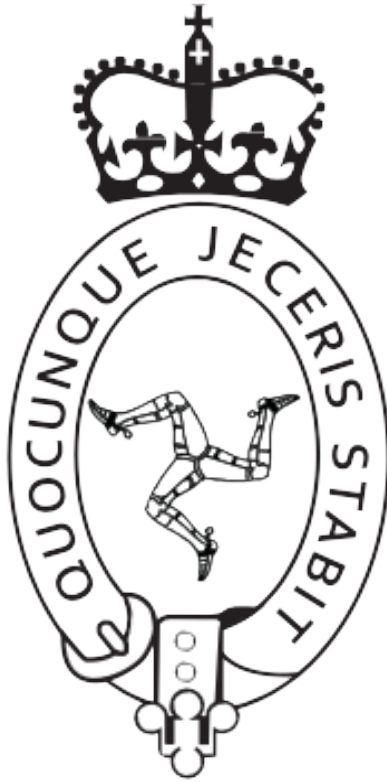


Attorney General's Chambers



Annual Operating Report for the year ended 31 March 2022

Belgravia House, 34-44 Circular Road, Douglas, Isle of Man, IM1 1AE

Telephone (01624) 685452

Email attgen@gov.im

Website www.gov.im/about-the-government/offices/attorney-generals-chambers/

Foreword

On 2 January 2022 the then Attorney General, John Quinn QC, died suddenly after a short illness. John was appointed as acting Attorney General in 2013 and confirmed in post in 2017 and was largely responsible for the development and strengthening of Chambers during his period in office. Just weeks prior to his death John's term in office had been extended and his unexpected death has naturally impacted much upon the work of Chambers. This Operating Report reviews the work undertaken by the Attorney General's Chambers for the year to 31 March 2022 and so the achievements presented in this Report are therefore those of John and of our officers collectively.

2021 has been a challenging period in many ways, not least by reason of the effects of the Covid-19 pandemic which continued to place unprecedented demand upon our services. I am proud to report that each of our Divisions managed to continue delivering their routine day to day services while at the same time taking opportunity to improve delivery where possible. Undoubtedly the use of technology and remote working has transformed legal practice and it is important to acknowledge that our officers have, between them engaged in, *inter alia*, remote court hearings, provided innumerable advices across Government, drafted legislation (primary and secondary), commercial agreements, and completed conveyances, *and the list goes on*. All in all, a commendable achievement for a small island and a testament to each of my colleagues in Chambers.

As the detail of the Report will reveal, our Divisions have sought to improve upon service delivery while at the same time accommodating call for increased service provision not least as a consequence of legislative reforms: it has also been a time for consolidation following various restructurings (I mention the centralisation in Chambers of secondary drafting services as an example).

In July 2021 Tynwald received the report of the Constitutional, Legal Affairs and Justice Committee (CLAJC) as to the role of the Attorney General and approved an independent review targeted at addressing the issues identified by the Committee: Mr Stephen Wooler was subsequently appointed to carry out the review and his report / recommendations are due prior to year end. Opportunities for renewal are always welcome and naturally I am anxious to embrace any opportunities identified which will better assist the Crown Officers in delivering their functions.

Looking ahead, following our general election in September 2021 Chambers looks forward to engaging with and supporting the new administration's ambitions and legislative programme as set out in the Island Plan. Similarly Chambers expects to support important additional work streams arising out of the consideration of John Quinn's report (filed in December 2021) reviewing legal aid provision on Island as well as the steps which are being taken across Government in readiness for our next Moneyval evaluation, anticipated in 2025/26.

The year to 31 March 2023 promises to be as interesting and perhaps as challenging as its predecessor!

Walter Wannenburg
His Majesty's Attorney General
7th November 2022

Index

	Page number
Part 1 Progress against the Business Plan	1
1.1 Priority Strategic Aims	1
Part 2 Divisional Reports	2
2.1 Crown Division	2
2.2 Advisory and Legislation Support Division	7
2.3 Commercial Division	9
2.4 Civil Litigation Division	12
2.5 Legislative Drafting Division	15
2.6 Prosecution Division	19
2.7 International Cooperation and Asset Recovery Division	24
Part 3 Operation of Chambers	27
3.1 Financial Overview	27
3.2 Income	27
3.3 Re-charging of Costs	27
3.4 Time Recording	28
3.5 Detailed Time Recorded by Client Department	28
3.6 Chambers Website	30
Part 4 Feedback / Contact Us	31
Appendix 1 Report against Business Plan objectives	32
Appendix 2 Chambers Code of Conduct	42
Appendix 3 Chambers Organisation Structure as at 31 March 2021	44

Part 1 – Progress against Business Plan

1.1 Priority Strategic Aims

The Business Plan 2020 – 2022 continued to form the foundation for prioritisation of Chambers work throughout this reporting period. The Business Plan lists our six priority strategic aims and, within each aim, there are further more detailed objectives which support service delivery and continuous improvement.

A report detailing progress against the full aims and objectives of our Business Plan is at Appendix 1 on page 32. The following table lists our Priority Strategic Aims:-

Priority Strategic Aim 1	Keeping our community safe from serious crime and financially motivated crime
Priority Strategic Aim 2	Providing support to our Stakeholders in delivering their objectives
Priority Strategic Aim 3	Implementing the Criminal Justice Strategy
Priority Strategic Aim 4	Improving our culture and managing ourselves more efficiently
Priority Strategic Aim 5	Improving the quality of advice, trust in our service and our reputation
Priority Strategic Aim 6	Improving our relationship with our clients and building our relationships within the community

[Business Plan 2020 - 2022](#)

Part 2 – Divisional Reports

2.1 Crown Division

2.1.1 Introduction

The Crown Officers (HM Attorney General and HM Solicitor General) have a broad range of statutory and non-statutory duties. The Crown Officers are supported by the Crown Team which delivers the Crown Officers' private office functions, and contributes to the effective operation and development of Chambers.

The Crown Team oversees compliance with freedom of information, GDPR and health and safety as well as delivering a number of other statutory functions, including the regulation of Isle of Man charities and the management of finances under the Mental Health Legislation.

The Crown Team also supports all aspects of non-legal practice compliance and development, contributes to corporate projects, coordinates strategic planning, provides oversight of the design and implementation of improvement projects and the delivery of operational services, including human resource management, financial management, business continuity and IT support.

The Crown Officers are further supported by the Executive Director of Legal Services ("EDLS") in relation to the delivery of all legal services provided by each of the Legal Officers across Chambers. In supporting the Crown Officers, the EDLS provides professional legal oversight of Chambers. The EDLS also supports the Crown Officers, undertaking specific project work across Government which requires legal advice and assistance.

The Crown Officers:-

- Provide advice to His Excellency the Lieutenant Governor, as required
- Attend to Parliamentary duties, which are made up of regular meetings of the Legislative Council and the monthly sittings of Tynwald during the Parliamentary year
- Attend routine weekly and any Extraordinary Meetings of the Council of Ministers as its primary source of legal advice
- Work with Council of Ministers and its sub-committees, including supporting the Government's delivery of:

- The Island Plan
 - The Legislative Programme
 - National Strategy
 - International Relations
- Provide legal superintendence to the Chambers Directors and Legal Officers in relation to the delivery of HM Attorney General’s Statutory functions
 - Chair the Financial Intelligence Board, which Board provides statutory oversight of the Financial Intelligence Unit
 - Provide oversight and strategic level support for the Government’s International Engagement Programme, including attendance at Moneyval¹ Plenary and other meetings, and ensuring work is undertaken which is aligned to the Financial Action Task Force Standards, OECD Global Standards and other entities
 - Provide legal supervision to the International Cooperation and Asset Recovery work within Chambers

2.1.2 Work undertaken during the reporting year

The following table lists the Crown Officer’s formal committee attendance and roles during the year from 1 April 2021 to 31 March 2022:

Meeting	Role	Frequency
Council of Ministers	Legal Adviser	Weekly
Financial Intelligence Unit Board	Chair	Bi-monthly
Legislative Council	Non-voting Member	Weekly (Oct to Jul)
Tynwald	Non-voting Member	Monthly (Oct to Jul)

¹ MONEYVAL is a permanent monitoring body of the Council of Europe entrusted with the task of assessing compliance with the principal international standards to counter money laundering and the financing of terrorism and the effectiveness of their implementation.

Meeting	Role	Frequency
His Excellency The Lieutenant Governor	Legal Adviser	Monthly & As Called
Council of Ministers Legislation Sub Committee	Legal Adviser	As called
Financial Crime Strategic Board	Committee Member	
Financial Crime Prosecutions Forum	Chair	
International Relations Coordinating Group	Committee Member	
National Strategy Group	Legal Adviser	
Gold Command	Legal Adviser	

2.1.3 Management of Chambers

The Chambers Senior Leadership Team ("SLT") meets weekly and is made up of the Crown Officers, the Head of Crown ("HOC") and the Executive Director of Legal Services ("EDLS"). The Senior Management Team ("SMT") meets quarterly and is made up of the Crown Officers and members of ELT as below.

The Chambers Extended Leadership Team ("ELT") meets monthly and is made up of the HOC, the EDLS, the Director of Prosecutions, Director of International Cooperation and Asset Recovery, Director of Commercial Law, Director of Civil Litigation, Chief Legislative Drafter and Lead Legal Practitioner – Advisory and Legislation Support.

2.1.4 Statutory Functions of HM Attorney General

This reporting year saw the retirement of the Senior Legal Officer who had been responsible for both discharging and advising on the statutory functions of HM Attorney General. A new structure was subsequently implemented in order to separate the administrative and regulatory functions of HM Attorney General from the advisory function, and increase the cost efficiency of discharging these statutory duties.

2.1.5 Child Abduction

There has not been any Hague Convention child abduction matters referred to Chambers during the year.

2.1.6 Mental Health Matters

HM Attorney General has a statutory duty to attend to the financial affairs of persons who lack capacity where there is no family member willing or able to undertake this role and where there are insufficient monies to permit the engagement of a third party professional to do so.

If appropriate, HM Attorney General may also appoint a family member and/or friend where there are insufficient assets to justify an application to the High Court for Receivership.

During the reporting year, 41 referrals were received of which:

- 11 were taken under direct management; and
- 15 appointments were made.

At the end of the reporting year, Chambers was managing the finances of 57 individuals.

These figures are reported in the table below for ease of comparison with previous years:-

Year	Referrals	Taken over by Chambers	Family/friend appointed	No of cases managed by Chambers at year end
2021/2022	42	11	15	50
2020/2021	48	16	14	57
2019/2020	50	21	19	55

Discrepancies from previous operational reports stem from the adoption of new Key Performance Indicators under the new monitoring system for Mental Health casework implemented in 2021. This new system enables more proactive management of the finances managed in Chambers on behalf of HM Attorney General.

The number of individuals whose finances are managed in Chambers varied between 50 and 60 cases throughout the year, despite efforts made to identify family members and/or friends who may be suitable to be appointed by HM Attorney General instead of officers in Chambers. It is unlikely that this figure will decrease given the Island's aging population, the geographic separation of families and the impact lockdowns have had on the mental health of the most vulnerable.

The complexity of the individual cases keeps increasing, with more and more instances where a court application is required due to HM Attorney General not having the sufficient legal powers to fully manage the assets of the individuals concerned.

These cases have highlighted gaps, both in terms of legal powers and processes, for which resolutions are being discussed with Manx Care.

2.1.7 Charities

The Charities Administration Team continues to manage high workloads due to the transition from registrar to regulator. Concessions were made to assist charities in the first two years of operation, and work continues on engagement with the third sector to provide education and guidance to improve compliance, balanced against regulatory obligations. It is intended to make the www.gov.im/charities website, together with guidance and forms, more user friendly to assist trustees in their obligations.

The governance of all charities on the Register (673 as at 31 March 2022) has been reviewed and the most concerning gaps addressed with nearly all charities concerned.

While a lot of work still needs to be done in order to bring all Manx charities compliant with the new regime, it is reassuring to see that most charities registered on the Isle of Man are appropriately managed.

During the reporting year:

- 21 applications for registration were received, of which 15 were successful
- 36 charities were removed from the register, of which:

Charities removed from the register in 2021/2022	
24	Ceased to operate
6	Considered as no longer being a charity
1	Considered as no longer having a substantial and genuine connection to the Island
5	Considered as having ceased to operate

2.1.8 Bona Vacantia

Chambers continued to act on behalf of Treasury in relation to a range of bona vacantia matters. 11 live cases continued to be administered during the period. Discussions are underway with Treasury to review the functions of the Attorney General in relation to bona vacantia estates and streamline the way these are referred to Chambers and to regularise the oversight of such.

2.2 Advisory and Legislation Support Division

The Advisory and Legislation Support Team provides, generally, non-contentious legal advice on all areas of public law, and legislative support to all Government Departments and some other Government bodies.

2.2.1 Introduction

2.2.2 Advisory Team - background

The Advisory Team provide legal advice covering all areas of public law, including in particular, data protection, freedom of information, international law, immigration, equality, constitutional law. The team does not generally provide advice on contentious matters but supports Government bodies in early dispute resolution, statutory investigations or other matters, prior to such matters becoming contentious. As such, the team now undertakes some of the advisory work previously undertaken by the Litigation Division or the Commercial Division of Chambers.

The team also has legal oversight of some of the statutory functions of HM Attorney General or Treasury, namely:-

- As the keeper of the register of charities, under the Charities Registration and Regulation Act 2019;
- the financial management of persons who do not have the capacity, under the Mental Health Act 1998; and
- Legal oversight of cases administered in Chambers on behalf of Treasury in the winding up of bona vacantia estates under section 52 of the Administration of Estates Act 1990.

2.2.3 Legislation Support - background

Over the two periods prior to this report, some staff had transferred from other Departments to the Legislation Support team. They have now been joined by newly-recruited officers to complete the centralisation of the team in January 2022.

The team initially serviced only parts of Government, but expansion referenced above served to fully centralise the team to meet a directive of the Council of Ministers. The team was created as part of a drive to ensure robust and effective legislation, prioritised in accordance with wider Government objectives now set out in the Island Plan and previously by the Programme for Government, undertaken by an experienced and resilient team.

The team aims to remove the dependencies upon one or two legislation officers within Departments ensuring that good drafting practice, instructions for primary legislation, drafting of secondary legislation, and support to the Departments is fairly and consistently achieved.

During this period much investment in terms of resource has been in recruitment and training of new officers and restructuring a newly-centralised team. Work now continues on building experience across the team, designing and implementing processes for creating work instructions and providing services, and building good working relationships with the Departments it works for.

2.2.4 Work undertaken

The figures for new matters opened during the year within the Division cannot be compared with previous data as the Division is newly formed. New instructions for the 2021-2022 period were as follows:

Advisory (excluding International): 72
International: 22
International Tax Information Exchange Agreements: 6
Legislation Support – Advice: 98
Legislation Support – Checking (legislation): 11
Legislation Support – Drafting: 98
Legislation Support: Policy/legislation development: 41
Legislation Support – Regulation/Regulatory: 3
Legislation Support – Research: 25
Legislation Support – Secondary Legislation: 55

As above, the Advisory part of the team has legal oversight of other functions of HM Attorney General, and administration for Treasury, the statistics for which are covered in the Crown Division report at numbers 2.1.6 and 2.1.7.

The ongoing cases and workload for the Legislation Support Team have been consistent across the past years, seeing through a change in administration and a newly-formed and centralised Legislation Support Team. The team has prepared, for Departmental approval, instructions on a number of new and existing Bills in the Legislative Programme, and has drafted or advised on numerous pieces of secondary legislation.

There are a number of Bills which have been worked on by the Legislation Support Team in conjunction with the Departments and the Legislative Drafting Division during this period, including the Animal Welfare Bill, Energy Bill, Manx Care (Amendment) Bill, Capacity Bill, Trust and Trustees Bill, and Public Sector Payments Bill. It is the intention to consider and provide statistics for Bills which progress following support from within this team, and statutory documents made in the next operational report.

For the Advisory team, there remains a number of high demand areas, such as freedom of information and data protection, together with consequential matters to be dealt with following Brexit. The Advisory team has also assisted Cabinet Office in ensuring the maintenance of the assessment of adequacy of data protection legislation in the Isle of Man with the European Data Protection Board.

During this period, the public health policy shift in relation to the pandemic response has resulted in a significant amount of time being spent on public health protection legislation, advising on guidance, and returning to a living with Covid position, which has required advice on legislation, policy or potential challenges, often urgently, and at short notice.

2.3 Commercial Division

2.3.1 Introduction

The Commercial Division opened 1001 matters during the reporting period. The number of new matters is not a completely accurate measure of the amount of work undertaken as the Division has a policy whereby a new matter is only opened if no prior record exists and only if the amount of work anticipated exceeds 1 hour. Notwithstanding this, the numbers of matters opened is a useful indicator of the volume of work undertaken by the Division and can identify trends when compared to previous years. The trend for this year has been for the team to deal with a larger number of more complex and time consuming matters than previously both in the commercial/procurement part of the team and in the property part.

2.3.2 The Commercial and Procurement Team

The Commercial team deals with all commercial matters on behalf of Government and includes the centralised procurement function provided by Procurement team. The Commercial team also advises on a broad range of contractual and procurement issues and negotiations including the drafting and negotiation of contracts and the review of suppliers' terms and conditions. It also advises and assists in supporting significant Isle of Man Government commercial programs and projects which have included support regarding COVID-19 Disruption/Working Capital Arrangements, negotiation and completion of multimillion pound banking Facility Agreements and commercial law assistance regarding financial assistance Schemes. The Division has been busy in assisting Manx Care in procuring services, preparing agreements and reviewing a wide variety of suppliers' terms and conditions.

The Team also dealt with procurement and contract work regarding the running of the TT for 2022.

The numbers of new instructions received by the Team (excluding property) this year increased slightly to 508 compared to 498 in the previous year.

The following table sets out the nature and type of work which was undertaken by the Commercial Team (excluding the work carried by the Property Team) during 2021-2022:

Commercial Division Matters (excluding Property)	
Work Type	Number
Contract (including advice, drafting and reviewing suppliers terms and conditions)	417
Procurement (including full tenders, select lists and quick quotes)	91
Grand Total	508

2.3.3 Property Team

The Property team in the Division continued to deal with a large range of property work from very high value sales and purchases, leases, licences and Government Financial Assistance/loans/SEPA (Shared Equity Purchase Assistance- an IOM Government Scheme) to assist house purchasers. The figures in the following table demonstrate an increase in the number of property matters opened in this year (from 370 last year to 493 in this reporting period). This reflects the increase in property/conveyancing matters after the lifting of Covid-19 restrictions.

The following table below sets out the nature and type of property matters dealt with in 2021-2022:-

Property Team Matters	
Work Type	Number
Advice	103
Assignment	6
Bona Vacantia	11
Easement or Wayleave	10
General Property/Transfer of borrowing or title	13
Contract/Wayleave or Easement	15
Land Registration	6
Leases	83
Licence - Grazing	3
Licences	18
Memorials of Arrest	21
Miscellaneous/Possession/Notice to Quit	4
Purchase	15
Receipts to Cancel	131
Release or Surrender	8
Research	16

Property Team Matters	
Work Type	Number
Sale	8
Searches / Deeds	16
Section 13 - (Development) Agreement	7
SEPA - Loans	1
SEPA - Sale	3
Variation	5
Grand Total	503

2.4 Civil Litigation Division

2.4.1 Introduction

The Division represents all of Government before the Island's Civil Courts and Tribunals, save for damages claims where Government's insurers wish to instruct their own advocates.

Over the course of the year a number of staff were transferred from elsewhere in Government into Chambers to form a new Legislative Support and Advisory team alongside existing Chambers' lawyers. Some of the advisory work previously undertaken within Litigation was undertaken in that new team.

The Division continues to deal with a number of doleance (administrative review) claims, planning, immigration and other statutory appeals and acts in numerous employment cases. The latter continue to require significant input even following recruitment of a dedicated employment specialist in late 2020. Much of that extra capacity was taken up on work on a small number of very significant cases before the Employment Tribunal.

The work the Division undertakes is now broadly divided as follows:-

Litigation – including general litigation and advocates specialising in (1) clinical negligence and inquest work; and (2) employment work;

Children and Families – providing advice and representation in relation to care proceedings including emergency orders, adoption, and other private proceedings for the protection of children.

The figures for new matters opened during the year within the Division shows a slight fall down to a total of 249, with no particular identifiable reason for any decreases aside from a new advisory team being constituted and taking some of that work.

The 249 new instructions were comprised as follows:-

New instructions received		
Year 2021-2022	Year 2020-2021	
66	80	Advisory
53	48	Children and Families
30	45	Employment
16	18	Clinical negligence matters for Manx Care/DHSC
4	Not captured	Inquests for Manx Care/DHSC

5	Not captured	Inquests for other Departments, Police
75	105	Other litigation matters

Previous total figures were as follows:-

2020-21	296
2019-20	247
2018-19	205

2.4.2 Debt

The Civil Litigation Division oversees the administration of Court proceedings to recover debts due to Government which are referred to Chambers by Treasury's shared service team. Treasury directed a moratorium on the enforcement of debt recovery during the pandemic and this unwound gradually over the reporting period.

In business as usual we processed 508 debt claims by way of 7 day letter on behalf of Boards and Departments. There were separate instructions in relation to significant other debts due.

Number of debt claims by way of 7 day letter			
Year 2021-2022	Debt 2021-2022	Year 2020-2021	Debt 2020-2021
508	£1,670,967	102	£210,713

Proceedings were issued in 104 cases, all but 3 of which were for Rates arrears.

2.4.3 Court & Tribunal Work

2.4.3.1 Employment cases

We continued to represent Departments and Boards before the Employment Tribunal and to provide support to Government employers / OHR on advisory and pre-proceedings work. A significant amount of time has been spent dealing with five particular cases involving protected disclosures (one case dismissed after the reporting period, one case for which liability established after the reporting period, one settled after reporting period and two ongoing).

2.4.3.2 Other cases

Of significance, we represented the Cabinet Office in two challenges to the Area Plan for the East and on immigration matters. We continued to represent Government in possession claims relating to land and appeared on a number of other statutory appeals and dolence claims.

2.4.3.3 Clinical Negligence and Inquests (with a relevant Mental Health or Clinical involvement)

Chambers now act on every new clinical negligence matter instructed by the Department of Health and Social Care (for events occurring before 1 April 2021) and Manx Care (for events occurring on or after 1 April 2021), with only a small residue of continuing complex cases being serviced by private practice advocates. As at 31 March 2022 we had 40 open cases (c.f. 32 at year end 31 March 2021)

16 new clinical negligence cases were opened for the Department to the year end 31 March 2022.

Over the year we received 5 new inquest cases (9 cases closed) and spent 15 Court days in Inquest hearings representing DHSC/Manx Care to the year end 31 March 2022.

2.4.3.4 Other Inquests (5)

Chambers also represented the Department of Infrastructure in an Inquest (Curragh Road) and the Constabulary in two significant Inquests (incl. one death in prison).

2.4.4 Children & Families Services

Chambers act for Manx Care in cases where there is a perceived risk to children. The number of new case matters opened for 2021-22 was 53, of which 8 were private proceedings cases.

Matter opening totals in previous years were as follows:-

2020-21	48
2019-20	68
2018-19	53
2017-18	71

The ongoing cases and workload for the team has remained at a high level, with a number of hearing dates being lost at short notice. There remain a number of high demand cases involving litigants in person and evidential complexities. The team has improved processes to meet ongoing complexities under GDPR in relation to personal information of multiple persons contained in evidence and reports.

2.5 Legislative Drafting Division

2.5.1 Introduction

The core objective of the Legislative Drafting Division (“LDD”) is to produce draft primary legislation for introduction in Tynwald which embodies Government policy as articulated by Departments, Statutory Boards or other governmental bodies.

Additionally, the LDD provides a confidential drafting service to Members of Tynwald who obtain leave to introduce Private Members’ Bills in accordance with Standing Orders of the Council and Keys, or who wish to move amendments to Bills that are passing through the Branches.

The LDD also drafts some Orders in Council relating to the Island and some secondary legislation to be made in exercise of powers delegated by Tynwald. More commonly, the LDD reviews such draft secondary legislation as prepared by the body to which Tynwald has delegated the power to make that legislation or as prepared by the legislative support team in liaison with that body.

The membership of the LDD in the year has been a director (until June 2021), 4 senior legislative drafters (increased from 3 from July 2021); 2 assistant drafters (reduced to 1 from July 2021); and 2 legislation officers who provide research and administrative support to the drafters and maintain the legislation website (see 2.5.5).

2.5.2 Drafting Work Undertaken During the Reporting Year:

Primary Legislation

The primary legislation passed during the year from 1 April 2021 to 31 March 2022 analysed by type and size is as below (as compared with the previous years):

Year	Type	Total	Size, excluding schedules			
			Small (less than 20 sections)	Medium (20-50 sections)	Large (51-100 sections)	Very Large (100-300 sections)
2018/19	Substantive	6	2	4	0	0
	Amending	5	4	1	0	0
2019/20	Substantive	2	0	1	1	0
	Amending	6	6	0	0	0
2020/21	Substantive	8	2	4	0	2
	Amending	10	10	0	0	0
2021/22	Substantive	17	5	2	5	5
	Amending	5	4	1	0	0

A number of bills were drafted but not introduced and one Bill was introduced but not passed at second reading.

2.5.3 Secondary Legislation

The secondary legislation website, (<http://www.tynwald.org.im/links/tls/SD/Pages/default.aspx>) lists statutory documents which have been submitted to Tynwald.

Tynwald library publishes statutory documents as and when they are supplied to it by the originating Department etc. A significant proportion of secondary legislation is now delivered from within Chambers' Legislation Support Team ("LST"). Most secondary legislation is reviewed by LDD.

The LDD has undertaken reviews of 226 pieces of secondary legislation in the period April 2021 to March 2022.

2.5.4 Advice

The LDD provides advice pertaining to the delivery of legislation to all Departments, Boards and Offices of the Isle of Man Government and on occasion to MHKs and MLCs (in relation to Bill amendments and Private Members' Bills). The advice provided by the LDD can relate to a Bill or proposed Bill, or may be of a more general nature to assist with the interpretation and application of current legislation.

The LDD has advised Departments and statutory boards, in the period April 2021 to March 2022, on at least 43 matters concerning statutory interpretation, statutory documents and other public documents. LDD has also provided advice, training and mentoring to the members of the LST and to officers in Government Departments.

2.5.5 Legislation Website

The legislation website had over 92,197 unique visitors in the year and figures show that the position continues at over 7,683 unique visitors on average, per month.

The target that the legislation website should be up to date to the beginning of the previous month has been consistently achieved and exceeded. In order to meet that target, numerous changes have been made to the primary legislation on the website during the period 1 April 2021 to 31 March 2022, including:-

- 113 Acts amended (comprising 335 amendments made by 130 amending enactments)
- minor corrections to 237 Acts
- 22 new Acts prepared and uploaded to website
- 6 administrative changes made to website

- 6 new Bills uploaded to website
- 8 new ADOs for current Acts uploaded to website
- 1 Synod Measure prepared and uploaded to website.
- 10 Isle of Man Legislation Newsletters uploaded to website

For Comparison by year:	2018/19	2019/20	2020/21	2021/22
Acts amended	48	95	93	113
Amending provisions	199	132	135	335
Acts with minor corrections	49	35	15	237
New Acts	12	8	18	22
Acts amending Acts	10	14	21	13
Statutory Documents amending Acts	18	30	25	12
Resolutions amending Acts	1	1	0	1
Synod Measures amending Acts	0	0	0	1
Administrative changes	16	8	18	6

Since April 2021, when the project fully started, consolidated secondary legislation has been published on the legislation website.

Between 1 April 2021 and 31 March 2022 the following were published:-

- 269 current Statutory Documents
- 183 amended Statutory Documents (comprising 240 amendments made by 159 amending enactments)

2.5.6 General - Legislation & Research Matters

The Legislation and Research Officer who is responsible for the administration of the legislation website (<https://legislation.gov.im/cms>) also undertakes legal research for Legal Officers across Chambers.

2.5.7 Immigration Matters

There is no longer a Legal Officer (Immigration). Instead, LDD provides advice and assistance to members of the Advisory and Legislation Support Division, the Passport, Immigration and Nationality Office of the Cabinet Office and the Lieutenant Governor in respect of passport, immigration and nationality matters. LDD draft immigration Orders in Council and most immigration-related SDs, and assist the LST to draft the less complex of such SDs. A total of 17 matters and approximately 172 hours have been spent on such advisory and drafting work.

2.5.8 Training & Guidance

The LDD offers, and regularly provides, courses to Government employees and politicians. The LDD also provides continuous mentoring and guidance to members of the LST who are involved with drafting projects.

This year LDD has provided the following courses and presentations:

Courses and presentations provided	
2	Presentations at induction programmes for new Members of Tynwald
2	Presentations at "Working with Legislature" courses hosted by the Clerk of Tynwald's office
6	"Instructing the Drafter" courses for departmental officers (with 2 more scheduled)
1	Abridged "Instructing the Drafter" course for the Members of the Legislative Council
1	Secondary drafting course (with 2 more scheduled)
2	Ad hoc presentations to visiting Parliamentarians from other jurisdictions;
	Ad hoc individual or small group training on the use of the legislation template to all secondary drafters requesting it
	Regular drafting template training for all new users of the template

2.5.9 Liaison with the Clerks of Tynwald's Office

The LDD frequently liaises with the Clerk of Tynwald's Office with the aim of improving processes and the quality of published legislation.

2.6 Prosecutions Division

2.6.1 Introduction

The Prosecution Division provides advice to the Isle of Man Constabulary and other public authorities on potential criminal charges and the Prosecutors make decisions on behalf of HM Attorney General in relation to criminal prosecutions. The division provides out of hours cover for charging decisions on a rota scheme which operates 365 days a year. The prosecutors also cover weekend and occasional courts (bank and statutory holidays) throughout the year when required.

As per the previous year, the start of the reporting period began with the Island's third and final lockdown, which lasted over 6 weeks, from 3rd March 2021 until 19th April 2021. Due to the procedures adopted in the first two lockdowns, Prosecutions were able to fulfil any Court commitments, enabling us to deal with overnight and charge cases by producing digital files to Court and Defence Advocates, court resulting, and providing advice.

In this reporting period, the Prosecutions Division faced significant challenges in assisting the police in the enforcement of Coronavirus regulations and the expedited move towards digital prosecution. The division continued to implement significant operational change in terms of process and policy during the pandemic to assist in the enforcement process, operating a pre-charge advice and court service remotely. The division has also implemented a pre-charge advice scheme based in Police Headquarters to provide advice at the beginning of an investigation to reduce the time between investigation and charge. It is hoped that, as we leave the pandemic period behind us, the benefits of the dynamic change brought about will continue to provide the basis for a streamlined and transparent process in the criminal justice system, maximising resources whilst providing a high quality service for efficient, speedy delivery of justice.

The division has all but cleared the backlog of trials adjourned during the pandemic and restriction periods and we continue to monitor cracked and ineffective trials to better understand how to engage more effectively with stakeholders to minimise the number of hearings required before a case is resolved.

We are continuing our work with our Criminal Justice partners to seek improvement in the way that victims and witnesses are dealt with and look forward to making progress in relation to special measures to assist witnesses in giving evidence in court.

The Department undertook a series of 2 day Police Constable Attachments, providing an overview of day to day issues encountered in case management and preparation,

plus a day observing proceedings at Court. This involved a total of 20 new PCs, who all found the experience to be invaluable.

An advice service for the Police was trialled during this period, where Prosecutors were rotated and stationed at Police Headquarters 3 afternoons a week from May to November 2021, then one morning and one afternoon weekly from December 2021 to March 2022. This was primarily to assist with advice on pre-charge investigations and any case reviews and decisions prior to file submission.

The Prosecutions Division works to standardised time limits within which prosecution advices must be completed and peer reviewed. Advice files received from all Government Departments, including predominantly the Constabulary, increased by 5% to 203, from 193 the previous year 1 April 2020 to 31 March 2021.

The prosecution team deals with:

- Criminal cases before the Summary Courts
- Cases before the Court of General Gaol Delivery
- Criminal cases appealed to the Staff of Government Division

2.6.2 Summary Court Cases

During the period 1 April 2021 to 31 March 2022, the Division received a total number of 835 new Summary matters, a decrease of 13% from the previous year, when for the period 1 April 2020 to 31 March 2021, there were a total of 964 cases. An analysis of the source of instructions for the 835 cases is detailed below:-

	1 Apr 2020 – 31 Mar 2021	1 Apr 2021 – 31 Mar 2022
Department of Infrastructure	0	1
Department of Enterprise	0	0
Cabinet Office	0	0
Department of Environment, Food & Agriculture	4	3
Information Commissioner	0	0
Treasury	8	12
Constabulary	952	819
TOTAL	964	835

2.6.3 COVID-19 Prosecution Statistics

There were 10 cases of Covid-19 Breaches, involving 12 defendants.

Out of the 12 defendants, 8 were convicted.

Out of the defendants convicted, 7 received custodial sentences.

2.6.4 Summary Cases by Referring Organisation

As expected, the clear majority of the cases remain those that come from the Constabulary, with the remaining 1.4% from Treasury (benefit fraud cases) and the Department of Environment, Food and Agriculture and one case from the Department of Infrastructure.

2.6.5 Tax Court (AG's List)

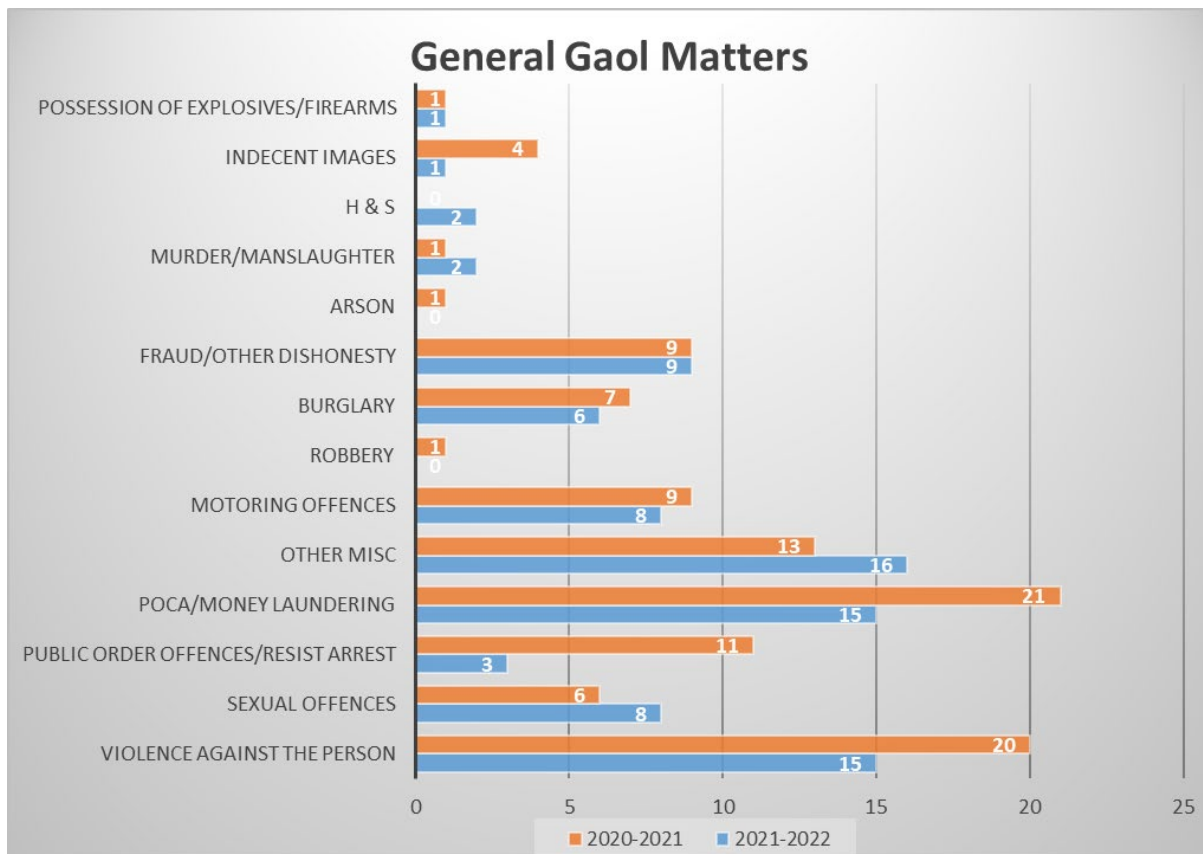
From April 2021 to March 2022, of the scheduled 13 courts, 10 went ahead with a total of 487 matters. Only 241 cases were dealt with in the 4 Tax Courts that took place in the year April 2021 to March 2021, due to Covid 19.

The administration function of preparing files for this monthly Court continues to be carried out by the Income Tax Prosecutions Team at Treasury. This has allowed the Prosecutions Team to focus the resources previously deployed to other core business and provide operationally robust support to stakeholders.

2.6.6 General Gaol Cases

During the period April 2021 to March 2022, there were a total number of 115 matters committed to the Court of General Gaol Delivery, involving 126 Defendants and a total of 140 offences. This was an increase of 9.5% from 105 cases in the period April 2020 to March 2021.

An analysis and comparison of the nature of the offences charged in respect of these cases shows as follows:



2.6.7 General Gaol Cases by Offence

Drug related offences still make up the highest percentage of the crimes committed to the Court of General Goal Delivery.

As per the recommendations from the Moneyval Mutual Evaluation report on the Isle of Man in December 2016, the focus remains on financial crime and there were 15 Proceeds of Crime Act/Money Laundering cases, a drop from 21 cases during the period from 1 April 2020 to 31 March 2021. The Prosecutions Division continues to work proactively with the International Cooperation and Asset Recovery Team (ICART) to ensure that these types of cases are referred to them earlier on in the Prosecutions process.

Offences in the 'Other Miscellaneous' category were Possession of a Bladed Article, Breach of Community Service Order, Criminal Damage, Possession of a Prohibited weapon, Assisting an offender, Threats to Kill, Witness intimidation, Prohibited article into prison, Pervert Course of justice, Act against public justice and Possess article for use in fraud.

There was a big increase in the total of 17 General Gaol that trials took place, compared to 7 in the previous year. This includes 4 trials which commenced but 3 of these had to be re-listed, and 1 was subsequently withdrawn.

2.6.8 Appeals to the Staff of Government Division

For the period 1 April 2021 to 31 March 2022, the number of Criminal Appeals held in the Staff of Government Division was 13, compared to 22 the previous year. Where HM Attorney General believes that a sentence is unduly lenient, he may seek a review of sentence. There was 1 appeal under this category for this period and was successful, 1 case was appealed due to a point of law.

9 of the appeal cases lodged by the Defence were against sentence, 2 cases were against conviction.

2.7 International Cooperation and Asset Recovery Division

2.7.1 Introduction

The International Cooperation and Asset Recovery Team (ICART) remains an integral part of the Island's response to the ongoing Mutual Evaluation process carried out by MoneyVal. It has continued to work according to its established "zero tolerance" policy. This year has again seen significant disruption of the activities of criminals, as well as use of a number of previously untested or rarely used methods of depriving criminals of their ill-gotten gains and disrupting multi-national organised crime.

The ICART has maintained its enhanced international reputation for providing swift, effective mutual legal assistance, and increased the number of requests to other jurisdictions for assistance from them for investigations being carried out by law enforcement agencies on the Island.

It has continued to forge and improve relationships with international counterparts, embracing new ways of working initially necessitated by the global pandemic and now embedded into our culture.

The entire team has benefitted from training in GDPR, specifically that relating to the Law Enforcement Directive.

2.7.2 Outcomes

Jurisprudence in ICART work continues to expand. Our expertise in Chambers grows.

In terms of international co-operation, ICART has continued to respond to foreign central authorities, receiving and acting upon International Letters of Request in a timely and efficient manner. Requests made of us are for numerous different kinds of assistance, and are certainly not limited to the provision of evidence from the Isle of Man to assist in proceedings in foreign jurisdictions. Examples of assistance provided this year include witnesses giving evidence by way of live link facilities here to Courts abroad, restraining and freezing assets within the Island and carrying out searches of addresses here, on behalf of other jurisdictions.

The number of outgoing letters of request issued by the Attorney General from the Isle of Man to central authorities in other jurisdictions has increased quite substantially, with assistance being sought for the benefit of investigations being carried out here by various divisions of the Isle of Man Constabulary, predominantly the Economic Crime Unit. The turnaround time for foreign jurisdictions providing mutual legal assistance to the Isle of Man has improved.

A notable success this year was the first restraint order in a foreign jurisdiction relating to an investigation ongoing in the Isle of Man.

2.7.3 Confiscation

Confiscation for 1st April 2021 to 31st March 2022	
Domestic	Total confiscated is £1,192,979.48 from 46 defendants, all of which has been paid into the Seized Assets Fund.
	Furthermore, a confiscation order was made in March 2022 for in excess of £4M; the defendants failed to pay within the deadline imposed by the Court, so ICART took enforcement action, resulting in the offenders serving further prison sentences, in addition to which interest accrues on the outstanding sums.
International	We have enforced confiscation/forfeiture orders on behalf of foreign jurisdictions, totalling just over £5M, of which £2,230,671.40 has been paid into the Seized Assets Fund. Where possible, victims of financial crime are compensated first.
Civil Recovery Orders	2 further final orders were achieved in this reporting period, and a total of £361,879.95 has been recovered and deposited in the Seized Assets Fund.
Cash Seizures	The total forfeited under the civil cash forfeiture regime is £58,758 from 7 matters. Again, these funds have been paid in to the Seized Assets Fund.
Restraint Orders	ICART achieved 4 new domestic restraint orders, 3 of which are pre-charge, requiring regular updates to the Court. During the same period, restraint orders have been obtained where requested in response to requests for international cooperation.
Property Freezing Orders	During the reporting period we achieved 6 further domestic property freezing orders under the Proceeds of Crime Act 2008.
International Letters of Request and Assistance	Number of incoming International Letters of Request received – 32 Number of outgoing International Letters of Request issued - 17

2.7.4 Local and international profile

We have continued to enhance our working relationships with others, both locally and worldwide, in the fight against international financial crime.

Our lead lawyer remains our active representative at CARIN (the Camden Asset Recovery Inter-agency Network, an international network of law enforcement, legal and judicial practitioners specialising in asset recovery), responding this year in particular to enquiries relating to sanctions imposed following the Russian invasion of Ukraine.

Meetings take place between the ICART and the Constabulary's Economic Crime Unit and the Financial Intelligence Unit.

We are also active members of the Financial Crime Law Enforcement Effectiveness Group and the Joint Tasking Group, whose members come from across the criminal justice service, and of the AML/CFT (Anti-Money Laundering and Combatting the Financing of Terrorism) Advisory Group which includes participants from industry, and AML/CFT Technical Group, which is an inter-agency working group.

In addition, the ICART plays an active role the continuous assessment of the Isle of Man by MoneyVal, working closely with the AML/CFT Policy Office within the Government Cabinet Office. This year, such work has included workshops considering the updating of the Proceeds of Crime Act 2008, on an inter-agency review of our effectiveness as a jurisdiction in IO6, IO7 and IO8, together with work on preparation for the Island's next evaluation by MoneyVal.

Our out-reach work this year, raising awareness regarding our work, has resulted in applications under the Proceeds of Crime Act 2008 (primarily production orders) increasing significantly.

Our Director was part of the Financial Action Task Force (FATF) Asset Recovery Phase 2 project entitled "Challenges in Asset Recovery" report which was lauded by the global network, and adopted by the FATF at its plenary in June 2021.

Part 3 – Operation of Chambers

3.1 Financial Overview

Chambers operates within an annual budget set by Treasury and approved by Tynwald. The budget set in February 2021 was £6,044,743 for 2021/2022

The employee cost element of the budget, covering all costs associated with the position of HM Attorney General, HM Solicitor General, the legally qualified staff and support staff was £5,554,086. This includes salaries, training and recruitment costs.

During the period a number of staff were transferred to the legislative team within Chambers from other areas of Government. As we did not hold the budget for them, their host departments transferred £201,888 to Chambers at the yearend to cover their employee costs.

The remaining balance of the our annual budget is allocated to non-employee related expenditure and covers such items as Court proceedings, software licenses, professional subscriptions, printing and stationery etc.

£292,380 of this balance was used to meet the costs of HM Attorney General's statutory duty to provide representation to children in respect of Family Court proceedings. This expenditure is a non-discretionary obligation which is currently met by paying independent external advocates and guardians to support children who are the subject of Family Court proceedings.

Any unexpected expenditure, such as any adverse court cost awards, is generally met from the Legal Costs Reserve with appropriate Treasury permissions being sought in advance wherever possible.

Annual expenditure for the year was within budget, unbudgeted expenditure, where appropriate, was reclaimed, with Treasury from internal funds.

3.2 Income

HM Attorney General held an income target of £67,638. The total collected against services provided was £45,002 which left an end of year shortfall of £22,636. However, it should be noted Chambers holds no direct control of any income generated as it is collected predominantly through Court actions (not Summary Jurisdiction), property matters and the collection of Government debts.

3.3 Recharging Of Costs

Chambers does not currently re-charge the operational costs of Chambers to any other areas of Government for the provision of legal services to them, but there is an increasing need for Departments to understand the value of the support which is provided free of charge. Departments are meeting the costs of introducing some additional specialised legal officer positions. It can help to know the indirect costs of

legal support on contracts and procurement when out-sourcing services or quantifying costs of legal advice when preparing certain business cases, so time is recorded against case work by instructing department, board or office.

3.4 Time Recording

As Chambers expenditure is primarily made up of salaries, it is imperative that there are effective controls in place in Chambers on how time is spent and whether that expenditure represents best value. Since 1 April 2016, all staff in Chambers (legal officers and support staff) have recorded their attendance with details of how their time is spent during each working day. This now allows improved reporting to support a better understanding of how Chambers divides its time and how it uses its legal officers to support its clients' needs across government.

Chambers is seeking to continually improve its performance and the methodology used to record time. Time is recorded daily and a record is kept against each separate legal matter or Court sitting.

Chambers had an average staffing complement equivalent to 75.7 full time equivalent people (excluding the two Crown Officers). All time, including absence, is recorded.

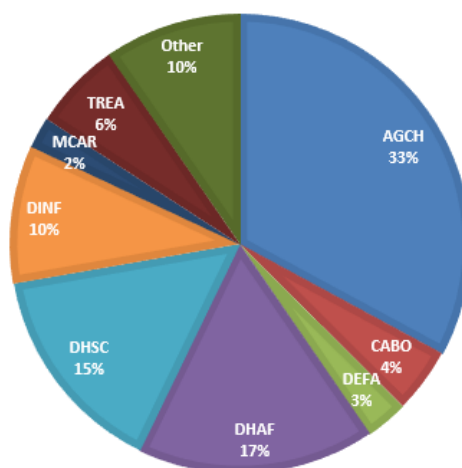
The time available to be recorded within the period was 130,102 hours, of which 96,788 hours were recorded to "chargeable" and 33,314 hours were recorded to "non-chargeable". (In this context "chargeable" codes are used to record all support provided to client departments, boards offices and public office holders and to perform duties related to HM Attorney General's statutory functions; "non-chargeable" in this context includes time spent on training and CPD, internally focused duties for Chambers such as finance, planning, reporting, management functions such as appraisal, health and safety and to record all absence.)

3.5 Detailed Time Recording by Client Department

The chart and table on the next page show time recorded as expended to support our clients as a percentage of overall support provided.

Areas of Government which have been provided with less than 3% of the overall support have been grouped as 'Other'.

2021-22 TIME ALLOCATION % BY CLIENT



Department:	2021/22	2020/21 Time in hours
AGCH - Attorney General's Chambers (including HM AG's statutory duties)	31,828	28,011
CABO - Cabinet Office	4,411	7,908
DHAF - Department of Home Affairs	16,173	14,413
DHSC - Department of Health & Social Care	14,577	18,344
DINF - Department of Infrastructure	9,380	10,954
TREA- Treasury	6,059	4,782
DEFA	2926	Included in Other
OTHER	11,434	7,554
Total	96,788	91,966

Time recording records are particularly relevant when considering the support provided to each of the areas of Government and the relative value of such legal advice and representation. It also aids an understanding of how much it costs to undertake HM Attorney General's statutory functions, civil litigation (for various areas of Government) and criminal prosecutions (primarily referred from the Constabulary which is shown under the Department of Home Affairs).

HM Attorney General's statutory responsibilities are broad and administrative support for his parliamentary duties, which duties include attendance at Legislative Council and Tynwald and other related duties are shown as 'AGCH'. This category includes services such as charities oversight and acting as guardian for those persons who lack capacity to manage their own affairs.

The relatively broad scope of certain departments and level of contract management and public interaction explains the high level of support provided to the Departments of Infrastructure and Health and Social Care. The support to the Department of Home Affairs remains at a constant level and includes liaison with the Police and defence advocates.

3.6 Chambers' Website

Chambers' Business Plan and Annual Operating Reports are now routinely published, as are any new Policy Statements or Guidance Notes in respect of each team's public services.

During the year the Attorney General's Chambers' pages on the Government website received 36,954 page views (28,336 unique page views) with an average of 3.4 minutes on each page.

Part 4 - Feedback/Contact Us

This report is the sixth published Annual Operating Report produced by the Chambers and we welcome feedback on information that you would find helpful to include in future reports. We will endeavor continuously to improve the amount of information that is routinely published by Chambers.

Our contact details are:

Attorney General's Chambers,
34-44 Belgravia House,
Circular Road,
Douglas,
Isle of Man,
IM1 1AE

Telephone (01624) 685452

Click [here](#) for website

Click [here](#) to email us

APPENDIX 1 – Detailed Report on Business Plan Aims and Objectives

Priority Strategic Aim 1			
Keeping our community safe from serious crime & financially motivated crime			
Objective	Division	Progress	Comment
1.1 Provide timely and effective international co-operation services.	ICART	Achieved and ongoing	All International Letters of Request are responded to in a timely fashion. There were 32 requests received during 2021/22.
1.2 Assist local and international law enforcement agencies by enforcing forfeiture and asset recovery in the Isle of Man on their behalf and where appropriate, make requests of other countries to support domestic investigations in suspected criminal cases and in civil recovery investigations.	ICART	Achieved and ongoing	International Cooperation and Asset Recovery Team ("ICART") was established in 2016 to process incoming and outgoing requests for mutual legal assistance in criminal cases. 17 requests were made to other jurisdictions during 2021/22.
1.3 Assist all domestic law enforcement agencies to seize, freeze, restrain, forfeit, recover and confiscate assets	ICART	Achieved and ongoing	Work continues as described within the annual operating report.
1.4 Pursue, through all available statutory powers including civil procedures, the assets of all who profit from crime wherever committed, when it is proper to do so.	ICART	Achieved and ongoing	ICART adopts a zero-tolerance approach to identify and seize the proceeds of crime at the earliest stage by utilising the provisions of the Proceeds of Crime Act 2008 and similar legislation.
1.5 Support the Financial Intelligence Unit ("FIU") to ensure it is appropriately resourced and supervised to deliver its strategic and operational objectives in the fight against financially motivated crime.	Crown	Achieved and ongoing	HM Attorney General has continued to chair the FIU Board which provides strategic oversight for the FIU. The Crown Officers and team members in Chambers continue to support the FIU by providing the secretariat and governance for the Board. A lead legal officer provides dedicated part time legal support and advice to the FIU.
1.6 Ensure that wherever appropriate offences of money laundering are put before the courts.	Prosecutions	Ongoing	The Policy & Guidance for sanctions for money laundering is published on the website.
1.7 Prioritise identification, restraint and recovery of assets resulting from serious and organised crime, with a particular focus on economic crime both in the Isle of Man and overseas.	ICART	Ongoing	In conjunction with the FIU, Isle of Man Constabulary and other agencies in the Island and elsewhere using sharing protocols to pursue through all available statutory powers, investigative and legal measures to deter and disrupt economic crime and seize assets of all who profit from crime wherever committed.

1.8 Improve the enforcement of domestic and international confiscation orders.	ICART	Ongoing	ICART Legal Officers allocated to manage and process all domestic and international confiscation orders to meet external international standards in anti-money laundering and combatting the financing of terrorism.
1.9 Maintain our regime for dealing with the management of seized assets other than money, including the instrumentalities of crime.	ICART	Achieved and ongoing	ICART, established in December 2016, continues to deal with retention and disposal of assets including management of restraint order variation requests.
1.10 Support the local law enforcement agencies by providing them with constructive and timely advice in relation to criminal investigation, prosecutions and their disposal.	Prosecutions	Achieved and ongoing	Prosecutors continue to provide timely advice and operate an out of hours on-call rota to support the Constabulary.
1.11 Ensure the good governance of the FIU Board's activities and decision making, including the management of the Seized Assets Fund and the application of its fund to deter, prevent, detect and prosecute crime.	Crown	Achieved and ongoing	HM Attorney General continues to chair the Board of the FIU and the Terms of Reference for the Seized Assets Fund has been further revised during the reporting period.

Priority Strategic Aim 2

Providing support to our Stakeholders in delivering their objectives

Objective	Division	Progress	Comment
2.1 Provide prioritised support to emerging national level policy reforms, for example Manx Care and Climate Change.	Crown	Ongoing	Chambers continued to prioritise work required to manage the pandemic, predominantly supporting the Council of Ministers in making regulations and guidance, along with DHSC, the Cabinet Office (including Public Health). During this period, Manx Care was launched and Chambers has supported its implementation and developed its legal service levels and support to assist. Advice has also been prioritised to ensure that policy changes leading to legislative reform have been prioritised, ensuring the safe passage of the Capacity Bill and other high level policy reforms.
2.2 Seek to ensure that the Government Legislative Programme is progressed in a timely and effective manner through effective liaison with instructing Departments, Boards and Offices, and that we have regular contact with the Legislation Sub-committee of the Council of Ministers to ensure that work is allocated in accordance with Government priorities.	Drafting	Ongoing	In addition to liaising with Departments and Boards, HM Attorney General and the Interim Director of Drafting Performance together with the Executive Director of Legal Services, both attended the regular meetings of the Council of Ministers' Legislation sub-committee, which controls the throughput of legislation in accordance with the Government's published legislative programme. The secondary drafting function has been successfully centralised in Chambers following a significant recruitment drive.
2.3 Give priority to advisory and other work that supports the Programme for Government or other subsequent priorities identified by the Government.	Civil	Ongoing	Advisory lawyers continue to receive requests for advice and assistance from all parts of Government. Service levels are being developed for all areas of Government, in order to continue and ensure appropriate response times and advice. Previously, at times of high demand, requests have been prioritised based upon the priorities identified in the Island Plan. The restructured Civil Division which now comprises Commercial, and Litigation, and the Advisory team, continue to work collaboratively on the provision of comprehensive legal advice. The Advisory Team now incorporates the Legislation Support Team which has ensured comprehensive support focused on Department's legislative priorities.

2.4 Help support the Chief Minister, Council of Ministers and its Committees in collective decision making and working closely with all relevant Departments, Boards and Offices.	Crown	Achieved and ongoing	HM Attorney General attends the weekly Council of Minister's meeting and any sub-committees as required. Much of the work of Chambers supports officers who service the executive committees with policy development project work. Chambers provides legal advice upon request.
2.5 Support Departments, Boards and Offices in relation to their delivery of the Government's domestic objectives including providing accurate, constructive and timely risk based legal advice and promoting awareness and understanding of legal and constitutional issues and their impact.	All Divisions	Achieved and ongoing	As above, the work which culminates at the Council of Ministers usually begins at department level.
2.6 Continue to seek to identify ways for Departments, Boards and Offices to reduce expenditure by making better or more use of the shared legal service provided by Chambers.	All Divisions	Ongoing	All Departments, Boards and Offices are encouraged to seek legal advice at an early stage in project work and all Directors liaise with senior officers where appropriate to ensure that best use is made of legal resources. Centralised inboxes, instruction forms, and other processes continue to be developed to support this work, and Chambers continues to collaborate with project teams and working groups as required.
2.7 Continue to develop a commercial service offering legal commercial and procurement advice	Commercial	Achieved and ongoing	During the period the Treasury has commissioned a review of its procurement policy to ensure an appropriate service is provided to departments, Boards and Offices. Chambers will work with Treasury to implement any change required as a result of the review.
2.8 Work with Treasury to support improvements to debt management procedures.	Crown	Ongoing	Due to the pandemic, certain Treasury procedures were changed to accommodate the changing economic landscape and the effect on income levels. Work will now resume to improve the management of debt with Treasury.

Priority Strategic Aim 3
Implementing The Criminal Justice Strategy

Objective	Division	Progress	Comment
3.1 Put complainants at the centre of our considerations and aim to ensure they are fully informed on case progress and made aware of the procedure and of likely outcomes.	Prosecutions	Ongoing	In line with our published Sexual Offences Protocol and Domestic Abuse Protocol, victims are always spoken to by the appropriate authority and kept updated on case progression.
3.2 Launch a new initiative to modernise the charging process to ensure that the time taken from charge to case disposal is reduced and that trials are more effective (and the number of 'cracked' trials is reduced) in order to reduce the impact on victims and to reduce costs. To bring cases before the court which are robust and which satisfy the prosecutor's code test.	Prosecutions	Ongoing	Time limits are complied with through the procedure to ensure that delays are minimized. Casework is reviewed on a regular basis to ensure compliance with targets.
3.3 Support initiatives to reduce reoffending and ensure that we fully support our partners within the Criminal Justice System ("CJS") with an effective prosecution function.	Prosecutions	Ongoing	The Diversion Procedure to take individuals out of the CJS, as promoted by the Constabulary, is supported by the Prosecutions Division. There are regular meetings between the Prosecution Division and the Constabulary to consider the Diversion Procedure and how best it can be implemented.
3.4 Support the Department of Home Affairs in the modernisation of criminal justice legislation.	Prosecutions and Drafting	Ongoing	Progress has been made in updating important legislation and the project continues to ensure a smooth implementation is achieved.
3.5 Continue to work constructively with our partners to deliver the reform needed to move to a digital system of case management and digital Courts.	Prosecutions	Ongoing	We are working with our partners so as to deliver the digital strategy of the Criminal Justice Board and Government.
3.6 Support our partners in delivering services for families and children, which ensures the safety and wellbeing of the child is of paramount importance.	Civil	Ongoing	The Litigation team continues to work closely with the Children and Families Division of the Department of Health and Social Care in the making of public law applications in connection with children. The Advisory Team works with the Department of Education Sport and Culture, the Safeguarding Board, and its partner agencies in the provision of advice to support all children in the Island.

Priority Strategic Aim 3
Implementing The Criminal Justice Strategy

Objective	Division	Progress	Comment
3.7 Work with the Legal Aid Committee on proposals to develop a more efficient effective and equitable legal aid provision for the future	Crown	Ongoing	An extensive consultation process was undertaken and HM Attorney General's report was provided to the Legal Aid Committee.
3.8 Work proactively with stakeholders in the development of procedures and policies to assist in identifying antisocial/criminal behaviour and their disposal.	Prosecutions	Ongoing	Work continues with other Criminal Justice partners to ensure antisocial and criminal behavior is continuously monitored for emerging trends.

Priority Strategic Aim 4
Improving Our Culture & Managing Ourselves More Efficiently

Objective	Division	Progress	Comment
4.1 Continue to improve our management information and develop our performance framework to ensure that our service provides value for money.	All Divisions	Ongoing	Work continues to improve our management structure, time recording and availability of management information.
4.2 Ensure that our practice management system is further developed and tailored to support more effective and efficient working.	Crown	Ongoing	Management reports are now available to all Directors and work continues to further develop reporting capability and system development.
4.3 Improve our change management process and our internal communication to ensure our employees are engaged and well informed.	All Divisions	Ongoing	The more regular Divisional meetings and team briefings have continued throughout the period.
4.4 With the aim of further raising standards, undertake a review of the availability and suitability of external legal accreditation systems for our practice.	All Divisions	Ongoing	This review has not progressed due to the pandemic and the need to focus on the emergency.
4.5 Provide effective and strategic leadership of Chambers through the Extended Leadership Team.	All Divisions	Achieved and ongoing	The Extended Leadership Team was established in 2019 and continues to be the conduit for turning strategy into operational delivery and providing leadership to the Chambers.
4.6 Ensure effective governance, including the financial planning and management of Chambers' budget in accordance with Government accounting rules and best practice and other statutory compliance requirements.	Crown	Achieved and ongoing	The Chamber's financial report demonstrates that sound financial management is applied to the budget. Officers made all relevant returns within the appropriate timescale.
4.7 Continue to identify ways to reduce expenditure by Government Departments, Boards and Offices on external legal advice and representation.	All Divisions	Ongoing	All requests for the use of external legal advice and representation must be referred to HM Attorney General for approval.
4.8 Provide a safe and secure working environment that protects Chambers' information and assets and supports all areas of business.	Crown	Ongoing	Improvements have continued to be made to improve physical and digital security.
4.9 Improve our Public Records management by increasing our use of digital working to reduce our storage requirements	All Divisions	Ongoing	Some progress has been made towards transferring records for permanent preservation to the Public Records Office. Further work on archive data is required and will continue, supported by the Information Governance Officer.

Priority Strategic Aim 4
Improving Our Culture & Managing Ourselves More Efficiently

Objective	Division	Progress	Comment
4.10 Attract and develop talented people and support staff engagement through a people plan developed using insights from the Have Your Say Survey and other appropriate sources. Investing in recruitment, induction and development of staff to create an office with clear leadership, and delivery through a diverse and inclusive workforce.	All Divisions	Ongoing	Chambers participates in staff surveys and a Staff Engagement Group meets to suggest solutions to improvements that are required. Communication has improved through the introduction of routine circulation of office wide management updates.
4.11 Ensure our stationed employees are appropriately supported and encouraged in respect of their own and their colleagues' wellbeing.	All Divisions	Ongoing	Due to initiatives by the Staff Engagement Group, Chambers now has nine people qualified as Mental Health First Aiders, our own Health & Safety Committee of appropriately trained people and three staff trained to carry out Desk Side Assessments. Chambers also has a dedicated HR officer and the centrally provided support of the welfare team at OHR. Chambers will continue to support improvements in general wellbeing, which has also included a new 'break-out' area.

Priority Strategic Aim 5
Improving The Quality Of Advice, Trust In Our Service & Our Reputation

Objective	Division	Progress	Comment
5.1 Ensure work is undertaken at the right experience level to ensure quality and to re-build a high level of trust in our services.	All Divisions	Ongoing	All Directors are now responsible to ensure that work is undertaken at the correct level and supervised appropriately.
5.2 Develop our people to ensure that we have adequate skilled cover and a good system of succession planning in place.	All Divisions	Ongoing	Managers are now expected to ensure a wider spread of skills to ensure business continuity.
5.3 Improve ongoing training and development to ensure it meets the needs of our people and is informed by likely future demands on our services.	All Divisions	Ongoing	Directors actively monitor the future demands through liaison with client departments and identify any areas of specialist training required.
5.4 Provide an annual report on performance and publish the document.	Crown	Achieved	As evidenced by this document.

Priority Strategic Aim 6

Improving Our Relationship With Our Clients & Building Our Relationships Within The Community

Objective	Division	Progress	Comment
6.1 In consultation with law enforcement agencies, develop, review and publish prosecution policies so that people are made aware of the manner in which criminal offences on the Island will be dealt with and how we will try to bring about attitudinal change.	Prosecutions	Achieved and ongoing	All Policies, Procedures and Protocols are signed-off by HM Attorney General and are published on the Chambers website.
6.2 Improve the information available to our stakeholders about Chambers services.	All Divisions	Ongoing	The Drafting Division provides regular training courses in relation to instructing the drafter and drafting secondary legislation. The Advisory Team continues to support the data protection officers across Government via its forum and provides briefings and presentations as requested. The Charities Administration Team continues to engage with the third sector to provide education and guidance to improve compliance, balanced against regulatory obligations. The publication of the Chambers' Business Plan and Annual Reporting also assist with communication of our services.
6.3 Ensure that we use the resources available within Chambers appropriately and assist our clients in developing the skills that will enable them to deal with appropriate work themselves.	All Divisions	Ongoing	All Chambers' officers are encouraged to take every opportunity to support other public servants in developing their knowledge of working in public service and, in particular, how to distinguish between general support requests (which ought to be managed in the relevant functional area) and legal support requests (which Chambers can provide).
6.4 Ensure that we deliver what is required under the statutory responsibilities of HM Attorney General.	All Divisions	Ongoing	All Divisions have identified HM Attorney General's statutory responsibilities and continue to provide support for the delivery of those functions.
6.5 Ensure the resilience of the legislation website and increase the amount of information publically accessible in respect of the legislation of the Isle of Man.	Drafting	Ongoing	The Drafting Division continues to make various improvements on its Legislation Website, including publishing consolidated Secondary Legislation on the website. It continues to publish a legislation newsletter (which is the forerunner of a formal Gazette).
6.6 Maintain a swift, comprehensive complaints handling process.	Crown	Ongoing	All complaints are managed by the Complaints Officer.

Code of Conduct

Our Approach to Quality

Principles

We will:

- Deliver services professionally and to the highest standard;
- Seek to improve quality of service
- Observe all legal requirements and relevant rules and regulations;
- Show initiative
- Be conscientious
- Focus on results

Standards

We will:

- Secure best value for money
- Observe high standards of probity and safety
- Measure and evaluate performance on a regular basis

Our Approach to People Outside Chambers

Principles

We will seek to understand and be sensitive to the needs of the people we come into contact with, even if we are not able to assist

Standards

We will:

- Seek to meet the needs of persons we are in a position to assist
- Communicate in a form that can be understood
- Give advice appropriate to the situation
- Treat everyone with courtesy, dignity and respect
- Respond to enquiries on a timely basis

We will not:

- Take a hostile and aggressive attitude, even if the individual takes this approach
- Provide any confidential information that we are not entitled to share/the requester is not entitled to receive
- Make promises that we cannot keep

Our Approach to Colleagues Within Chambers

Principles

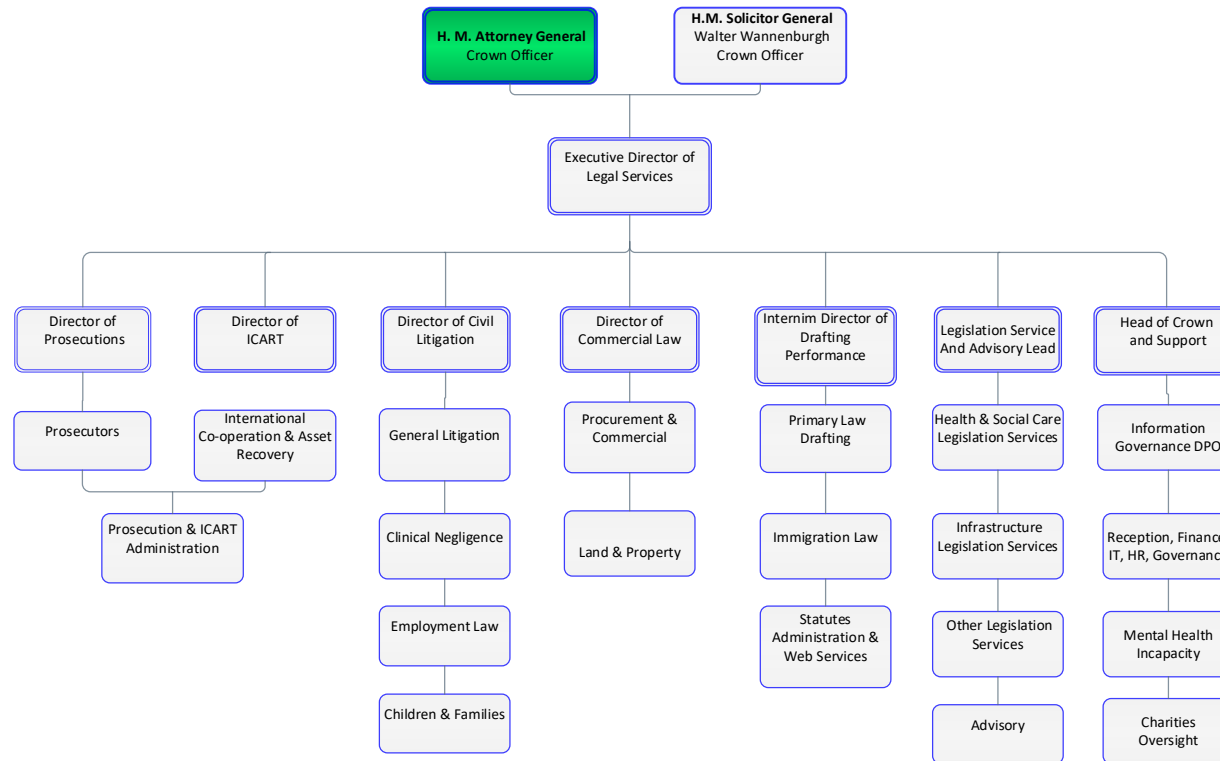
We will:

- Encourage a cooperative and harmonious team environment
- Assist and support colleagues across Chambers whenever possible
- Seek to learn and realise our personal potential

Standards

We will:

- Treat colleagues with courtesy and respect at all times, avoiding a hostile or aggressive attitude
- Share information on matters of mutual interest
- Comply with legitimate instructions and requests on a timely basis
- Seek to resolve difficulties by mutual agreement
- Inform managers of problems as they arise



This page is intentionally blank