



Attorney  
General's  
Office

# AGO Business Plan 2020-21

## FOREWORD

This business plan sets out the Attorney General's Office's (AGO) priorities for 2020-21 in giving effect to our core purpose – supporting our Ministers in “making law and politics work together at the heart of the UK constitution”.

In common with other government departments, the COVID-19 pandemic has forced us to look critically at what we had planned for 2020-21 and at how we are going to deliver it. The pandemic has tested the resilience, agility and tenacity of a small department that is required to operate effectively and at pace at the heart of political decision-making and complex legal issues. The new business year begins with the AGO continuing to work on a dispersed, IT-enabled basis and we are proud of the speed and effectiveness with which we established ourselves without missing a beat in the delivery of our work. We sponsor operational arms of the criminal justice system that have been tasked with ensuring delivery in some of the most trying times they have ever faced. At the same time we are in a privileged position to support a government with a far-reaching and energising agenda - the aim is not just to bounce back from the pandemic but to move forward with a radical programme of reform in areas that matter to the public and an ambitious vision for a new place for the UK in the world. It is in this context that we now look forwards into the new business year.

Responding to the longer-term repercussions of COVID-19, and the lessons for public administration that it has taught us so far, remain obvious early priorities. The AGO will help the Law Officers continue to develop and strengthen their sponsorship relations with the Crown Prosecution Service (CPS) and Serious Fraud Office (SFO), ensuring they play their part alongside other criminal justice partners to build resilience in a criminal justice system which commands public confidence with assurance. We have a new focus on delivering key government strategies on crime, including organised crime, serious violence and rape, and support for victims of crime, and supporting reforms intended to make a real difference. As we seek to recruit a new Chief Inspector of Her Majesty's Crown Prosecution Inspectorate this year, we will focus on sustaining HMCP's key contribution to driving improvements within the justice system. We look forward to working with the Treasury Solicitor to support the Law Officers' proud leadership of the government legal profession across Whitehall, in their vital provision of advisory, legislation and litigation services to deliver the government's agenda.

The Law Officers continue to contribute to the development of a new relationship for the UK with the European Union, including by giving legal and constitutional advice within government on the unique issues and possibilities that it raises. The AGO supports this and the Law Officers' wider advisory functions in government, including through continuing to sustain and progress an emergency legal framework to guide the nation through the COVID-19 pandemic, and responding to matters of international law that arise from global events. As the government seeks to ensure that the legal frameworks within which our national security community works are fit for the purpose of tackling new and evolving threats, the AGO supports the Attorney General's key role in the National Security Council, including by leading the NSC Officials Legal sub-committee.

The Unduly Lenient Sentence scheme continues to draw a high number of referrals to the AGO. Victims, their families and members of the public are able to request a review of cases where they believe there has been gross error in the sentencing decision. Crimes covered within the scheme include murder, rape and child sexual abuse, and the scheme was extended in 2019 to cover additional stalking, harassment and sexual offences. In 2019, 63 serious offenders had their sentences increased by the Court of Appeal after the intervention of the Law Officers' under the scheme. The AGO will continue to support the Law Officers in acting in the public interest in this context, and in the exercise of their other public interest functions within the justice system.

Our people remain at the heart of all we do. Prioritising staff wellbeing and engagement has been key to the maintenance of our standards of excellence and productivity during the COVID-19 pandemic and, with the rest of the Civil Service, we are looking forward to rebalancing our ways of working this year, retaining the benefits of flexible and IT-enabled dispersed working at the same time as returning to being an office-based community. We are proud to be a diverse and inclusive department, and we also look forward to working together to make a thoughtful, and lasting, response to the challenge of world events at the beginning of 2020-21 and to see and act on the priorities in this space.

**Rowena Collins-Rice**  
**Director-General**

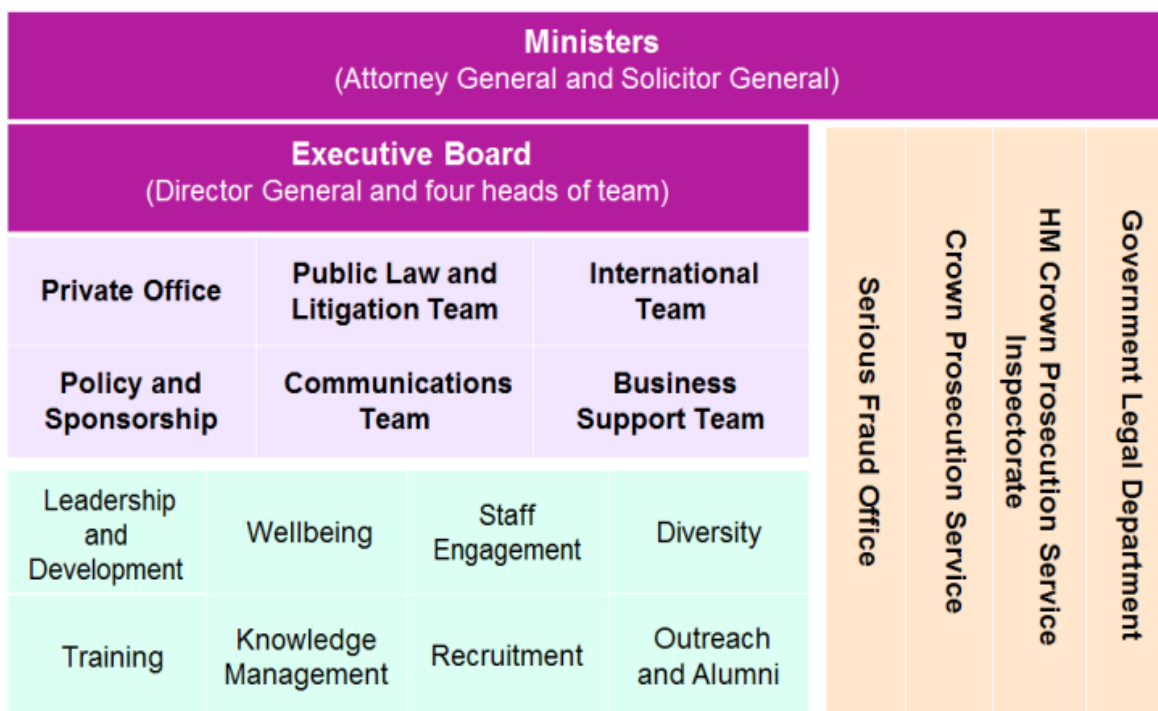
## Who we are

The Attorney General’s Office (AGO) is a ministerial department which supports the Attorney General and the Solicitor General (the Law Officers). The Law Officers are government ministers who:

- are the chief legal advisers to the government.
- sponsor and are accountable to Parliament for the Law Officers’ Departments, namely:
  - 1) The Crown Prosecution Service (CPS)
  - 2) The Serious Fraud Office (SFO)
  - 3) Her Majesty’s Crown Prosecution Service Inspectorate (HMCPPI)
  - 4) The Government Legal Department (GLD), which provides legal services to government
- perform other functions in the public interest, such as looking at sentences which may be too low – these duties are independent of government.

## Our Structure

### Attorney General’s Office Structure



● Leadership  
 ● Core teams  
 ● Staff groups  
 ● Arms length bodies

## **Our Vision**

The AGO's unique contribution to public life is making law and politics work together at the heart of the UK constitution. We do that through our stewardship of the public interest in the Rule of Law, which is a fundamental principle of our unwritten constitution and a guarantee of our historic democracy and liberties.

We are a specialist ministerial department, supporting the Law Officers across the full range of their legal, government, and justice functions as a 'crack team of problem-solvers' helping deliver government policy. We are proud of our constitutional role, reputation for legal professional excellence and creativity, and sophisticated political and handling awareness.

Together, we work as a high-performing, multi-disciplinary, engaged and resilient team. We prioritise the Law Officers' professional and constitutional ethos, our team spirit and values, and our investment in individuals' development and wellbeing.

## **Our Values**

- We treat everyone with respect.
- We value each other and support personal development.
- We act with integrity in our work and our relationships.
- We work supportively, constructively and positively.
- We strive for excellence in everything we do.

## **Our Strategic Objectives**

- A. Helping deliver government policy in the context of the Law Officers' constitutional role in relation to the Rule of Law.
- B. Defining and delivering the Law Officers' public interest functions in the interests of the administration of justice.
- C. Sponsoring the Law Officers' Departments and connecting the work of the prosecutors with wider criminal justice policy.
- D. Ensuring a high performing and efficient Attorney General's Office which meets its legal and performance obligations.

### **STRATEGIC OBJECTIVE (A): Helping deliver government policy in the context of the Law Officers' constitutional role in relation to the Rule of Law**

#### **Actions**

1. Helping the Law Officers support the Prime Minister, the cabinet and its committees in collective decision-making, working closely with all relevant departments.
2. Supporting departments delivering the government's wider domestic and international objectives (in particular preparing for the end of the transition period with the EU and the development of future trade relationships), including by providing risk-based advice to the Law Officers and by promoting awareness

and understanding of legal and constitutional issues and their impact on government policy-making.

3. Supporting the Law Officers' role in promoting the Rule of Law within government and publicly and acting as stewards of the Law Officers' Convention.
4. Leading the Government Legal Profession, working in particular to enhance the role of government lawyers as expert problem-solvers in the delivery of government policy.
5. Undertaking targeted engagement and outreach to support the understanding of the work of the Law Officers and government legal community. This includes promoting Pro Bono, as the government's champions, and Public Legal Education across government.
6. Promoting the UK's distinct historical and contemporary leadership on the Rule of Law at an international level.

### **STRATEGIC OBJECTIVE (B): Defining and delivering the Law Officers' public interest functions in the interests of the administration of justice**

#### **Actions**

1. Providing effective support for the Law Officers to deliver their statutory and common law public interest functions, including as Advocate General for Northern Ireland.
2. Supporting the Law Officers to identify and seek to address the causes of unduly lenient sentences.
3. Keeping under review the scope of the Attorney General's criminal and civil public interest functions including ensuring the effective and efficient delivery of those functions.
4. Maintaining and improving the AGO's casework systems to ensure maximum efficiency.
5. Maintaining and enhancing relations between the executive and the judiciary, including through selective domestic and international advocacy by the Law Officers and intervening in proceedings where it is in the public interest, and by promoting engagement with the judicial leadership.

### **STRATEGIC OBJECTIVE (C): Sponsoring the Law Officers' Departments and connecting the work of the prosecutors with wider criminal justice policy**

#### **Actions**

1. Monitoring sponsorship arrangements with the CPS and the SFO ("the prosecutors"), in line with the agreed Framework Agreements and, in particular, through the Ministerial Strategic Boards chaired by the Attorney General. Securing their proper operational independence and promoting their effectiveness, efficiency, and Parliamentary and public accountability and reputation.

2. Embedding sponsorship arrangements with HMCPSP following the agreement of the protocol and supporting the Chief Inspector to deliver his functions. To run a successful recruitment campaign for a new Chief Inspector.
3. Continuing to promote the effectiveness, efficiency, accountability and reputation of the GLD through effective sponsorship arrangements.
4. Ensuring the development of robust criminal justice policy by representing the views of the Law Officers and supporting the relationship between policymakers in government and the prosecutors, in particular working with the Home Office and Ministry of Justice, to provide a more efficient, effective and accountable criminal justice system for victims and the public.
5. Constructively engaging with the legal professions, including the Bar Council (through the Attorney General's role as head of the Bar) and the Law Society, on a range of issues relating to the justice system.

**STRATEGIC OBJECTIVE (D): Ensuring a high performing and efficient Attorney General's Office which meets its legal and performance obligations**

**Actions**

1. Providing effective governance and strategic leadership of the AGO through the Executive Board.
2. Ensuring effective financial planning and management of the AGO budget in accordance with government accounting rules and best practice. Planning the AGO long-term strategy and effective engagement with the Spending Review
3. Providing a safe and secure working environment that protects our people, information and other resources, supports all areas of business, and implements innovative practice to enable effectiveness, resilience and wellbeing.
4. Attracting and developing talented people and supporting staff engagement through our people plans. Investing in recruitment, induction and development of staff to create an office with clear leadership and delivery through a diverse and inclusive workforce.
5. Improving existing information management systems through our Knowledge Management Strategy and designing and implementing new systems to capture expertise, knowledge, and experience, and provide storage and access to records that meets current and future needs
6. Responding to all litigation and inquiries, as well as parliamentary, press, and public correspondence in line with our published standards and legal obligations.

## Annex A – Review of 2019-20

2019-20 was another busy year for the Attorney General’s Office (AGO). The AGO has delivered against its strategic objectives as a whole whilst ensuring that resources have been deployed to reflect emerging priorities.

Since the start of the last reporting year we have had a complete change of the Ministerial team. February 2020 saw the departure of Rt Hon Geoffrey Cox QC MP and the appointment of Rt Hon Suella Braverman QC MP in succession. In July 2019 Robert Buckland QC MP moved from the post of Solicitor General to become Lord Chancellor and was succeeded by Rt Hon Michael Ellis QC MP.

Throughout this period the AGO has operated as a high-performing, multi-disciplinary, engaged and resilient team. In the 2019 Civil Service People Survey, the AGO achieved an Engagement Index of 76%, the highest score of any Ministerial Department for the third year running. The following table sets out the action we took and the outcomes we delivered against our strategic objectives for 2019/20

OBJECTIVE	ASSESSMENT
<b>STRATEGIC OBJECTIVE (A): Helping deliver government policy in the context of the Law Officers’ constitutional role in relation to the Rule of Law</b>	
Helping the Law Officers support the Prime Minister, the cabinet and its committees in collective decision-making, working closely with all relevant departments.	<ul style="list-style-type: none"> <li>• The Attorney General has continued to attend and support the work of the cabinet, and its sub-committees including the National Security Council, EU Exit Strategy and Operations Committees and the Crime and Justice Task Force, supporting collective decision-making across a range of issues including EU exit, justice, national security, and the delivery of government policy.</li> <li>• The Solicitor General has continued to support the government’s domestic legislative agenda by attending the Parliamentary Business and Legislation Committee.</li> </ul>
Supporting departments delivering the government’s wider domestic and international objectives (in particular in relation to exiting the EU), including by providing risk-based advice to the Law Officers and by promoting	<ul style="list-style-type: none"> <li>• The Law Officers and AGO continued to support other ministers and departments in delivering the government’s objectives, in particular in relation to Brexit. They assisted the government to bring forward proposals that met its goals in a way which respects the Rule of Law. AGO has continued to support the Attorney General’s role on Brexit sub-cabinet committees, providing briefing on key legal issues raised in discussions.</li> </ul>



<p>awareness and understanding of legal and constitutional issues and their impact on government policymaking.</p>	<ul style="list-style-type: none"> <li>• The Law Officers and AGO also continued to advise on ongoing EU business matters, including infractions and challenging Commission decisions, ensuring that our EU obligations were respected while we remained a member state and continue to be respected while subject to EU rules during the Transition Period.</li> <li>• The Law Officers and AGO continued to support other Ministers and departments in delivering the government’s objectives on national security and upholding the rules based international system, including weekly preparatory briefings for the Attorney to provide policy context and identify legal issues arising in NSC discussions. The AGO has continued to chair NSC(O)(L), coordinating legal advice on national security matters across departments and the intelligence agencies and ensuring a coherent and strategic approach in support of policy aims through thought-provoking and relevant agendas, further cementing it as a permanent part of the government’s national security architecture.</li> <li>• Promoting diversity of thought and inclusion is critical to the effectiveness of UK national security policy, as the UK’s actions and policy-making depend in part on connecting with and representing the diversity of interests and communities that it seeks to protect. To this end, NSC(O)(L) has played a leading role in increasing diversity and inclusion in the national security policy space, contributing to the NSC’s Culture Inquiry and ensuring standing agenda items on diversity and inclusion.</li> </ul>
<p>Supporting the Law Officers’ role in promoting the Rule of Law within government and publicly and acting as stewards of the Law Officers’ Convention.</p>	<ul style="list-style-type: none"> <li>• As noted above, the Law Officers assist the government to bring forward proposals while respecting the Rule of Law, which has had the effect of promoting the importance of the Rule of Law to government decision making.</li> <li>• With regards to the Law Officers’ Convention, AGO officials worked closely with officials in other departments to remind them of the importance and implications of the Convention in relevant circumstances (for example, in the context of litigation where Law Officers’ advice is within the scope of the government’s disclosure obligations).</li> <li>• Building strong relationships with cross government partners to ensure that the prosecutors’ voice is represented in policy-making, resulting in legislation and policy that works for the CPS.</li> <li>• Supporting the Solicitor General’s Public Legal Education Committee to develop PLE, including publishing a ‘10 year Vision Statement’. We have built close working relationships with the</li> </ul>

	<p>Committee members to help us better understand the PLE landscape and improve our work in this area. We have now developed an officials sub-group which will further coordinate PLE work and increase activity in this area from our office, including linking up cross government partners.</p>
<p>Leading the Government Legal Profession, in particular by supporting the Treasury Solicitor, and working to enhance the role of government lawyers as expert problem-solvers in the delivery of government policy.</p>	<ul style="list-style-type: none"> <li>The Law Officers continue to work closely with colleagues in government to ensure that we keep the success and welfare of our legal professions at the heart of government policy whilst we deliver value for money. The Attorney has continued regular discussions with the legal professions, including the Bar Council and the Law Society, to ensure that we can uphold the traditions of public service and representation for all.</li> </ul>
<p>Undertaking targeted engagement and outreach to support the understanding of the work of the Law Officers and government legal community. This includes promoting Pro Bono, as the government's champions, and Public Legal Education across government. Promoting the UK's distinct historical and contemporary leadership on the Rule of Law at an international level.</p>	<ul style="list-style-type: none"> <li>Targeted engagement and outreach at official level, visiting and engaging with operational partners (police, CPS, SFO, NCA) as well as other key stakeholders (Bar Council, Law Society, Victims' Commissioner) in order to seek their views and consequently develop robust, revised Disclosure Guidelines. Supporting Law Officer outreach through speaking events such as the CPS Disclosure Conference, and meetings with Chief Crown Prosecutors, in order to demonstrate commitment to cause.</li> <li>The Attorney General hosted the Quintet meeting of Attorneys General in July 2019. The meeting involved successful bilateral meetings with the New Zealand and United States Attorneys General, as well as a full day of meetings with the other four Five Eyes Attorneys General and a half-day of meeting both Five Eyes Home Secretaries and Attorneys General. This provided a good opportunity to build both official and ministerial relationships across the Five Eyes countries as well as discussing important bilateral issues. The Attorney chaired sessions on Sentencing Frameworks and Corporate Criminal Liability.</li> </ul>
<p><b>STRATEGIC OBJECTIVE (B): Defining and delivering the Law Officers' public interest functions in the interests of the administration of justice</b></p>	
<p>Providing effective support for the Law Officers to deliver their statutory and common law public interest functions, including as Advocate General for Northern Ireland.</p>	<ul style="list-style-type: none"> <li>The office met this objective, in spite of the high volume of work and the appointment of new Law Officers (including two Solicitors General, who undertake the bulk of public interest case work) and the selection of a new Head of Criminal Casework in AGO.</li> <li>Volumes of criminal casework (in particular, the number of ULS referrals) remained high, in line with previous years. The new Solicitor presented three referrals before the Court of Appeal</li> </ul>

	<p>personally, maintaining the reputation and profile of the Office. The volume of civil casework was in line with previous years.</p> <ul style="list-style-type: none"> <li>• The ability of the office to process the volume of casework illustrates the strength of the systems that are in place, including: the mixed paralegal-lawyer teams, team members who are able to do both civil and criminal work (and who can therefore be deployed to deal with casework peaks) and a strong casework induction process in the office.</li> </ul>
<p>Supporting the Law Officers to identify and seek to address the causes of unduly lenient sentences.</p>	<ul style="list-style-type: none"> <li>• The AGO continued to make good progress in meeting this objective, including by providing consistent feedback to the CPS and by participating in training for prosecutors on sentencing practices.</li> <li>• We worked with the Ministry of Justice and CPS to forecast, to the extent possible, the system-wide impact of the extension of the ULS scheme implemented during 2019.</li> <li>• Continuing to address the causes of unduly lenient sentences was a key priority for the new Head of Criminal Casework (who took up his post in early December 2019).</li> </ul>
<p>Keeping under review the scope of the Attorney General's criminal and civil public interest functions including ensuring the effective and efficient delivery of those functions.</p>	<ul style="list-style-type: none"> <li>• The AGO worked with the Ministry of Justice and CPS to implement the government's decision to extend the ULS scheme to 14 new offences involving stalking, harassment, child sexual abuse and other sex offending. Ahead of this extension coming into force, AGO officials modelled the likely effect of the extension on AGO resources specifically and monitored its actual effect following commencement.</li> <li>• The Attorney decided that he did not wish to amend the procedure of casework handling within the AGO. In the case of unduly lenient sentences, that means either the Attorney or the Solicitor (in practice, it is usually the Solicitor) take a decision in every case that is within the scheme and is referred to AGO in time (i.e. within the 28 day post-sentencing statutory deadline). We will continue to keep this under review, in particular in the light of the extension the ULS scheme (which is likely to lead to an increase in the volume of referrals).</li> <li>• As noted above, the AGO continued to provide feedback to the CPS. As well as substantive issues, this addressed recurring issues in the quality of casework submissions. Officials have visited CPS areas in person to provide advice on best practice. In addition, a feedback form is provided to Deputy Chief Crown Prosecutors (DCCPs) for every ULS sentence report submitted by</li> </ul>

	<p>the CPS. Bespoke feedback is provided to DCCPs wherever necessary in respect of consent applications and, where the CPS has been involved, contempt casework. AGO officials also met senior lawyers from the CPS Counter-Terrorism Division every 6 weeks to discuss casework and emerging issues.</p>
<p>Maintaining and improving the AGO's casework system to ensure maximum efficiency.</p>	<ul style="list-style-type: none"> <li>• The office has maintained a fully electronic case management system for all criminal casework. This has improved efficient handling of cases and made case information more accessible.</li> <li>• The team continued to rely on the GLD to deal with the more complex and resource-intensive civil casework. There have been mixed performance issues in the past. However, there has been an improvement since AGO officials provided training on writing submissions and put in place a comprehensive Service Level Agreement with the GLD.</li> <li>• During 2019, AGO officials put in place improved systems for tracking civil casework (analogous to those used for criminal cases).</li> </ul>
<p>Maintaining and enhancing relations between the executive and the judiciary, including through selective domestic and international advocacy by the Law Officers and intervening in proceedings where it is in the public interest, and by promoting engagement with the judicial leadership.</p>	<ul style="list-style-type: none"> <li>• The Attorney General has had 6 monthly meetings with the President and Deputy President of the Supreme Court to discuss matters of common interest.</li> <li>• The Attorney General has regular 6 monthly meetings with the Lord Chief Justice and President of the Queen's Bench Division.</li> </ul>
<p><b>STRATEGIC OBJECTIVE (C): Sponsoring the Law Officers' Departments and connecting the work of the prosecutors with wider criminal justice policy</b></p>	
<p>Improving the operation of sponsorship arrangements with the CPS and the SFO ("the prosecutors"), in line with the agreed Framework Agreements</p>	<ul style="list-style-type: none"> <li>• The AGO continued to embed the CPS and SFO framework agreements, providing the Law Officers with increased oversight of the agencies' strategic direction, finance and performance. The AGO continues to look to embed and refine sponsorship including to ensure that Ministerial Strategic Boards (MSBs) provide strategically-focused oversight, to strengthen the management information (MI) that underpins the prosecutors' performance reporting, and to bolster the role of</li> </ul>

<p>and, in particular, through the Ministerial Strategic Boards chaired by the Attorney General. Maintaining their proper operational independence and promoting their effectiveness, efficiency, and Parliamentary and public accountability and reputations.</p>	<p>NEDs in providing officials and the Law Officers' with independent assurance that the agencies are running efficiently and effectively.</p> <ul style="list-style-type: none"> <li>• The Communications Memorandums of Understanding (MoUs) have resulted in more information sharing from the CPS and SFO with the AGO and a more structured approach available if information is not shared appropriately.</li> <li>• The AGO delivered robust financial sponsorship of the CPS and SFO at Spending Round 2019, negotiating with HMT to agree an additional £80m of funding to the CPS in 2020-21 and an inflationary uplift to the SFO's budget</li> <li>• The Attorney has continued to play a key role in maintaining a productive and trusting relationship between the government and the judiciary. Strategic engagement between the Attorney General, the Lord Chief Justice and President of the Queen's Bench Division has taken place on a regular basis.</li> </ul>
<p>Embedding sponsorship arrangements with HMCPSI following the agreement of the protocol and supporting the Chief Inspector to deliver his functions. To run a successful recruitment campaign for a new Chief Inspector.</p>	<ul style="list-style-type: none"> <li>• The protocol between the Law Officers and the Chief Inspector of the Crown Prosecution Service was agreed and signed off during this period and takes into account the statutory obligations of the AGO and HMCPSI, as well as the departments' strategic and operational priorities.</li> <li>• As per standard timelines for Public Appointments, preliminary work on the appointment of the new Chief Inspector (due to take post in Spring 2021) was started.</li> </ul>
<p>Continuing to promote the effectiveness, efficiency, accountability and reputation of the GLD through effective sponsorship arrangements.</p>	<ul style="list-style-type: none"> <li>• Explore options for formalising the governance relationship</li> </ul>
<p>Ensuring the development of robust criminal justice policy by representing the views of the Law Officers and supporting the</p>	<ul style="list-style-type: none"> <li>• The AGO continues to contribute to cross-government policy on economic crime, anti-corruption and serious and organised crime (SOC), ensuring that the views of the prosecutors are effectively represented by AGO officials, CPS and SFO officials, and the Law Officers, where appropriate.</li> </ul>

<p>relationship between policymakers in government and the prosecutors, in particular working with the Home Office and Ministry of Justice, to provide a more efficient, effective and accountable criminal justice system for victims and the public.</p>	<ul style="list-style-type: none"> <li>• The <u>AGO</u> is leading on revising the Disclosure Guidelines, bringing together the views of prosecutors and OGDs (including the MoJ and HO) to ensure alignment between our work and other criminal justice work e.g. the fees review led by the MoJ. This will mean that the Guidelines provide effective guidance to all across the criminal justice system.</li> </ul>
<p>Constructively engaging with the legal professions, including the Bar Council (through the Attorney General's role as head of the Bar) and the Law Society, on a range of issues relating to the justice system.</p>	<ul style="list-style-type: none"> <li>• The Law Society and Bar Council are represented on the Criminal Justice Board Disclosure Sub-group, and the AGO worked with them to ensure their expertise is reflected in the development of the Guidelines, as well as to arrange effective engagement with the legal profession once the consultation on the Guidelines launches.</li> </ul>
<p><b>Strategic objective (D): Ensuring a high performing and efficient Attorney General's Office which meets its legal and performance obligations</b></p>	
<p>Providing effective governance and strategic leadership of the AGO through the Executive Board.</p>	<ul style="list-style-type: none"> <li>• The Executive Board meet monthly; the agendas are forward thinking and robustly managed through an effective secretariat.</li> <li>• The leadership from the Board is shown through their commitment to the values of the organisation, strategic direction and sub-committees have clear delegated responsibilities.</li> <li>• In addition, each member of the Board is committed and visible when supporting the work and development of the AGO.</li> <li>• This has been demonstrated through leading development, diversity and staff engagement sessions. In particular a programme of lunch and learn to develop personal effectiveness, leadership, diversity and inclusion, was developed and hosted by the DG and Director.</li> </ul>
<p>Ensuring effective financial planning and management of the AGO budget in accordance with</p>	<ul style="list-style-type: none"> <li>• The budget is closely monitored with financial reports scrutinised monthly at the Executive Board alongside quarterly review meetings with the Government Legal Department (GLD).</li> </ul>

<p>government accounting rules and best practice. Planning the AGO long-term strategy and effective engagement with the Spending Review</p>	<ul style="list-style-type: none"> <li>• The outturn for the year was a managed overspend of £0.2 million.</li> </ul>
<p>Providing a safe and secure working environment that protects our people, information and other resources, supports all areas of business, and implements innovative practice to enable effectiveness, resilience and wellbeing.</p>	<ul style="list-style-type: none"> <li>• EB continue to review the security of the AGO with revised processes and equipment introduced to support staff wellbeing and operational effectiveness.</li> <li>• Publication of a new Health and Safety Policy to support the safety and wellbeing of all staff and promote understanding of responsibilities.</li> </ul>
<p>Attracting and developing talented people and supporting staff engagement through our people plans. Investing in recruitment, induction and development of staff to create an office with clear leadership, and delivery through a diverse and inclusive workforce.</p>	<ul style="list-style-type: none"> <li>• The AGO provides a unique opportunity for development for all staff. Individuals joining the department embrace the learning culture from day one with Board sub-committees leading on a programme of in-house development accessible to everyone.</li> <li>• A detailed induction process is in place for all new members of staff including a 1-2-1 meeting with the DG and Director.</li> <li>• Opportunities to shadow and join the committees are open to all and the chance to develop new skills is strongly encouraged.</li> <li>• Recruitment review completed and improved processes implemented to support the end to end processes and support promotion of opportunities within the organisation across Whitehall and beyond.</li> </ul>
<p>Reviewing and improving existing information management systems and designing and implementing new systems to capture expertise, knowledge, and experience, and</p>	<ul style="list-style-type: none"> <li>• New knowledge management strategy published and Board Knowledge Management Sub-committee in place to deliver improvements flowing from the strategy.</li> <li>• Closer engagement with Departmental Records Officers across Whitehall and the National Archives to gather best practice to inform future processes.</li> </ul>

<p>provide storage and access to records that meets current and future needs.</p>	
<p>Responding to all litigation and inquiries, as well as parliamentary, press, and public correspondence in line with our published standards and legal obligations.</p>	<ul style="list-style-type: none"> <li>• The AGO responded to 162 PQs, answering 97% within the deadline; 243 MP letters, answering 94% within the deadline; 266 FOIs, answering 100% within the deadline; and, 658 Cabinet write rounds, answering 97% on time.</li> </ul>