.11, 4.1, 4.2, 4.4, 4.13, 4.15. Also paragraphs 2, 10 and 11 of the</p>	<p>Cabinet Ministers to be advised of the templates and guides in November 2010.</p>

		State including central Government, local authorities, Health and Education sector and various agencies for the procurement of goods and services. The documentation will be used to guide these organisations through the relevant process and assist them in avoiding problems which can lead to delays in awarding contracts, inefficiencies and financial exposure.	appendix to the Agreements: service Delivery Options	
5.	<p><b>Develop protocols with Departments/Offices to agree the most efficient methods of interacting with the Office</b></p> <p>Build on existing guidelines for seeking advice and the Cabinet Handbook in respect of legislative drafting.</p>	Measure will improve the efficiency of both the Office and the client Departments. Often time can be lost due to Departments submitting ill prepared or incompletely thought out requests for legal advice or drafting. By undertaking this programme of education it is planned that the material submitted will be complete, enabling AGO specialists to concentrate on the advice or drafting required rather than having to become involved in assisting the Department reframe or rethink their request.	Paragraphs 1.4, 1.9, 1.10, 1.11, 1.12, 1.13, 4.1, 4.4, 4.11, 4.12, 4.14 and 4.15	Beginning in February 2011 the project should be completed by September 2011. It is proposed that the results of the programme will be reviewed towards the middle of 2012.
6.	<p><b>Evaluate the need for delivering further courses in conjunction with CMOD to educate civil servants in relevant and important legal matters such as EU Law, including drafting of Statutory Instruments and preparation of legislation.</b></p>	The Office sees the benefit of educating relevant civil service staff in a range of legal matters. A greater awareness of the fundamental provisions of key legislation, such as EU Law, will in the first instance, assist Departmental officials in	Paragraphs 1.4, 1.9, 1.10, 1.11, 1.12, 1.13 4.1, 4.4, 4.11, 4.12, 4.14 and 4.15	Consideration of the details of the project will begin in the first quarter of 2011 with a view to delivering the initial lectures by the end of the year.

		considering and preparing policies. It will also help officials to recognise potential problems much earlier.		
<b>7.</b>	<b>Take all measures necessary to facilitate our clients in achieving the objectives of the Public Service Agreement</b>	The Office appreciates the benefits of achieving a more efficient and effective public sector. It also recognises that the process involved will not be easy. However, it has consistently been developing and adapting its work practices and organisation over the past 10 years to ensure it operates efficiently and meets the needs of its clients. The Office will facilitate our clients in the measures they will be taking in order to implement the Agreement. Implementation of the PSA may require formulation of legal measures requiring, advice, drafting or litigation and the Office will continue to provide a high quality service to assist the process.	All paragraphs	To deadlines as set by the Implementation Body.
<b>8.</b>	<b>Assisting Client Departments create a database of previous AGO advices</b>	In accordance with the Office's KM Strategy the Office will assist :- (a) seconded legal advisers who wish to collate previous advices of this Office to their department (b) Departments in building up databases of AGO advices by providing advices electronically when requested."  Departments will be informed of this	Paragraphs 1.4, 1.9, 1.10, 1.11, 1.12, 1.13, 4.1, 4.4, 4.11, 4.12, 4.13, 4.14 and 4.15	Clients to be informed of the initiative before the end of 2010. Follow up as necessary within first quarter of 2011. Full implementation to timetable agreed with client.

		service and invited to contact the Office to put it in place. The project will require a great deal of work by the Office especially in trying to capture as many as possible previous advices but the departments will be able to compile a repository of previous advices relevant to their own work. In addition to being a quick research tool for departments it should also reduce the instances of the similar advice being sought on several occasions.		
<b>9.</b>	<b>Transfer of legal work in respect of overseas Defence Force PI's</b>	Facilitating the transfer of responsibility for dealing with personal injuries (PI) claims relating to overseas posting of Defence Force personnel from the AGO/CSSO to the State Claims Agency (SCA). Such a move would be cost effective for reasons of efficiency, economies of scale and specialist knowledge of the SCA.	Paragraphs 1.4, 1.10, 1.14, 4.1 and 4.4	To be carried out during 2011
<b>10.</b>	<b>Enhancing Knowledge Management; particularly the know-how project.</b>  <b>Enhancement and expansion of available know-how legal databases in the Office.</b>	The AGO and CSSO's Knowledge Management Strategy 2010-2013 as agreed by MAC and Partnership will be implemented over the next few years. AGO and CSSO as law offices are knowledge-based organisations. Knowledge management strategies are designed to promote efficiency (e.g. ease of retrieval and sharing and re-use of knowledge), quality and consistency	Paragraphs 1.4, 1.10, 1.11, 1.12, 1.13, 4.1 and 4.13	Identification of an appropriate software solution by the end of 2010. Full implementation, including training, by end of June 2011.

		of legal advice and risk management and mitigation, particularly reputational risk. These bring cost benefits for ourselves and our clients. Many of the recommendations in the strategy involve different ways of doing things rather than expenditure. The proposed new Know How application is expected to be modest in cost but to provide a powerful tool in the management and availability of legal knowledge in the AGO/CSSO.		
<b>11.</b>	<b>e-Legislation: Development of an Authoring Tool for legislation work</b>	The OPC is currently undertaking a process of testing an authoring tool (Legislation Work Bench (LWB)) to support the process of authoring and managing legislation text (Bills, Government amendments and Statutory Instruments) with a view to reducing re-keying, proof reading and general tracking and administrative overheads in the preparation of legislation. If implemented, the authoring tool will integrate with the proposed LWB implementation in the Houses of the Oireachtas and will ultimately provide savings for both offices.	Paragraphs 1.4, 1.9, 1.10, 1.11, 1.12, 4.1 and 4.13	Work on scoping the project is already underway. Commencing in May 2010, members of the OPC undertook an initial training session on the LWB following which a report was compiled by the project team. Arising from the report further discussions have been completed with the Houses of the Oireachtas to undertake an actual transfer of a Bill file between the respective organisations. The test is currently nearing completion.
<b>12.</b>	<b>Electronic Irish Statute Book</b>	The eISB is currently being upgraded to include advanced search	Paragraphs 1.4, 1.9, 1.10, 1.11, 1.12, 4.1 and 4.13	To be completed within 2011

		functionality and other improvements under consideration include better access to PDF versions for printing purposes and linking Acts directly with the Legislation Directory.		
<b>13.</b>	<b>SLR Project</b>	<p>The Office continues to recognise the need to reduce costs across all areas. However, considerable work has been undertaken on the Statute Law Revision Project culminating in the enactment of the Statute Law Revision Act 2007 and subsequently, the Statute Law Revision Act 2009 in December 2009 resulting in the repeal of spent and obsolete Pre-independence Statutes.</p> <p>However, as a result of the current fiscal constraints, a review of the project had to be undertaken in 2010 due to reduced funding. At present, discussions are underway with parties who have indicated an interest in re-commencing the project subject to agreement on reduced costs being applied.</p> <p>The Statute Law Revision Programme as a whole will simplify the Statute Book and is intended to</p>	Paragraphs 1.4, 1.9, 1.10, 1.11, 1.12, 4.1, 4.2, 4.3, 4.13 and 4.15	<p>On an ongoing basis. Resources will be allocated on a flexible basis to ensure a timely completion of the examination of all Pre-independence Statutes and the repeal of those that are spent or obsolete.</p>

		reduce legal and business transaction costs. Furthermore it will greatly facilitate future legislative measures and benefit the Law Reform Commission in its task of preparing the Legislation Directory.		
<b>14.</b>	<b>Development of a new IT Strategy</b>	Over the past number of years the Office used the resources available to put in place a comprehensive and efficient IT infrastructure. The Office recognises that notwithstanding the potential to achieve savings and efficiencies, the development and maintenance of ICT facilities can involve significant cost. In the context of severely reduced funds and staffing there is a critical need to ensure that all necessary development to enhance, upgrade or introduce new facilities takes place in a coherent and strategic manner taking into account the scarce resources available to implement such measures. A new IT strategy will be formulated to cover the period 2012 to 2015 in order to plan all such developments and expenditure.	Paragraphs 1.4, 1.10, 1.11, 1.12, 4.1, 4.13 and 4.15	Work will commence in third quarter of 2011 to be completed by end of year.
<b>15.</b>	<b>Integration of the Financial Management System with the Case and Records System</b>	Counsels' fees are a very significant cost to the State. It is imperative that the Office is able to manage the process to ensure both value for money and an effective financial	Paragraphs 1.4, 1.10, 1.11, 4.1, 4.13 and 4.15	Pilot scheme to be in place by end of first quarter of 2011.

		<p>process to support it. While currently the Office operates a comprehensive and detailed paper-based system, it is labour intensive and not as efficient as it might be for producing real time information for management purposes.</p> <p>Critical to managing the cost is an ability to monitor the financial commitment on an accruals basis when the activity takes place rather than just at the point an invoice is paid.</p> <p>Both the ACME and FMS systems are efficient and effective in the tasks for which they were designed. However, linking the financial system with the ACME system will ensure that the financial commitments raised by advisory/CSSO staff when engaging legal counsel will be automatically captured. This will enable management to be aware with greater accuracy the extent of potential liability for future legal fees as well as ensuring that ultimately when the formal invoice arrives the payment process will be both accurate and efficient.</p>		
<b>16.</b>	<b>New sick leave procedures</b>	In advance of its circulation the Office had already put into practice many of the directions contained in the Department of Finance Circular	Paragraphs 1.4 and 4.10	To be fully implemented by end of 2010.

		9/2010. In line with the circular the Office is in the process of updating its existing sick leave procedures. By implementing the provisions of this circular it is anticipated that there will be an overall improvement in the levels of sick leave.		
<b>17.</b>	<b>Continued flexibility to accommodate staff losses</b>	<p>The Office recognises the need to reduce the cost of the public sector. It is currently carrying 12 administrative vacancies and will continue to reorganise and adapt in order to ensure that such vacancies do not interfere with the core legal work of the Office i.e. provision of advice and production of legislation. However, administrative staff are integral to the work of the Office by undertaking key tasks such as file maintenance and research. In the absence of administrative personnel legal staff will have to spend time dealing with such matters at the expense of their legal work.</p> <p>There is consultation with staff in order to find flexible solutions to address shortages.</p>	Paragraphs 1.1, 1.2, 1.4, 1.7, 1.10, 1.11, 4.1, 4.3, 4.4 and 4.5	This will be ongoing throughout the term of the Agreement.
<b>18.</b>	<b>Enhanced system to evaluate training courses funded by the Office</b>	Reliable and comprehensive evaluation of training is essential to ensure value for money and also to ensure that training events of the	Paragraphs 1.4, 4.1 and 4.14	Initial system to be in place by end of 2010. This will be reviewed by end of second quarter of 2011.

		<p>highest standards are identified and in particular taking account of the fact that much of the training sourced and availed of will not be generic in nature but rather legal and targeted to our particular requirements as a specialised Civil Service Office.</p> <p>These issues will be further developed in the context of an overall T&amp;D Strategy for the AGO currently being prepared.</p>		
<b>19.</b>	<b>Development of a quality control and compliance regime for work practices within the Office.</b>	By putting in place a system to review compliance with work practices the Office will be able to reassure itself both that work practices are being adhered to and that the practices remain relevant.	Paragraphs 1.4, 1.10, 1.12, 4.1 and 4.14	Design of the regime to begin in January 2011 with a view to being in place by June 2011
<b>20.</b>	<b>The Office will, again, benchmark itself against similar organisations in other jurisdictions.</b>	The Office does not have any direct comparators within the State. By comparing its output and staffing numbers with similar Government organisations in other jurisdictions the Office will be better able to evaluate its own effectiveness.	Paragraphs 4.1 and 4.14	To be planned and carried out during 2011
<b>21.</b>	<b>Organisational Review</b> The Office will undertake a review under the Organisational Review Programme (ORP).	The ORP is an important thematic area of the Transforming Public Services agenda. The Office will undertake a review which will primarily assess the Office in terms of	Paragraphs 4.1, 4.4 and 4.14	Review will be undertaken during 2011.

		it's effectiveness in developing strategy, delivering services to clients and evaluating the delivery of legal services with a view to enhancing services in terms of quality and delivery.		
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## **Chief State Solicitor's Office**

1. Measures taken
2. Ongoing and Proposed New Measures

# **CHIEF STATE SOLICITOR'S OFFICE**

## *Public Service Agreement. 2010 – 2014 (Croke Park) - Implementation*

### **ACTION PLAN.**

The Office of the Chief State Solicitor is committed to the implementation of this plan to achieve the Government's objectives as set out in the Public Service Agreement, 2010 – 2014. In so doing the Office seeks to build on its achievements over recent years as the provider of solicitors' services to the Attorney General and to Government and on the investment by the Government in the Office. The Office will continue to develop its capacity for legal service in a cost effective manner with an emphasis on results, customer service and high performance and having regard to the exigencies of the economic environment. The Office also reiterates its commitment to ongoing pursuit of public service modernisation in line with Government policy.

The action plan indicates measures that have been taken as well as ongoing and proposed new measures in response to current National difficulties.

The Office is committed to continuing to provide a high level of legal service across its service areas and to work closely with Government and with the Department of Finance to achieve expenditure management outcomes and the resource flexibility required to apply staff to the work of Government departments in hand.

Many of the measures referred to in the AGO part of this document equally apply to this Office and are not repeated here.

Action Item No.	PS Agreement Reference	Description of Proposed Change	Benefits Arising	Timeframe for Implementation / Significant Milestone.
<b>1. Measures Taken:</b>				
1.1	1.1 1.5 1.10 4.1 4.3	<p><b>Response to SGPSN Expenditure Reduction Targets</b></p> <p>The Report of the Special Group on Public Service Numbers and Expenditure Programmes recommended that the following savings could be made by the CSSO:</p> <ul style="list-style-type: none"> <li>• €1.5m on fees to counsel;</li> <li>• €0.3m on expert witnesses; and</li> <li>• €0.4m on administrative costs.</li> </ul> <p>These savings have been implemented.</p> <p>It should also be noted that the Group did not make any recommendations regarding a reduction in staff numbers.</p>	<p>Reduction in overall expenditure;</p> <p>2008 Net Expenditure: €40.6m 2009 Net Expenditure: €33.5m 2010 Net Expenditure ( Projected): €30.5m</p>	In place and ongoing.
1.2	1.1 4.1	<b>Control of Expenditure on Professional Fees:</b>		

		<p>A Professional Fees Control Group meets each Friday to review professional fees payable to counsel and to intervene in the payment assessment and payment process to ensure consistency of approach across the Office and the proper application of policy as regards these fees. The group is headed by the Chief State Solicitor and scrutinises all recommendations for the payment of these fees.</p> <p>Similarly, the Professional Fees Control Group examines fee invoices from professional legal costs accountants (arising from services rendered in the taxation of costs) to ensure economy. This aspect of the work of the group is currently receiving additional attention.</p>	<p>Expenditure on Counsel Fees has remained within the voted allocation and Government policy on professional fees has been observed.</p> <p>2008 Counsel fees: €17.8m 2009 Counsel fees: €16.1m 2010 Counsel fees (projected): €14.3m</p>	In place and ongoing.
1.3	1.10 4.13	<p><b>Case Management:</b></p> <p>The office has developed a Case and Records Management System (CRMS) jointly with the Office of the Attorney General which ensures joint legal files for all cases and full visibility of all actions taken or instructed on the file.</p> <p>The Office also utilises an FMS system for the management and analysis of its expenditure and for reports.</p>	<p>The CRMS has, since its introduction in 2005, brought about a streamlining of work practices within and between both offices who work closely together on legal cases involving the State.</p> <p>The system is used to report to Government on sensitive cases and to reduce or eliminate risk of a monetary or policy nature.</p> <p>The FMS deals with the processing of all</p>	In place and ongoing.

			financial transactions and has available up to the minute data on expenditure and budget allocations. Comprehensive reports are made available to MAC and the Department of Finance as required.	
1.4	1.14	<p><b>Commitment to 24 / 7 Service:</b></p> <p>The office operates an on-call panel of legal officers to deal with urgent matter outside of normal office hours. Solicitor and Legal Executives are available for call out duties at all times including weekends, public holidays and other ‘out of office’ times. Access to senior or specialist solicitors within the Office is ensured where required.</p> <p>This service is ongoing and received a high level of support and co-operation from staff.</p>	<p>Urgent court applications are dealt with as they arise, typically <i>habeas corpus</i> applications, urgent asylum cases, urgent Judicial Reviews and injunctions, etc. There is no restriction on the type of urgent application serviced. No overtime or ‘time in lieu’ is provided. Participants received a token recognition from the Office’s Merit Fund.</p> <p>The service is of particular value to An Garda Síochána and to the Prison Service, especially in the area of habeas corpus application arising out of challenged custody situations.</p>	In place and ongoing.
<b>2. Ongoing and Proposed New Measures:</b>				
2.1	1.4 1.11 4.1	<p><b>Control of Expenditure on Professional Fees:</b></p> <p>To continue the work of the Professional Fees Control Group and, in particular, to complete</p>	The principal impact of this exercise is to apply existing guidelines to emerging areas	In place and ongoing.

		<p>its review of payment guidelines for all fees to ensure consistency of approach across the Office in the interest of economy.</p> <p>To extend the operation of the Group more deeply into the area of payment of fees to legal costs accountants (i.e., professional fees arising in connection with taxation of costs).</p>	<p>of legal service and to ensure fair and proper application and to ensure payment of fees in a timely manner and to avoid delays in payment or the accumulation of arrears.</p> <p>The Office has entered into discussion with key providers of legal costs accounting services to the State to identify ‘faster, cheaper, better’ approaches to this service and to identify the changes in practice by both the Office and the legal costs accountants to achieve these objectives. Principal benefits will include reduced expenditure by the State on this service and faster turnaround of collection of costs awarded to the State.</p>	
2.2	1.10 4.1	<p><b>Recovery of costs awarded to State.</b></p> <p>The policy of the Office is to look for an order of costs in favour of the State in every case where the State succeeds in litigation. Such orders are frequently granted. It is also the policy of the Office to enforce recovery of these costs.</p> <p>The Office is currently reviewing its practices in the recovery of these costs so as to improve on its methods and rates of recovery. This review will be completed in November, 2010 and will result in quicker and high rates of recovery in 2011 and subsequent years and</p>	<p>Improved collection processes and rates of recovery. More transparency in decision making in costs recovery.</p> <p>The most important benefits will be, firstly: higher rates of recovery of costs to the State, and, secondly: clearer indications to prospective litigants of the risks inherent in all litigation, i.e., the risk of having to pay opponent’s costs, including the costs of the State where litigation is unsuccessful and where the court award such costs to the State.</p>	Nov 2010

		more transparent decision making.		
2.3	1.10 4.1	<p><b>Cost Reduction and Cost Recovery as PMDS objectives of CSSO staff.</b></p> <p>The Office will introduce Party &amp; Party cost minimisation and, also, cost recovery as competences for PMDS purpose in 2011. Jobholders will be assigned specific related objectives which will be reviewed in the context of performance reviews. The Office will also roll out training in 2011 to support these objectives.</p>	There will be greater clarity and skill on the part of all staff as to how to minimise costs payable by the State and to maximise costs recoverable by the State.	2011 PMDS cycle and continued for 2012 - 2014
2.4	1.10 1.12	<p><b>Assignment of responsibility for all legal costs control and management.</b></p> <p>The functions of the Office as regard the control and management of costs payable by the State and the recovery of costs will be assigned at Assistant Chief State Solicitor level so as to achieve high level attention. Organisational units within the Office engaged in costs related duties will report, through their Section Head, to this Assistant Chief State Solicitor. This Assistant Chief State Solicitor will have responsibility for reporting on costs objectives at MAC and will have the related risk management control responsibilities.</p>	<p>This will ensure high level attention to management of the costs payable by or to the State on awards made by the court.</p> <p>It will also ensure high level responsibility for the control of levels of fees to external legal costs accountants.</p>	Mar 2011

2.5	1.10	<p><b>Use of Best Counsel:</b></p> <p>To continue to work with the Attorney General's Office to identify and utilise emerging talented counsel and to ensure such a spread of work as to obtain the speediest and more economical service having regard to statutory duties.</p>	<p>The work on review of panels of counsel will ensure that solicitor staff will have information readily available on the range of counsel available for particular types of work. This will facilitate nomination of counsel by the Attorney General's Office in these cases.</p>	<p>In place and ongoing.</p>
2.6	1.14	<p><b>Departmental Legal Units:</b></p> <p>The Office will develop closer working relationship with the legal service units within departments and will support and contribute to the work of these units.</p>	<p>This will allow for streamlining of communications with departments, in appropriate cases, and will assist in problem solving with matters on which both the Office and the Department are involved.</p>	<p>In place and ongoing.</p>
2.7	1.13 4.11	<p><b>Competitive Promotions:</b></p> <p>Competitive promotions apply for the majority of promotional posts arising within the Office and (where the 'Common Pool' applies for legal posts between the CSSO and the Solicitors' Branch of the DPP's Office) for cross opportunity promotions between the CSSO and the DPPO, (SB). Competitive promotions apply for all administrative grades from EO upwards.</p>	<p>The Office is committed to an environment in which merit is rewarded and in which the harder working and more competent of staff are promoted to positions of responsibility.</p>	<p>In place and ongoing.</p>

		<p>Under an existing agreement with CPSU 25% of Staff Officer posts are filled on a seniority subject to suitability basis. Management is anxious to discontinue this arrangement and will enter into discussions with the staff interests to achieve this end.</p> <p>All promotion decisions are supported by competency frameworks and by the application of PMDS rules.</p>		June 2011
2.8	1.10	<p><b>Energy and Environmental Savings.</b></p> <p>The Office will continue to commit to Government policies of achieving lower carbon emissions and to achieve higher levels of energy cost savings. To this end the Office Partnership maintains a Green Committee to work on issues of recycling and energy use reduction.</p>	<p>Benefits include reduced carbon emissions and lower energy costs. Also recovery benefits from use of recycling, especially of paper and cardboard, batteries and Office equipment. A planned necessary upgrade of part of the Office premises will result in greater insulation and great energy savings.</p> <p>Energy use, especially electricity and gas, is measured and data is circulated to all staff on a regular basis.</p>	In place and ongoing.
2.9	1.7 1.14 4.3	<p><b>Secondments to Departments:</b></p> <p>The Office has seconded legal officers to three Departments to work on specific long term projects. The Office commits itself to working with Department in this manner in</p>	<p>Immediate availability of services to client. Development of good working relationships. Solicitor staff are currently seconded in to the Departments of Health &amp;</p>	In place and ongoing.

		the future and on the basis of flexibility of arrangements for numbers and payroll control.	Children, Education and Skills and Communications, Energy and Natural Resources.	
2.10	1.1 1.5 1.10 4.1 4.3	<p><b>Control of Non Fee Expenditure:</b></p> <p>The Office will continue to maintain strict controls over non fee expenditure, including payroll, OT, procurements, T&amp;S etc. This control is assisted by:</p> <ul style="list-style-type: none"> <li>• Strict application of Department of Finance Guidelines</li> <li>• Clear internal procedures and guidelines</li> <li>• Financial reporting to MAC</li> <li>• Operation of an Internal Audit system and an Audit Committee.</li> </ul>	<p>Reduction in overall expenditure;</p> <p>2008 Net Expenditure: €40.6m 2009 Net Expenditure: €33.5m 2010 Net Expenditure ( Projected): €30.5m</p> <p>All controls will be maintained over the duration of the agreement to tight management of expenditure.</p>	In place and ongoing.
2.11	1.1 1.5 1.10 4.1 4.3	<p><b>Numbers Control.</b></p> <p>The Office has achieved the staff and payroll reduction targets set for it and is aware of new targets set for 2011 and 2012.</p> <p>The Office will work constructively with the Department of Finance to identify ways and means of resourcing the current high levels of demand for legal service by Departments, especially in relation to staff numbers and salaries. A constructive approach to resource problems will avoid a situation where the</p>	<p>Continued reduction in payroll</p> <p>Payroll 2008: €15.4m Payroll:2009 €15.8m Payroll 2010 (Projected): €14.4m</p> <p>Authorised Staff Number at start of 2008: 249</p> <p>Staff number to reduce to 230 by end 2010 and 228 by end 2011 and 226 by end 2012</p>	In place and ongoing.

		<p>Office will be unable to provide all the services demanded of it.</p> <p>The Office will require flexible arrangements from the Department of Finance to achieve the work outputs required of it in response to Departmental business demands. This will be particularly so in rapidly growing service areas such as judicial review, asylum &amp; immigration litigation, European Arrest Warrants &amp; extradition and in certain property areas.</p>		
2.12	1.7	<p><b>Handling of Large Cases:</b></p> <p>The resources required by the Office to handle large cases of major importance to Government will be reviewed so that a protocol enabling the Office respond to such demands can be agreed with the Department of Finance.</p>	Any additional cost to the Exchequer of these resources will be considerable less than the cost of instructing firms of solicitors in private practice and has potential for significant saving.	Q4 2010- Q3 2011
2.13	1.10 1.14	<p><b>Serial Litigation with Multiple Public Service Defendants:</b></p> <p>The Office will maintain and further develop protocols with the Department of Finance enabling resource strategies of defending all public service defendants (where appropriate) and where a combined approach to defending these cases would be tactical and would save expense. This is a continuance of a policy</p>	Any additional cost to the Exchequer of these resources will be considerably less than the cost of instructing several different lawyers to defend separate public service clients on the same case.	Q4 2010 – Q3 2011

		<p>already in place as communicated by the Attorney General himself.</p> <p>This proposed approach to these cases will also require flexibility in staffing and cost by the other agencies being defended.</p>		
2.14	1.13	<p><b>Development of Staff:</b></p> <p>The Office will remain committed to the training and development of all staff in line with PMDS requirements and the training plans of the Office. The Office will utilise schemes such as Refund of Fees, Law Clerk Training, Trainee Solicitor Scheme, etc., to focus on the appropriate development of staff competences and in areas of greatest benefit to the Office and to the Civil Service.</p>	<p>Maximisation of the potential of the staff of the Office will increase its capacity to undertake high value work.</p>	<p>In place and ongoing.</p>
2.15	4.16	<p><b>Increased Use of EFT.</b></p> <p>An increased use of electronic funds transfer will reduce staffing demands in the Accounts Section and free staff for other administrative duties. The Office will endeavour to increase its use of EFT for payment of counsel from an existing rate of 50% to a rate of 80% by the end of 2011 and to 90% by the end of 2012.</p>	<p>More streamlined processes in Accounts area with a view to reducing staff required in area.</p> <p>Less risk of fraud involving payable orders. Expedited payment to service providers.</p> <p>More efficient payment process</p>	<p>Q1 – Q3 2011</p>

		<p>The Office will also review the possibility of issuing remittance advice by electronic means.</p> <p>The Office will pursue with the Revenue Commissioners the possibility of issuing withholding tax certificates (F45) electronically.</p>		<p>End 2010-09-30</p> <p>Mar 2011</p>
2.16	4.13	<p><b>Video Conferencing.</b></p> <p>The Office has invested in video conferencing technology, with the support of CMOD, and is currently in the process of testing its use. The Office will go live with this technology in 2011 and will use it for communications with non Dublin based departmental clients and as the preferred method of such communication.</p> <p>Internal financial procedures will be amended to ensure travel and subsistence costs are not incurred in situations where a teleconference could be used.</p>	<p>Reduced levels of travel to non Dublin locations required reducing both Travel and Subsistence expenditure and reduced loss of staff time away from office.</p> <p>More immediate and more frequent face to face contact with clients.</p>	End 2010
2.17	1.14 4.14	<p><b>Improvements in Litigation Methods.</b></p> <p>Continued collaboration with client Departments and offices on high profile and high volumes cases to ensure most efficient practices are followed so that cases are</p>	<p>Early settlement to keep legal costs to minimum. Reduction in expenditure on counsel fees and general law expenses</p>	<p>In place and ongoing.</p> <p>Review progress</p>

		<p>settled at the earliest opportunity so as not to expose the State to greater financial or reputational risk</p> <p>Specifically continue the initiatives currently in place.</p> <p>Initiate greater collaboration with key clients to ensure the Judicial Review defence process is made more efficient.</p> <p>Review of internal litigation procedures to bring greater efficiency to the disposal of dormant litigation matters.</p>		Q2 2011
2.18	1.14	<p><b>Transfer of Attorney General Scheme.</b></p> <p>The Office is anxious to complete the transfer of responsibility for the Attorney General Scheme by the end of 2010 and is working to this end.</p>	More streamlined process with administrative savings in both this office and the Department. Better management of Vote.	End 2010
2.19	Appendix – service delivery options	<p><b>Outsourcing of Work.</b></p> <p>Outsource legal work in exceptional circumstances where the Office does not have the required specialist expertise or capacity to deal with the work to the required professional standard. The Office will continue to exercise a control function where work is outsourced by it.</p>	State has the best legal representation possible in all situations.	As required

2.20	1.10	<p><b>Provision of Service in Low Value Areas.</b></p> <p>Review the provision of some low value services by analysing the effort involved and the suitability for outsourcing on a self financing basis.</p>	Experienced staff freed up to carry out higher value work.	Q2 – Q3 2011
2.21	1.9 4.14	<p><b>Procurement Advice Service</b></p> <p>The CSSO will work to enhance and further develop relationships between the Department of Finance, the NPS and State bodies vested with a role in public procurement to ensure that a standardised, professional and legally compliant approach is applied to public procurement processes so as to assist the State in complying with its obligations at EU law.</p> <p>The CSSO will work with the NPS to coordinated procurement strategy for the State so as to be effective and efficient.</p> <p>The Office is currently working with the NPS and with the Department of Finance to build additional skilled legal resources in this area.</p>	This should reduce risk for the State. It should also realise very significant savings to the Exchequer.	<p>In place and ongoing.</p> <p>Q1 2011</p>
2.23	1.25 1.27	<p><b>Staff Consultation on Further Savings Opportunities:</b></p> <p>The Office has agreed at Partnership to seek further recommendations and suggestions</p>	All viable suggestions will be implemented and rewarded.	Q4 2010

		from staff as to additional opportunities for savings, improved performance and greater efficiency and will commence this process in October 2010.		
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## **Law Reform Commission**

I. Measures in place

II. Measures in progress

III. Measures proposed

## I. Measures in place

	Specific Action	Benefits	PSA ref	Timeframe/Milestones
	<b>Law Reform</b>			
<b>1.</b>	37 Law Reform Projects in <i>Third Programme of Law Reform 2008-2014</i> (this Programme of Law Reform was approved by Government in December 2007, in accordance with the <i>Law Reform Commission Act 1975</i> ).	Completion of these projects contributes to ensuring that significant aspects of the law of Ireland are reviewed on an ongoing basis and that recommendations for reform are made to simplify, modernise, revise and consolidate existing law. This contributes to efficiencies and cost savings for citizens, the business community and the public sector, all of whom need to have access to clear and modern laws. This is an important element of Better Regulation and Smart Regulation principles, as set out most recently in the Smart Economy Framework Document. The 2008 Report of the Value for Money Review of the Law Reform Commission concluded that the Commission delivers high-quality outputs at a lower cost compared to alternative law reform models. See also specific comments on selected individual projects below.	1.4	Commission began work on the <i>Third Programme of Law Reform 2008-2014</i> in 2008. Since then, it has either begun or completed 20 of the 37 Projects in the Programme. Each Project involves publication of a Consultation Paper, followed by a final Report, including draft Bill. The Commission has published 21 Consultation Papers/Reports in 2008-2009 and will publish 11 Consultation Papers/Reports in 2010.
<b>2.</b>	Law Reform Projects at the request of the Attorney General (in accordance with the <i>Law Reform Commission Act 1975</i> ).	The Attorney General may, from time to time, request the Commission, in accordance with the <i>Law Reform Commission Act 1975</i> , to examine a specific matter with a view to reform. Recent examples of such requests	1.4	(a) Establishment of a DNA Database: to be implemented in <i>Criminal Justice (Forensic Evidence and DNA Database</i>

	<b>Specific Action</b>	<b>Benefits</b>	<b>PSA ref</b>	<b>Timeframe/Milestones</b>
		include: (a) the Establishment of a DNA Database and (b) the Civil Liability of Good Samaritans and Volunteers. This facility ensures the flexibility that the Commission can deal with matters which were not envisaged when a Programme of Law Reform is approved by Government.		<i>System) Bill 2010.</i> (b) Civil Liability of Good Samaritans and Volunteers: to be implemented in Part 3 of <i>Civil Law (Miscellaneous Provisions) Bill 2010.</i>
<b>3.</b>	Regular liaison with Department of Justice and Law Reform concerning law reform projects.	The Department of Justice and Law Reform is a lead Department in terms of initiating proposals to Government to implement recommendations for reform made by the Commission, within the wider context of the Department's legislative agenda. The Commission engages in regular meetings with the Department, including scheduled twice-yearly meetings. These ensure that the selection of law reform projects does not duplicate activities being undertaken by the Department, thus avoiding any unnecessary waste of resources.	1.4	In place.
<b>4.</b>	Liaison with other Government Departments and participation in expert groups.	The Commission also engages in regular meetings with other Government Departments in connection with specific projects and, where relevant, this has involved membership of working groups. Recent examples include Commission membership of: (a) the Government's Mortgage Arrears and Personal Debt Review Group (Department of Finance),	1.4	In place.

	<b>Specific Action</b>	<b>Benefits</b>	<b>PSA ref</b>	<b>Timeframe/Milestones</b>
		(b) the National Financial Abuse of Older People Working Group (Department of Health and Children) and (c) the eLegislation Group (Department of the Taoiseach). This involves providing additional assistance to policy development without any additional State expenditure.		
<b>5.</b>	Liaison with other State bodies and civic society groups.	The Commission also engages in regular meetings with other State bodies and civic society groups in connection with specific projects. Recent examples include involvement with the Courts Service on the development of a system of electronic processing of court documents (related to the Commission project on the Courts Acts: see above) and the Irish Hospice Foundation in its End-of-Life Forum (related to a Commission project from the Third Programme of Law Reform 2008-2014 on Advance Care Directives). This also involves providing additional assistance to State bodies and to civic society bodies without any additional State expenditure.	1.4	In place.
<b>6.</b>	Loss of 7 sanctioned legal research posts.	Cost savings.	1.1	In place.
	<b>Restatement</b>			
<b>7.</b>	Preparation of first programme of	Provides updated legislation with amendments	1.4	First part of programme

	<b>Specific Action</b>	<b>Benefits</b>	<b>PSA ref</b>	<b>Timeframe/Milestones</b>
	restatement consisting of 45 Acts or suites of Acts in XML.	<p>integrated and annotated, thereby saving time for all users of this legislation including users in the public service and making legislation more accessible. Annotations include commencement information, non-textual amendments, exercise of powers to make regulations, previous affecting provisions and editorial notes. Hypertext links to legislation referred to in restatements may be possible to be added on publication by the manager of the eISB website.</p> <p>The cost of ascertaining the current state of the law is a burden on and cost to all users including Government Departments, legal professionals and their clients and members of the public. Having restatements available will lead to efficiencies and cost savings. It will improve the transparency of the law as outlined by the “Better Regulation” objectives.</p> <p>Restatements also contribute to the preparation of consolidations and reform of legislation by providing an up-to-date statement of the law as a starting point (recently seen in the use of the draft Central Bank Act 1942 restatement for the preparation of new legislation).</p>		submitted to Office of the AG in July 2010. Remainder of programme to be completed by end 2010.
<b>8.</b>	Recapture and XML markup of repository of Acts 1922-1998 and c. 400	This enabled their editing in XML and electronic or printed publication in standard	1.4	The repository is available and has been supplied to the

	<b>Specific Action</b>	<b>Benefits</b>	<b>PSA ref</b>	<b>Timeframe/Milestones</b>
	pre-1922 Acts	<p>form. The recapture also improved the standard of accuracy to c. 99.998%.</p> <p>The recaptured data can also be made available to other Government Departments who require legislation in electronic format for other purposes. This will reduce costs in those Departments.</p>		Office of the AG and the Bills Office for publication on their respective websites (including eISB).
<b>9.</b>	Conversion of existing XML repository of statutory instruments.	<p>This enabled their editing in XML and electronic or printed publication in standard form.</p> <p>The converted data can also be made available to other Government Departments who require legislation in electronic format for other purposes. This will reduce costs in those Departments.</p>	1.4	The repository of SIs is available for editing and also for the eISB website.
<b>10.</b>	Commission of authoring system to allow for editing of legislation in XML.	The authoring system enables editing in XML, in which the repository of legislation is held. The XML versions of Acts published on the eISB website, supplied by the Office of the AG, can be edited without further adaptation or change. The XML versions of restatements are suitable for publication on the eISB website, and may be repurposed as necessary for any other eLegislation initiative.	1.4	The Authoring system is in place and being used.
<b>11.</b>	Loss of two researchers from the Statute	Cost savings.	1.1	In place.

	<b>Specific Action</b>	<b>Benefits</b>	<b>PSA ref</b>	<b>Timeframe/Milestones</b>
	Law Restatement project.			
	<b>Legislation Directory</b>			
<b>12.</b>	Updating of Legislation Directory of the Acts to include information from 2006-2010	Provides up to date details of amendments to primary legislation. It reduces the burden on Government Departments, legal professionals and the general public as they no longer need to do or pay for individual research to ascertain the state of the law. This leads to efficiencies and ultimately cost-savings. It also improves the transparency of the law in line with the “Better Regulation” objectives.	1.4	In place and will updated monthly subject to external factors.
<b>13.</b>	Commission of authoring tool to allow preparation of Legislation Directory	The new authoring tool is based on a modern XML system. This is widely recognised as a world-leader. This system replaces an older system based on Lotus Notes. It will allow the integration of any information used in the Legislation Directory into any wider eLegislation project thus eliminating the need for reworking of the data. This will lead to increased efficiency for relevant Government Departments and cost-savings.	1.4	In place
<b>14.</b>	Loss of one researcher from Legislation Directory project	Cost-savings	1.1	In place
	<b>Administration</b>			

	<b>Specific Action</b>	<b>Benefits</b>	<b>PSA ref</b>	<b>Timeframe/Milestones</b>
<b>15.</b>	<b><u>Corporate Governance</u></b>  MAC	In order to ensure the effective management of the Commission, and to ensure that the objectives of the business plan are met, a management committee meets every month.	4	In place and ongoing
<b>16.</b>	Audit Committee	The Commission has an internal audit committee to oversee the work of the external audit and to complement the work of the internal audit of the AGO.	4	In place and ongoing
<b>17.</b>	<b><u>IT</u></b>  Sage        Publication Template	The Commission is in the process of rolling out the use of SAGE accounting software. The use of SAGE and improved internal processes in the Finance Unit have ensured that the Commission complies with regulatory requirements for example with the Prompt Payment of Accounts Act, 1997.  The Commission has developed a publications template which allows the preparation of all Reports and Consultation Papers to take place in-house, thus saving on external costs, and eliminating printing delays.	10,12	In place and ongoing        In place and ongoing
<b>18.</b>	<b><u>Human Resources</u></b>			

	<b>Specific Action</b>	<b>Benefits</b>	<b>PSA ref</b>	<b>Timeframe/Milestones</b>
	Reduction in Staff Numbers	1 Principal Officer redeployed, an approximate saving of €84,132 annually. Two executive officers redeployed, an approximate saving of €68,720 annually. 1 Clerical Officer redeployed an approximate saving of €25,339 annually. Sanction for the number of legal researchers reduced from 15 to 8.	7,1 7,1 7,1 1	10/1/2010 completed 1/3/2010 completed 27/8/2010 completed completed
<b>19.</b>	PMDS	PMDS is actively used for all staff in the Commission. The PMDS system is used to prepare staff role profiles at the start of each year, and to review work methods throughout the year, it is also the basis for the development of the training plan. The PMDS form has been updated to ensure that meaningful narratives, relative to the staff member being reviewed, must be included.	12,13	In place and ongoing
<b>20.</b>	Training	There is a formal induction process for all new staff. Training requirements for all staff are identified at the start of the year, using staff role profiles. The Commission uses in-house training where possible, for example IT and template training is provided the IT officer. Project Management training is provided by the Director of Research. (Previously external trainers were used in the development stage of the Commission's training programme). The Commission has also availed of many of	4,12,13	In place and ongoing

	<b>Specific Action</b>	<b>Benefits</b>	<b>PSA ref</b>	<b>Timeframe/Milestones</b>
		the courses provided for free by the Civil Service Training Department and Gaeleagras.		
<b>21.</b>	Sick Leave Procedures	The Commission actively monitors sick leave. A report of sick leave is given every quarter to MAC. Warnings are given in accordance with circular 9/2004.	12	In place and ongoing
<b>22.</b>	Staff Ethos	Staff have demonstrated that they are committed to ensure that the Commission delivers quality work. Near publication deadlines to ensure the task is completed, staff frequently demonstrate a willingness to work extra/unsociable hours.	11,12,13	In place and ongoing
<b>23.</b>	Recruitment	The Commission successfully recruited eight new legal researchers through a nationwide campaign this year. Free advertisement was availed of by advertising on the Commission's website and by advertising through Universities in Ireland and Europe, and also all relevant legal societies. Those selected after interview demonstrated the relevant skills to ensure that the Commission's high standard of legal research will be maintained.	12,13	In place and ongoing
<b>24.</b>	Gender Balance	Equality Targets have been met and exceeded.	12	In place and ongoing
<b>25.</b>	Employment of Persons with Disabilities	Equality Targets were met in 2008, 2009 and 2010.	12	In place and ongoing

	<b>Specific Action</b>	<b>Benefits</b>	<b>PSA ref</b>	<b>Timeframe/Milestones</b>
<b>26.</b>	Work Life Balance	The Commission encourages work life balance. In 2008 and 2009 an EO took avail of term time. In 2010 a CO took three months unpaid leave for family reasons. In 2009/2010 a member of staff was granted flexible working arrangement in order to avail of further education.	CS and NCSSB Sectoral Agreement	In place and ongoing
<b>27.</b>	Reduction in Staff Salaries	All staff members have incurred a reduction in salary as required by public service pay cuts.  New contract staff will start on a lower salary scale.	2  2	January 2010  October 2010
<b>28.</b>	<b><u>Cost Reductions/ Avoidance</u></b>  Negotiation of Contracts for Services	A reduction has been sought in all services availed of by the Commission. This has resulted in both a reduction of services availed of and overall cost savings.	4	In place and ongoing
<b>29.</b>	Reduction in Cost of Delivery of Services	Various measures have been taken to reduce the cost of delivery of services. The Commission now prints on average 200 copies of reports and consultation papers, as opposed to 500, encouraging users to access reports online free of charge.	4	In place and ongoing

	<b>Specific Action</b>	<b>Benefits</b>	<b>PSA ref</b>	<b>Timeframe/Milestones</b>
<b>30.</b>	Restructure and Re-Organisation	Due to re-organisation of work on the administration and legal side, the Commission continues to ensure that its outputs remain of a high quality, albeit with reduced staff numbers.	3,4	In place and ongoing
<b>31.</b>	Website	Changing the hosting of Commission website has lead to significant reduction in costs. User friendly website ensures that the Commission is able to update the public regularly on its work. Ongoing enhancements of the website are developed in-house, for example a dedicated space for the proposed Classified Lists of Acts. Easy access of reports online has reduced the need to print as many hardcopies.	12	In place and ongoing

## II. Measures in progress

### Law Reform

	Specific Action	Benefits	PSA ref	Timeframe/Milestones
	<b>Law Reform</b>			
<b>1.</b>	Current selected specific Projects in <i>Third Programme of Law Reform 2008-2014</i> .	<p>The following examples indicate the benefits of current Commission law reform projects in progress.</p> <ol style="list-style-type: none"> <li>1. <i>Project on Children and the Law: Medical Treatment</i>. This project would clarify for health care practitioners the capacity of persons under 18 years of age to consent to medical treatment, and provide a “good faith defence to health care practitioners concerning possible civil liability. This would limit potential liability of the State, since most clinical negligence claims are covered by the State’s Clinical Indemnity Scheme.</li> <li>2. <i>Project on Defences in the Criminal Law</i>. This would result in the enactment for the first time of legislation concerning the main defences in criminal law, notably</li> </ol>	1.4	<ol style="list-style-type: none"> <li>1. <i>Project on Children and the Law: Medical Treatment</i>. Report substantially completed; scheduled to be published Q1 2011.</li> <li>2. <i>Project on Defences in the Criminal Law</i>. Report published; elements on defence of the dwelling contained in <i>Defence of</i></li> </ol>

	<b>Specific Action</b>	<b>Benefits</b>	<b>PSA ref</b>	<b>Timeframe/Milestones</b>
		<p>self-defence (including defence of the dwelling), and other defences such as provocation and duress. It would also assist the wider project of enacting a Criminal Code Bill.</p> <p>3. <i>Project on Advance Care Directives.</i> This would provide for the ability of adults to give directions as to their future medical treatment in the event that they lose mental capacity in the future (e.g. from car crash or Alzheimer's disease). This would complement planned general legislation on mental capacity proposed by Department of Justice and Law Reform.</p>		<p><i>the Dwelling Bill 2010.</i></p> <p>3. <i>Project on Advance Care Directives.</i> Report published; draft Bill could be incorporated into proposed <i>Mental Capacity Bill</i> (Department of Justice and Law Reform).</p>
<b>2.</b>	Completion of Law Reform Project at the request of the Attorney General.	The Commission currently is engaged in a request from the Attorney General, made in October 2009, concerning Mandatory Sentences.	1.4	Report will be published by end 2011.
	<b>Restatement</b>			
<b>3.</b>	Completion of First Programme of Restatement.	First part of programme submitted to Office of the AG in July. Remaining Acts being restated.	1.4	July to December 2010
<b>4.</b>	Refinement of XML authoring system.	The Commission is specifying the addition	1.4	September to December

	<b>Specific Action</b>	<b>Benefits</b>	<b>PSA ref</b>	<b>Timeframe/Milestones</b>
		of a number of facilities to the authoring system to make it more efficient.		2010
<b>5.</b>	Development of second programme of restatement based on submissions and advice of User Group.	Legislation will be selected which will benefit large communities of users, including those in the public sector. The work of restatement may be preparatory to formal consolidation, codification and reform, and in this way can assist in making legislation more relevant and accessible.	1.4	July to December 2010
	<b>Legislation Directory</b>			
<b>6.</b>	Upgrading of Legislation Directory of the Acts to include pre-independence legislative effects (amendments, non-textual amendments and other ways legislation has been affected). Approximately 1,000 pre-1922 statutes remain on the statute book, many of which were amended pre-1922.	<p>This is remedying a long-identified deficiency in the Legislation Directory. It will reduce the burden on Government Departments, legal professionals and the general public as they will no longer need to do or pay for individual research to ascertain the state of the law. This will lead to efficiencies and ultimately cost-savings. It will improve the transparency of the law in line with the “Better Regulation” objectives.</p> <p>This work is in addition to the project transferred to the Commission. It is being completed using reduced staff and unpaid interns and without extra costs to the</p>	1.4	A considerable amount of information is already in place and further information will be added on a monthly basis subject to external factors.

	<b>Specific Action</b>	<b>Benefits</b>	<b>PSA ref</b>	<b>Timeframe/Milestones</b>
		exchequer.		
<b>7.</b>	<p>Identification of statutory instruments which are in force in the jurisdiction.</p> <p>Over 28,000 statutory instruments were made since 1922 and many of them are obsolete, revoked or spent. In order to avoid tracking changes to those which are no longer in force, all obsolete SIs are being identified and eliminated from the working list. This work may also identify SIs which are no longer relevant but have not been revoked.</p>	<p>First step in remedying long-identified deficiencies with the transparency of secondary legislation.</p> <p>The long-term aim of this project is to work together with Government Departments and other regulatory bodies to remove obsolete statutory instruments from the Irish Statute Book.</p> <p>This project will reduce the burden on Government Departments, legal professionals and the general public as they will no longer need to do or pay for individual research to ascertain the state of the law. This will lead to efficiencies and ultimately cost-savings. It will improve the transparency of the law in line with the “Better Regulation” objectives.</p> <p>This work is in addition to the project transferred to the Commission. It has been completed using unpaid interns and without extra costs to the exchequer.</p>	1.4	<p>This work is underway. It is estimated that it will take at least one year to compile the initial list. Delivery timescales on this aspect of the project are dependent of the availability of unpaid interns.</p> <p>The long-term aims for this project will take some years to achieve and will depend on cooperation between all stakeholders and the availability of resources.</p>
	<b>Administration</b>			
<b>8.</b>	SAGE	The Finance Unit is continuing to train in	10	Ongoing in 2010

	<b>Specific Action</b>	<b>Benefits</b>	<b>PSA ref</b>	<b>Timeframe/Milestones</b>
		the use of SAGE and plans on rolling out the usage of SAGE as the main method of record keeping for the payment of suppliers and payroll. This process is ongoing.		
<b>9.</b>	Contracts	The Commission will continue to seek the best possible value for money when either renewing or entering into contracts for services.	4	Ongoing in 2010/2011

### III. Measures proposed

	Specific Action	Benefits	PSA ref	Timeframe/Milestones
	<b>Law Reform</b>			
1.	Proposed Projects from <i>Third Programme of Law Reform 2008-2014</i>	<p>The following examples indicate the benefits of proposed Commission law reform projects.</p> <ol style="list-style-type: none"> <li>1. <i>Project on Personal Debt Management and Debt Enforcement.</i> This would propose a statutory non-judicial debt settlement system for personal debt, and related reform of the law on personal insolvency and bankruptcy. Linked to overall government policy on reform of law on personal debt, including in the context of the Government's Mortgage Arrears and Personal Debt Review Group.</li> <li>2. <i>Project on Alternative Dispute Resolution.</i> This would propose a general statutory framework to allow civil and commercial disputes to be resolved by mediation and conciliation. It would facilitate cost savings for both public and private sector bodies who would wish to use, in suitable cases, the proposed</li> </ol>	1.4	<ol style="list-style-type: none"> <li>1. <i>Project on Personal Debt Management and Debt Enforcement.</i> Report, with draft Bill, would be published by end 2010.</li> <li>2. <i>Project on Alternative Dispute Resolution.</i> Report, with draft Bill, would be published by end 2010/Q1 2011.</li> </ol>

	Specific Action	Benefits	PSA ref	Timeframe/Milestones
		<p>statutory framework.</p> <p>3. <i>Project on Consolidation and Reform of the Courts Acts.</i> This Commission project (being done in collaboration with the Courts Service and the Department of Justice and Law Reform) would propose to repeal about 200 Acts concerning the role and function of the courts and to replace them with a single, modern, Courts Act. This would facilitate ongoing and planned proposals to ensure the efficient administration of justice in the courts. The reform elements would include: (a) simplifying and reducing the number of forms required in civil cases, (b) requiring parties to minimise costs and use ADR where suitable (a direct link with the proposed ADR project, above) and (c) involving judges in active judicial case management of case-flows through the courts.</p> <p>4. <i>Project on the Law of Sexual Offences.</i> This would propose reform of specific aspects of the existing legislation on sexual offences, including in connection with consent.</p>		<p>3. <i>Project on Consolidation and Reform of the Courts Acts.</i> Report, with draft Bill, would be published by end 2010/Q1 2011.</p> <p>4. <i>Project on the Law of Sexual Offences.</i> Report, with draft Bill, would be published by 2012.</p>

	<b>Specific Action</b>	<b>Benefits</b>	<b>PSA ref</b>	<b>Timeframe/Milestones</b>
		It would complement a proposed project planned by the Department of Justice and Law Reform on consolidation of all the legislation on sexual offences, and would ensure that there is no overlap between these two proposed projects.		
<b>2.</b>	Development of a Classified List of Acts in Ireland	This project would provide a complete List of all Existing Acts in Ireland, both pre-1922 and post-1922, classified under Major Subject-Matter headings. It would facilitate access to legislation for all users, it would complement and build on the Commission's work on Statute Law Restatement and the Legislation Directory (see below) and is consistent with Better Regulation and Smart Regulation principles.	1.4	Report, with complete Classified List of Legislation, would be published by end Q3 2011.
<b>3.</b>	Completion of Other Remaining Projects in <i>Third Programme of Law Reform 2008-2014</i>	Taking account of the 33% reduction in the Commission's grant-in-aid for 2010, the Commission intends to maintain the high quality of its outputs (see 2008 Report of the Value for Money Review of the Law Reform, above), notably by building on its existing project management procedures. This will ensure that the Commission provides additional value for money by maintaining the existing quality of outputs,	1.1, 1.4	Publish 7-9 Consultation Papers/Reports in 2011. Publish 7-9 Consultation Papers/Reports in 2012. Complete Mid-term Review of <i>Third Programme of Law Reform 2008-2014</i> by mid-2011.

	Specific Action	Benefits	PSA ref	Timeframe/Milestones
		and at reduced cost. Among the remaining projects to be begun will be: (a) Legal Aspects of Assisted Human Reproduction (which will build on existing EU and Government policy in this area); (b) Civil Law Aspects of the Law of Missing Persons (which will take account of a recent Council of Europe Recommendation on this matter, and of reform of this area in Northern Ireland in 2009, thus taking account of the State's international obligations and endeavouring to ensure that there is no avoidable conflict between and relevant law in this State and in Northern Ireland).		
4.	Development of <i>Fourth Programme of Law Reform</i>	As occurred during 2006 and 2007 in the preparation of the Third Programme of Law Reform 2008-2014, the Commission will begin public consultation on the development of a Fourth Programme of Law Reform during 2013-2014. The Commission will also ensure relevant liaison and consultation with the Attorney General, Government Departments and the Oireachtas. This will be done in accordance with relevant Better Regulation guidelines on consultation by public bodies, to ensure best practice outcomes from the consultation process.	1.1, 1.4	2013: appoint project team to prepare for consultation on <i>Fourth Programme of Law Reform</i> . 2014: complete consultation process, including public consultation, and prepare <i>Draft Programme of Law Reform</i> for approval by Government (in accordance with the <i>Law Reform Commission Act 1975</i> ).

	<b>Specific Action</b>	<b>Benefits</b>	<b>PSA ref</b>	<b>Timeframe/Milestones</b>
	<b>Restatement</b>			
<b>5.</b>	Tighter methodology for preparation of restatements: Development of written procedures, expansion of reference manual, more detailed training and supervision based on above materials.	Greater productivity and quality of work. This is now possible with bedding down of the authoring system and experience of first restatements.  This work is also a necessary precursor to expansion of the Restatement project, whether by volunteers or otherwise. Subject to funding, there are possibilities for broadening the scope and contributors to the project, thereby making a greater impact on the statute book and major lack of restatements.	1.4	October to December 2010  2011-2012, subject to resources
<b>6.</b>	Undertaking second programme of restatements 2011-2012.	Will provide updated legislation with amendments integrated and annotated, thereby saving time for all users of this legislation including users in the public service and making legislation more accessible. Restatements are a major step towards online accessibility of legislation and will be a major efficiency for all users. When linked with the list of classified Acts also prepared by the Commission, and also desirable to publish on the eISB, they will enable lay users to identify applicable law with	1.4	January 2011-December 2012

	<b>Specific Action</b>	<b>Benefits</b>	<b>PSA ref</b>	<b>Timeframe/Milestones</b>
		<p>confidence for the first time.</p> <p>Annotations include commencement information, non-textual amendments, exercise of powers to make regulations, previous affecting provisions and editorial notes. Hypertext links to legislation referred to in restatements may be possible to be added on publication by the manager of the eISB website.</p> <p>The cost of ascertaining the current state of the law is a burden on and cost to all users including Government Departments, legal professionals and their clients, and members of the public. Having restatements available will lead to efficiencies and cost savings. It will improve the transparency of the law as outlined by the “Better Regulation” objectives.</p> <p>Restatements also contribute to the preparation of consolidations and reform of legislation by providing an up-to-date statement of the law as a starting point (recently seen in the use of the draft Central Bank Act 1942 restatement for</p>		

	<b>Specific Action</b>	<b>Benefits</b>	<b>PSA ref</b>	<b>Timeframe/Milestones</b>
		the preparation of new legislation).		
	<b>Legislation Directory</b>			
<b>7.</b>	<p>Identification of statutory instruments which are in force in the jurisdiction.</p> <p>Over 28,000 statutory instruments were made since 1922 and many of them are obsolete, revoked or spent. In order to avoid tracking changes to those which are no longer in force, all obsolete SIs are being identified and eliminated from the working list. This work may also identify SIs which are no longer relevant but have not been revoked.</p>	<p>First step in remedying long-identified deficiencies with the transparency of secondary legislation.</p> <p>The long-term aim of this project is to work together with Government Departments and other regulatory bodies to remove obsolete statutory instruments from the Irish Statute Book.</p> <p>This project will reduce the burden on Government Departments, legal professionals and the general public as they will no longer need to do or pay for individual research to ascertain the state of the law. This will lead to efficiencies and ultimately cost-savings. It will improve the transparency of the law in line with the “Better Regulation” objectives.</p> <p>This work is in addition to the project transferred to the Commission. It is being undertaken using unpaid interns and without extra costs to the exchequer.</p>	1.4	<p>September 2010 – December 2011.</p> <p>It is estimated that it will take at least one year to compile the initial list. Delivery timescales on this aspect of the project are dependent of the availability of unpaid interns.</p> <p>The long-term aims for this project will take some years to achieve and will depend on cooperation between all stakeholders and the availability of resources.</p>

	<b>Specific Action</b>	<b>Benefits</b>	<b>PSA ref</b>	<b>Timeframe/Milestones</b>
<b>8.</b>	<p>Upgrading of Legislation Directory to include statutory instruments using existing authoring tool.</p> <p>At present amendments to statutory instruments are not tracked, and there is no equivalent of the Legislation Directory for Acts where any changes can be checked. Ascertaining whether and to what extent a piece of secondary legislation has been amended involves systematic searches of the existing body of legislation. Searching can be done electronically using the Irish Statute Book online, but requires skill and know-how which is generally not available to lay users.</p>	<p>This is the second step in remedying long-identified deficiencies with the transparency of secondary legislation. It will reduce the burden on Government Departments, legal professionals and the general public as they will no longer need to do or pay for individual research to ascertain the state of the law. This will lead to efficiencies and ultimately cost-savings.</p> <p>The authoring tool which was commissioned to allow the compilation of the Legislation Directory for Acts has been expanded, without additional costs to the exchequer, to allow the compilation of a Legislation Directory of Statutory Instruments by an appropriately-resourced body.</p> <p>The Commission is committed to producing a pilot Legislation Directory of statutory instruments covering the period 2006-2010 but does currently not have the capacity to look at the year's pre-2006.</p> <p>This work is in addition to the project transferred to the Commission. It has been completed using reduced staff and unpaid interns and without extra costs to the</p>	1.4	<p>Work has commenced and it is hoped to produce sample files by year-end December 2010.</p> <p>Further developments will depend on resourcing.</p>

	<b>Specific Action</b>	<b>Benefits</b>	<b>PSA ref</b>	<b>Timeframe/Milestones</b>
		exchequer.		
	<b>Administration</b>			
<b>9.</b>	Administration	The Commission will continue to maintain current levels of activities with reduced resources.	4	In place and ongoing.

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