



Report and Business Plan **2024 – 2026**

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OUR ATTORNEY GENERAL

THE RT HON LORD HERMER KC



I am pleased to introduce you to the work of my Office during 2024-26.

As the government's chief legal adviser, working with the Solicitor General and Advocate General for Scotland, my department supports all of us as the UK's Law Officers to advise on the most legally complex and politically challenging issues.

To protect the freedom of government to be able to seek and receive full and frank advice, there is a constitutional rule – the Law Officers' Convention – which protects both what we are asked to advise on and what we have advised.

This means I am not able to share details or examples of some of our core work; however, please be assured that the work of government is supported by professional and robust legal advice, even on the most controversial or difficult issues involving legal principles or risk. This helps to ensure government can test boundaries or take legal risk where necessary but remain within the bounds of the rule of law. This is a major priority for

me and which I have sworn to uphold within government.

Beyond the provision of legal advice, another of my key functions is superintendence. I oversee the work of the Crown Prosecution Service (CPS), the Serious Fraud Office (SFO), His Majesty's Crown Prosecution Service Inspectorate (HMCPPI) and the Government Legal Department (GLD).

The Law Officers' Departments consist of nearly 12,000 hard-working professionals, operating around England and Wales, and overseas. The Attorney General's Office, at the heart of my departments with these broad responsibilities, is itself one of the smallest government departments. We have around 60 people, including lawyers and civil servants, with many diverse areas of expertise.

This Report and Business Plan introduces you to our work and some of our key achievements in the reporting years 2024-26. ”

OUR SOLICITOR GENERAL

LUCY RIGBY KC MP



As Law Officers we are at once lawyers and Ministers of the Crown, providing legal advice to the government as our client, whilst considering the political context of legislation and policy. We seek to make law and politics work together at the very heart of the UK constitution.

In this respect, the Law Officers play an integral role in enabling the delivery of the government's missions.

As Solicitor General, I work closely with the Attorney across the breadth of the Law Officers' responsibilities, including our superintendence of the Law Officers' Departments. My work is particularly focused on superintendence and the Law Officers' public interest functions. This includes the review of sentences through the Unduly Lenient Sentence (ULS) scheme, considering whether to grant consent to the prosecution of certain offences, the pursuit of contempt proceedings where required, the protection of charitable interests and the grant of consent for inquests.

Via both superintendence and my casework, I am particularly close to the government's Safer Streets mission, pursuant to which we have pledged to halve violence against women and girls, halve knife crime and restore confidence in the criminal justice system.

This report showcases the breadth and reach of my department's work.”

OUR DIRECTOR GENERAL

DOUG WILSON KC (Hon) OBE



The Attorney General's Office supports the Law Officers in making law and politics work together at the heart of the UK constitution.

We have some of the best jobs in government. Want to work as a corporate professional running a small but fully fledged Ministerial Department? Come to the AGO. Want to tell our story as a communications professional and shape compliance with the rule of law? Come to the AGO. Want to work as a legal professional on some of the most difficult and controversial legal issues and cases in the UK and internationally? Come to the AGO. Interested in improving the justice system and outcomes for people across England and Wales? Come to the AGO.

For the reasons the Attorney sets out, it can be hard to tell our story. This report attempts to do so as best we can. It has examples of our work on Rule of Law, on protest law and cases, and on ensuring the right sentences for serious crimes. Have a read and let us know what you think.”

ROLE AS CHIEF LEGAL ADVISERS TO THE GOVERNMENT



As chief legal advisers to the government, the Law Officers provide advice to the UK Government on some of the most difficult legal issues of the day.

Whilst the fact or detail of such advice is subject to the Law Officers' Convention, and therefore not disclosed outside government, the Cabinet Manual requires the Law Officers to be consulted on critical decisions involving legal considerations.

Our Domestic and International Law Teams advise the Law Officers in respect of those issues when appropriate.

The Attorney General (or Solicitor General on his behalf) is a member of the Parliamentary Business and Legislation Cabinet Committee (PBL) and considers the legal and legislative policy issues raised by government bills. In addition, the Law Officers' consent is required for provisions of a Bill which are retrospective or where the Bill comes into force earlier than two months after Royal Assent.

The Attorney is also a member of several other Cabinet committees, including on Europe, the Union and Constitution, and the National Security Council.

ROLE OF THE PRIVATE OFFICE

Private Office supports the Law Officers and officials. Their role includes:

- Ensuring the Law Officers have the information they need to take decisions and provide legal advice.
- Providing the communication channel between the Law Officers, Special Advisers, and officials.
- Managing the Law Officers' diaries and supporting them with visits and external engagement.
- Representing Law Officer views across superintended departments and across wider government.
- Supporting the Law Officers in Parliament, including with Questions, Committees and Statements.



OUR INTERNATIONAL LAW & NATIONAL SECURITY TEAM

The International Law and National Security Team support the Law Officers on a wide spectrum of issues. There are four lawyers in the team including a deputy director.

One of their primary roles is supporting the Attorney General and senior leadership ahead of meetings of the National Security Council (NSC) and related senior officials' meetings. The team is also the secretariat to the National Security Council (Officials) (Legal) meeting – a forum of the legal heads of government departments and agencies with national security interests.

This forum supports the Attorney General's national security work, as well as the Cabinet Secretary, National Security Adviser and Deputy National Security Advisers, by leading the provision of strategic legal advice in support of UK national security policy and objectives.

The team also supports the Law Officers with advocacy before international courts, advocacy to the wider international law community and with overseas visits, including to international institutions. For example, the team supported the Attorney in making oral submissions before the International Court of Justice in December 2024 in the advisory proceedings relating to the obligations of States in respect of climate change.

They contribute to the government's wider outreach initiatives to the international law community through bilateral and multilateral engagements and representing the government in public discussions on the application and development of international law. The team has also supported the Law Officers in a range of rule of law-related work.





OUR DOMESTIC LAW TEAM

The Domestic Law Team supports the Law Officers on all aspects of the government's domestic legal work in which they are involved including legislation and litigation as well as on the Attorney General's public interest criminal and civil casework functions. The team has around nine lawyers, four paralegals, three trainees and is led by a Deputy Director.

Examples of their work include:

- Supporting the Law Officers considering government bills on subjects from mental health, to planning to prisons.
- Supporting the Attorney General's Reference on criminal damage in relation to protesters.
- Supporting two applications for committal for contempt against Steven Yaxley Lennon for breaching a court injunction preventing him from making libelous statements about a Syrian teenager by publishing the film "Silenced".
- Supporting the Government Legal Department and Government Legal Profession in litigation on behalf of the government and providing advice to ministers and departments.



CIVIL CASEWORK IN THE PUBLIC INTEREST

Inquest Work

In certain circumstances, people can apply to the High Court for permission for a fresh inquest to be held, but first, the applicant must obtain the ‘fiat’ (authority) of the Attorney General.

Examples include a request to re-run the inquests into the deaths of British victims of 9/11, on the basis the World Trade Centre collapsed not due to aircraft impact but due to pre-planted explosives; and a potential application for a further inquest into the death of the former weapons inspector Dr David Kelly in 2003.

Charity Work

The Attorney General has a duty on behalf of the Crown as *parens patriae* (parent of the nation) to protect charitable interests in England and Wales. Examples include an intervention to support the removal by the Charity Commission of a Russian oligarch under UK sanctions from his eponymous foundation, and a *cy-pres* application – a legal doctrine which allows a court to amend a legal document – which secured c.£500m to the Treasury from a Trust to eliminate the national debt. Where a charitable bequest fails for some reason, it falls to the Attorney General to direct, on behalf of the Sovereign, who should receive the gift.

Royal Charters

The Attorney General acts as legal adviser to the Privy Council in relation to Royal Charters. Royal Charters are a way of incorporating a collection of individuals into a single legal entity. New grants of Royal Charters are usually reserved for eminent professional bodies or charities which have a solid record of achievement and are financially sound.

Family Work

The Attorney has two sets of public interest functions that arise in family proceedings:

- The power to intervene in certain family law proceedings, for example, where the court is considering making a declaration of parental or marital status.
- To direct the King’s Proctor (an office held by the Treasury Solicitor) in the exercise of their functions in divorce proceedings (which are usually required where the Court considers there may be evidence of fraud).

Advocates to the Court

A court may ask the Attorney to consider appointing an Advocate to the Court where there is a risk that an important and difficult point of law may be decided without all the relevant arguments being heard. Although the Advocate is appointed by the Attorney, they represent no party to the proceedings and their only function is to assist the court.

In January 2025 the Court of Appeal asked the Attorney to appoint an Advocate to assist with the legal basis for judicial anonymity in the hearing concerning the family court judges who acted in historic proceedings in relation to the Sara Sharif case (and whose names had been anonymised by the High Court).

CRIMINAL CASEWORK: UNDULY LENIENT SENTENCE SCHEME

(see pages 21-22 for ULS statistics and examples)

The Law Officers may refer certain Crown Court sentences to the Court of Appeal for review if they appear unduly lenient. This must be within 28 days of the sentence being passed.

This is not a right of appeal by a party to the proceedings – such as the victim – but an exceptional power, exercised by the Law Officers as guardians of the public interest.

Every sentence referred under the ULS scheme is reviewed by the Attorney General's Office. If the Law Officers consider a sentence not just lenient but unduly so, they can ask the Court of Appeal to review the sentence. This might mean the sentencing judge made an error or imposed a sentence outside the range reasonably available in the circumstances of the offence. The threshold is therefore a high one.

Other Criminal Casework

The Law Officers have a duty to uphold the rule of law by safeguarding the efficient administration of justice, the fairness of legal proceedings and access to the courts. Contempt of court happens when someone risks interfering with the administration of justice.

As guardians of the public interest, the Law Officers have the power to deal with incidents of contempt in the High Court and can also bring proceedings to prevent vexatious litigants from bringing further legal action. The AGO receives around 100 contempt referrals requiring a substantive response each year.

The Law Officers may also issue media advisory notices. They have recently done so in relation to *R v Axel Rudakubana* (jailed for a minimum of 52 years for murdering three young girls in Southport) and concerning the Independent Inquiry relating to Afghanistan. These notices are issued only rarely. The press is expected to be aware of their legal responsibilities and the risks of prejudicial reporting, as well as any court orders in place.

Proceedings for some offences cannot be instituted without the consent or permission of a Law Officer. Most applications are from the Crown Prosecution Service, although applications are received from the Serious Fraud Office, Service Prosecuting Authority and occasionally from private prosecutors. The number of applications has remained constant over the past few years, at around 100 a year.



OUR POLICY & SPONSORSHIP TEAM



The Policy and Sponsorship team support the Law Officers to improve the criminal justice system and oversee the public bodies they sponsor. The team collaborates with other government departments including the Home Office and Ministry of Justice to safeguard an efficient and effective criminal justice system.

There are four Law Officer Departments (LODs) which the Law Officers are accountable to Parliament for: the Crown Prosecution Service, Serious Fraud Office, Government Legal Department and HM Crown Prosecution Service Inspectorate.

In their sponsorship function they work closely with the LODs to agree strategic priorities, monitor delivery, and represent their interests within Whitehall. They facilitate Ministerial Strategic Boards, superintendence meetings and other oversight fora.

Other than the Attorney General's guidelines the department does not have overall responsibility for any policy areas, however the team plays a key role ensuring the impact of government policy proposals on prosecutors is considered and that operational insight is taken into account ahead of implementation.

Recent policy work has focused on government priorities to halve violence against women and girls, tackle economic crime, drive up performance across the criminal justice system and improve support for victims of crime.

The team also support the Law Officers as champions of the legal profession in government and the Attorney's role as Head of the Bar, through engagement with professional bodies including the Bar Council and Law Society.





Since 2024, the Policy and Sponsorship team have:

- Supported the recruitment of a new Chief Inspector of HMCPSI.
- Supported GLD's appointment of their first ever non-executive Chair of their departmental Board.
- Progressed exploration of new governance and finance arrangements for Crown Solicitor's Office, Northern Ireland.
- Revised the AGO/SFO Framework Agreement.
- Represented prosecutors and developed policy options in high-profile areas including the police accountability review; prison population challenges; inspection into the CPS' handling of the Calocane case; the CPS' response to protests; and issued new disclosure guidance on handling digital material.
- Led the LODs Spending Review negotiations.
- Organised and delivered the Prosecutor and Prosecuting Team of the Year Award 2024.
- Worked with partners across government on various high profile public inquiries.
- Supported an updated pro bono guide and website and the Attorney General's Pro Bono Committee.

SUPPORTING OUR LAW OFFICERS



The Corporate Services Team

Corporate Services is a small multi-disciplinary team that supports the Law Officers and the wider department by providing a range of essential services to ensure the department can deliver its key priorities and objectives. The team also provides important links to shared services across the Law Officer departments.

Key teams and their roles:

- **Criminal Casework Administrators:** These specialists support the Domestic Legal Team and the Solicitor General with ULS cases, collaborating with criminal justice partners to deliver justice through the scheme.
- **Human Resources and Recruitment:** Our HR experts offer invaluable advice, manage recruitment campaigns, and ensure smooth transitions for new starters and leavers.
- **Digital Innovation:** Leading the charge in digital transformation, our team has rolled out a cutting-edge digital application for ULS case management and developed comprehensive management information systems to keep data at the heart of our operations.
- **Governance Team:** Provides a robust framework for effective business management, leading on departmental spending plans, corporate risk, and assurance processes, and manages the finances for the AGO.
- **Private Office:** Supporting the Director General and Director, this team handles secretariat functions, office management, and event coordination.
- **Security Team:** Collaborating with civil service departments, this team provides up-to-date guidance on physical, information, personnel, and cyber-security issues.
- **Records Management:** Ensuring compliance with data protection legislation, this team maintains departmental records and preserves the corporate memory of the AGO.
- **Correspondence Team:** Acting as the first point of contact for public enquiries, external stakeholders and elected representatives, this team ensures appropriate handling of MP letters and Freedom of Information requests.

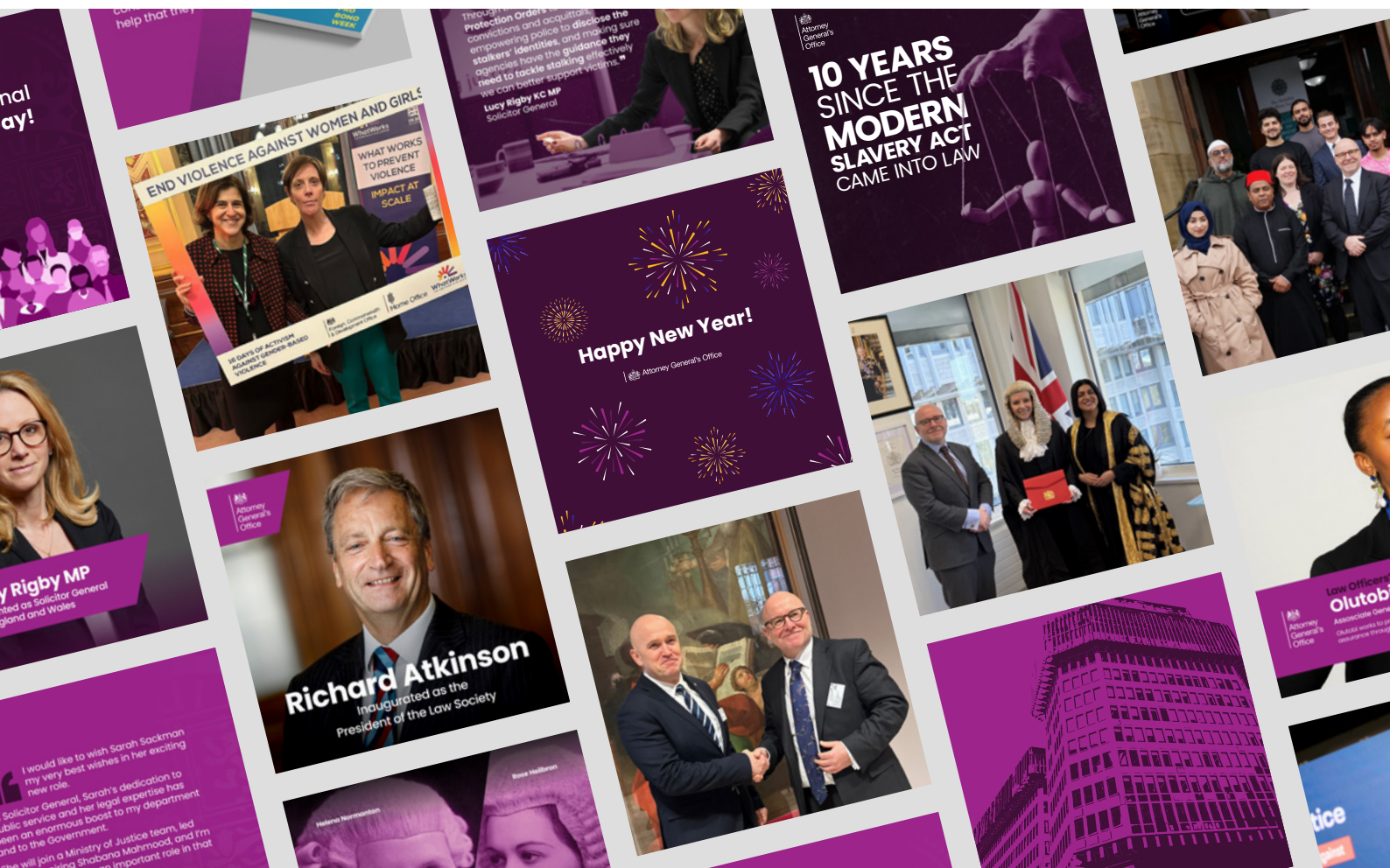
Our Engagement

THE COMMUNICATIONS TEAM

The AGO Communications Team protects and enhances the department's reputation through strategic communications involving media engagement, digital communications, internal communications and stakeholder relationships.

Core Functions

- Responding to media enquiries.
- Development and delivery of proactive media strategies.
- Comprehensive support for Law Officers' public engagements
- Full briefing and strategic counsel for ministerial activities.
- Responsible for AGO's social media channels, including X, LinkedIn, Threads, YouTube and Instagram.
- PR services for HMCPsI.
- Branding and digital services, including filming, graphic design and photography.
- All-year press duty service.
- Internal communications and staff engagement campaigns.



RULE OF LAW UNIT

The Rule of Law Unit was set up in January 2025 to support the Attorney General's responsibility to promote the rule of law at home and internationally.

The UK Law Officers are seeking to secure the long-term resilience of the rule of law by promoting a rule of law culture: embedding the importance of the rule of law across the whole of society so that both its intrinsic value and its daily, practical benefits for everyone are more widely understood. As such, the Rule of Law Unit works with partners across government, including the Ministry of Justice, Department for Education and Foreign, Commonwealth and Development Office (FCDO), and externally to develop and strengthen the cultural acceptance of the rule of law as a fundamental democratic value across the UK to support the government's missions, including the core objective of economic growth.

Since its set-up in January 2025, the Rule of Law Unit has:

- Commissioned research to underpin its work and conducted broad stakeholder engagement, including with legal professional bodies, educators and civil society groups.
- Conducted a strategic review of rule of law activity across government.
- Collaborated with Policy Lab on an innovative project to explore rule of law as a core British value to inform the Law Officers' public legal education delivery role.
- Coordinated international pro bono efforts across government, showcasing UK leadership in supporting rule of law and justice initiatives overseas and celebrating international pro bono lawyers.

In 2025–2026, the Rule of Law Unit will:

- Promote the rule of law's relationship with government's core mission, economic growth.
- Kickstart a new programme of public legal education for different demographics.
- Partner with international allies on rule of law initiatives.
- Strengthen external engagement across the legal professions and civil society to highlight the rule of law's contribution to a healthy democracy.



OUR PEOPLE

The AGO prides itself on our people being our most valuable asset, providing opportunities for staff in every role from lawyers to communication specialists to policy officials, and many other roles which are all essential to delivering our mission.

In addition to overseeing our core functions, we have three Leaders Groups represented by staff:

Wellbeing and Staff Engagement (WASE): responsible for running wellbeing sessions for staff, organising events such as tea and chats, helping respond to the People Survey results by creating recommendations for improvements and/or maintaining ways of working.

Diversity and Inclusion (D&I): responsible for ensuring that diversity and inclusion is considered within our work environment, its initiatives strive to ensure that people can feel a sense of belonging and empowerment in the organisation, and that their voices are heard.

Learning and Development (L&D): responsible for ensuring that staff are offered a rich and varied L&D programme that can be used to develop their professional and personal skillset.

The Leaders Groups play a pivotal role in working with the Executive Board to make sure staff are engaged and consulted to support decision making, innovation, and to help to provide constructive challenge.

We are privileged to offer apprentice roles with five graduating in the last year after completing their exams. The AGO also prides itself on offering opportunities to those starting out in their corporate careers.

Let's hear from a few colleagues who are starting their civil service career at the AGO.



JAMES COLTMAN

Assistant Private Secretary to the Director
General and Director / Deputy Head of Office

James studied History and Russian at the University of Sheffield and after graduating joined the Civil Service as part of the Direct Appointment Scheme.

Why did a role at the AGO appeal to you?

Whilst it is certainly true that the role appealed to me once hearing about it, I must confess that I was unfamiliar with the work of the department prior to receiving an email from the team! The Direct Appointment Scheme sees departments contact applicants to fill roles they might have, so there is no telling where you might end up! Upon hearing about the role and learning of the department, I felt incredibly privileged to have been approached by the AGO. The opportunity to begin my professional career within a small ministerial department was an incredibly exciting one, as it is an environment in which you really feel that your work has an impact.

What are your roles and responsibilities?

I manage diary commitments, prepare meeting packs, provide secretariat functions to the Executive Board, organise all staff meetings and events, issue duty rotas, and help with any other office management that the Corporate Services team is required to assist with. I have also recently taken on responsibilities in the organisation of international travel for the ministers and accompanying officials.

What aspects of the role are you most excited about?

I feel very fortunate to have a working relationship with senior officials at this junior stage in my career and appreciate that this is a privileged opportunity to have. It is also one that I have particularly enjoyed as they have given me confidence in my abilities and encouraged my future development. The wide-ranging nature of the AGO's work means that there is a need for cross-Whitehall collaboration helping me establish a network of contacts across various government departments. Given my interest in geopolitics, I am particularly excited to expand this network to include colleagues at the FCDO in spending more time working on international travel.

What's your initial impression of the Civil Service culture?

I was immediately struck by the open dialogue regarding career progression which is encouraged by senior officials. In introductory chats with the Director General and Director, both encouraged me to think about where I wanted to take my career and to use my time in the department to progress myself towards that goal. I found this to be an incredibly refreshing introduction as a recent graduate at the start of my career. I was also struck by the collaborative spirit across the office, which is key to the AGO's performance as such a small department.

How is the AGO helping equip you for a career as a Civil Servant?

There have been numerous opportunities to undertake training, which my manager has been incredibly supportive of. These include training days put on for AGO staff, private leadership courses and courses through Civil Service learning which have provided me with vastly different experiences to learn from. Aside from training, I have received clear objectives from my manager and been encouraged to perform tasks that may fall outside my usual role, but which help me to gain examples of where I have met the key civil service behaviours.



VICTORIA ELLWOOD

Case Progression Corporate Officer

From 11 years old until Bachelor level, attended the Royal Ballet School before deciding to embark on a career in the Civil Service.

What made you choose the Civil Service as a career?

Many things! I like that the Civil Service offers a vocation not just a job, the availability of development opportunities and the diverse and fascinating areas civil servants work across. The conscience-benefits of being a public servant are also a plus.

How are you finding the transition into your new role?

I am very grateful to AGO colleagues for my experience starting “office life”; it has felt far smoother because of their willingness to answer incessant questions!

What aspects of your role are you most excited about?

I really love the variety of opportunities, even at this level (see below); one specific example I am excited about is my baby steps into the admin of the Finance inbox.

Is there anything you’re finding particularly challenging?

Verbally and in writing, I sometimes struggle to be succinct, which is obviously essential for ‘working at pace’; luckily, I had the help of James Coltman when drafting my first minutes, so I am hoping to use that guidance to improve!

What opportunities are available to you working at the AGO?

In a little over two months, I have been able to observe an Executive Board (EB) meeting, coordinate teamwork towards an EB presentation, cover a Private Office role and attend various interesting talks; not to mention, my regular work across different corporate functions. The small size of the department allows great sight of the fascinating work of other teams and there are many opportunities with leaders’ groups, external training, and much more!



ERIN MAC NEELA

Corporate Apprentice

Erin arrived at the AGO following sixth form. She chose to do a Business Administration Level 3 apprenticeship as she wasn't sure where her future was heading and wanted time to explore interests whilst earning.

What does a typical working day look like for you?

A typical workday involves filing emails in correspondence and working on my Unduly Lenient Sentencing cases and sending off anything that is relevant like victim emails, inquests or providing support to the public. I monitor ULS cases and provide support to other teams like the Domestic Law Team.

Which tasks do you most enjoy?

Reading the variety of emails that the department receives and getting to help with letters like inquests or invites that I don't specifically work on but still get a small part in as it gives me a great insight to what the other teams do and how hard everyone works!

What have been your biggest challenges so far?

Some of the biggest challenges I have faced so far are getting lots of letters sent quickly in a day as some of the cases can be extremely difficult to navigate a response for.

How have you found working with the team?

The team is wonderful and very hardworking and really put their all into the work they are given. The teams are funny, helpful and overall, super insightful when it comes to more difficult work.

What would you like to achieve by the end of your apprenticeship?

By the end of my apprenticeship, I would like to achieve a better understanding of the different types of law and law overall. I would love to spend time in different areas of the AGO like Private Office and DLT so I can understand what their areas are like!

Where do you see yourself after completing the programme?

I see myself doing a variety of things... I would love to go travelling for a couple months to lots of different places! Maybe head off to university and study law! The possibilities are endless, which is what makes me so excited for the future ahead.



OUR PERFORMANCE

Here are some examples of statistics presented to the AGO Executive Board showing how the AGO team has performed during 2023 and 2024.



Received 177 MP letters in 2023 and 143 in 2024, with 85% and 80% (respectively) of the letters being answered within the statutory deadline.



Received 210 Freedom of Information requests in 2023 and 226 in 2024, with 91% and 90% (respectively) of the requests being responded to within the statutory deadline.

Unduly Lenient Sentence

The Corporate Services team rolled out a new digital application to streamline ULS case management, making the department's work more efficient. Here is a snapshot of some statistics.

2023



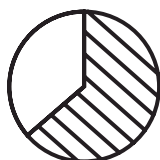
Received **1,200 requests** to review sentences.



Of which, **841 sentences** were within the scope of the scheme.



Of those **139 were referred** to the Court of Appeal.



The Court of Appeal agreed the sentence was unduly lenient in **81% of these cases, with a sentence increased in 93 cases (67%)**

2024

Received **1,223 requests** to review sentences.

Of which, **831 sentences** were within the scope of the scheme.

Of those **146 were referred** to the Court of Appeal.

Statistics about the outcomes of the ULS referrals to the Court of Appeal during 2024 are currently unavailable because some matters are awaiting conclusion. When available, the statistics will be published [here](#).

Over a ten year period from 2014–2024, we have seen an 81% increase in the requests to review cases and a 77% increase in the cases within scope of the scheme.

Unduly Lenient Sentence examples

2023:

Stephen Alderton had the minimum term of his life sentence increased from 25 years to a minimum term of 30 years for the murder of two men with a shotgun in Cambridgeshire.

Perpetrators of rape and sexual assault have had their sentences extended under the ULS scheme. Michael King had his prison sentence increased from 10 to 19 years' imprisonment with a 12-month extended licence for committing multiple offences of rape and sexual assault on a child under 13.

2024:

Steven Evans saw his sentence increase from 24 years' imprisonment with an extended licence of eight years to 30 years' imprisonment, for raping and sexually assaulting two women on multiple occasions. Christopher Holdsworth had his sentence of 9 years and 6 months' imprisonment increased to 15 years' imprisonment, for historical sexual abuse of a child in the victim's own home. The Court of Appeal concluded that the original sentence had failed to reflect what happened to the victim.

2025:

The Court of Appeal found Bilal Rashid's sentence for domestic abuse did not properly reflect the extent of harm to the victim's wife having repeatedly engaged in controlling and coercive behaviour, including violent assaults, threats and abuse. The previous sentence of 18 months' imprisonment suspended for 21 months was quashed and replaced with 3 years' imprisonment.

Adbirahman Mumin was deemed to be a high-ranking member of a Class A drugs supply operation and was sentenced to 9 years' imprisonment. This sentence was deemed unduly lenient because of the significant part played by Mumin and the volume of drugs intended for supply. The sentence was quashed and substituted for 11 years and 3 months' imprisonment.

OUR DELIVERY PLAN

Strategic Priority A: Helping deliver effective Government legal advice and policy in the context of the Law Officers’ constitutional role in relation to the Rule of Law.

To deliver a programme that secures the long-term resilience of the rule of law at home and abroad by promoting a rule of law culture: embedding the importance of the rule of law and human rights so that their intrinsic value and daily, practical benefits are more widely understood and valued.

To make sure the views of the Law Officers, as Chief Legal Advisers to the government, are represented at cross Whitehall meetings, fora, and reviews.

To provide timely and high-quality Law Officer advice.

Engage strategically with heads of legal teams across government, including chairing the National Security Council (Officials) (Legal) meeting.

To drive forward and support cross-government work on legal policy matters, ensuring the Attorney’s views are considered in a quick and timely way.

Ensure that legislation proposed at the Parliamentary Business and Legislation Committee is clear and lawful.

To support Law Officer engagement with legal teams and their work across government.

Support the Law Officers in their international engagement on international law, including ensuring accountability for international crimes committed in Ukraine.

Support the Law Officers in their attendance at Cabinet Committees.

Strategic Priority B: Defining and delivering the Law Officers’ public interest functions to deliver justice.

To provide timely, quality advice which identifies and critically analyses options.

Identify appropriate opportunities to correct sentencing errors and help clarify sentencing law more broadly through the ULS scheme.

Work closely with the Law Commission and other government departments to exploit opportunities for reform/improvement.

To identify opportunities for media coverage of high-profile ULS cases, engaging both national and regional media.

Strategic Priority C: Sponsoring the Law Officers' Departments (LODs) and connecting the work of the prosecutors with wider criminal justice policy.

Ensure all framework agreements and Protocols with LODs are regularly reviewed and operating properly.

Support LODs in engagement with HM Treasury and make sure they comply with Cabinet Office public bodies requirements.

Support the LODs to align with government priorities through the efficiency reviews and make sure performance in these areas is focused so the Law Officers can discharge their superintendence responsibilities.

Strategically engage with the professions on key issues affecting the justice system as part of the Attorney General's role as Head of the Bar.

Work collaboratively across the Criminal Justice System to address key concerns and issues.

Link LOD's to central government policy on clearing the Crown Court backlogs, addressing performance issues with handling of rape and sexual offence cases and on improving the performance of the criminal justice system.

Strategic Priority D: Ensure a high performing and efficient Attorney General's Office which meets its legal and performance obligations.

Continue to build improved and robust governance structures to ensure the AGO Accounting Officer discharges their duties, consistent with the Civil Service guidance and policies.

Develop improved and consistent management information linking to delivery of the department's Business Plan.

Deliver effective financial planning, budgetary management, and fiscal reporting in line with government accounting rules and best practice.

Ensure our people understand their security obligations and implement personal, information, physical and cyber security policies and assurance.

Increase the skills and knowledge of our people and develop greater leadership capability across the AGO.

Strive to attract a diverse selection of candidates, by continuously improving outreach and recruitment practices that link into professions.

Promote the Learning and Development on offer through improved communications.

Use corporate working groups to foster inclusive, forward thinking, diverse teams to support people to reach their full potential.

Continue to deliver effective Knowledge and Information Management principles to protect, manage and retain corporate memory and compliance with the Data Protection Act and General Data Protection Regulation.

Develop a digital records management system, implement new practices, and develop measures to provide assurance that processes are effective.

Continuously review the impact of the Unduly Lenient Sentence applications and consider digital innovations to further support the AGO.

Ensure that the Corporate Services Team remains customer focussed so that they continue to deliver high quality and proactive support to everyone.

Continue to foster key stakeholder relationships with Shared Service providers and develop supporting Memorandum of Understanding.

Maintain robust and proactive management of correspondence for the AGO and comply with the statutory deadlines.

Review and identify ways to incorporate technological advances into the way the AGO operates.



Attorney
General's
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