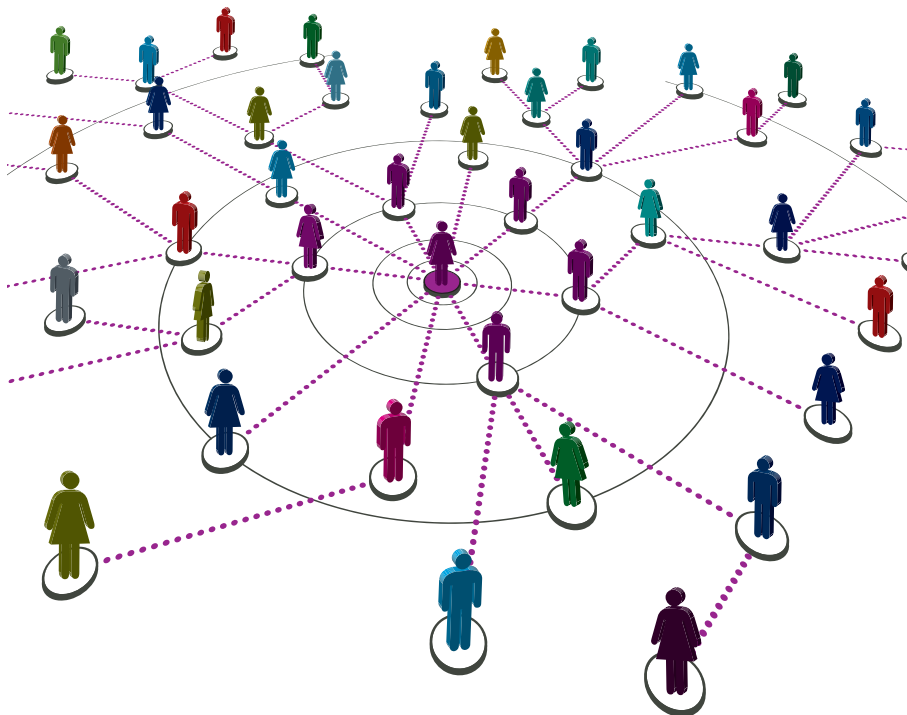




Treasury
Solicitor's
Department

Treasury Solicitor's Department

Business Plan 2013–14



Cover image: The growing network of legal teams merging with the Treasury Solicitor's Department in sharing legal services

© Crown copyright 2013

You may re-use this information (excluding logos) free of charge in any format or medium, under the terms of the Open Government Licence. To view this licence, visit <http://www.nationalarchives.gov.uk/doc/open-government-licence/> or e-mail: psi@nationalarchives.gsi.gov.uk.

Where we have identified any third party copyright information you will need to obtain permission from the copyright holders concerned.

Any enquiries regarding this publication should be sent to us at Treasury Solicitor's Department, One Kemble Street, London WC2B 4TS.

This publication is available for download at
<http://www.official-documents.gov.uk>

This document is also available from our website at
<http://www.tsol.gov.uk>

Foreword



When we published our Building on Success Strategy last year our aim was to grow TSol in an organic way to deliver to more clients the benefits of our shared legal service. We now

find TSol at the heart of the government's shared services agenda with our work to create a shared legal service across government on a bigger scale than expected. It is now a flagship project and this will be a busy year. I am confident that the commitment and quality of our people will make certain we do not disappoint.

It is important that, as an organisation, we are not distracted from our main purpose during this time of change: to deliver a quality legal service. We must continue this and never miss an opportunity to improve what we do. We must continue constantly to seek more efficient ways of working to provide the best service and best value we can to our clients and the taxpayer. Where we can make savings we must ensure these are for our clients' benefit, either by further lowering our rates or by investing in tools such as knowledge management that will increase the quality of our work.

We must ensure, too, that we continue to be the best for our people, both longstanding members of the department and those that join us. We will work to improve our Civil Service People Survey scores and ensure TSol remains a place where people wish to stay and can thrive. We will ensure our training provision and career development opportunities help us to achieve this.

Meeting our own performance measures - client satisfaction; full cost recovery and Lexcel accreditation - is also non-negotiable. These are challenging targets but it is particularly important at this time to demonstrate that we have met our obligations as a business. And we must also play our part in delivering the wider Civil Service Reform Plan.

Sharing legal services must work for our clients, our people and the public purse. Our clients and our people have high expectations of the organisation and we must meet these whilst also providing the best value we can in what will continue to be challenging financial times.

Sir Paul Jenkins KCB QC

Contents

Foreword	1
Our Purpose and Values	3
Our Strategic Position	4
Objectives and Performance Measures	6
Risks and Opportunities	8
Resources	10
Annex A: 2013–14 Rate Card	11
Annex B: Organisation chart	12
Annex C: Strategic Risk Register	13

Our Purpose and Values

The Treasury Solicitor's Department (TSol) provides high quality legal services to over 180 Government Departments and public bodies and is one of the largest legal organisations in the UK with 640 solicitors and barristers.

Our purpose is to be the leading provider of legal services to Government:

- We enable Government to operate effectively within the rule of law.
- We provide, procure and manage professional, high quality and best value legal services.

We will deliver our purpose by making sure we are the:

- best for our clients
- best for our people
- best in the business

Our values are important and are at the heart of life in TSol.

- We are passionate about our professionalism.
- We value and respect each other.
- We take pride in working together across Government.
- We are one team – “Team TSol”.
- We get things done.

Our Strategic Position

Building on Success

Our strategic aim, as set out in our Building on Success strategy which takes us to the end of the current spending review period, is to move to the heart of the Government's shared service agenda as we seek to attract further new business and work with a growing range of clients to increase the efficiency, and improve the quality, of their legal services. This will also bring benefits to our people as they will benefit from a greater range of work and opportunities to develop their careers.

Sharing legal services is now firmly government policy following the publication of the Civil Service Reform Plan and TSol is at the centre of these plans, with as a first step the completion of the transfer of the remainder of the government's employment and litigation work, and the merger of the DCLG legal team with TSol. Discussions on the sequencing of other mergers are underway and are expected to be substantially complete by October 2013 against a final deadline of October 2014.

Running a shared legal service requires excellence in our people, our business practices and in the value we provide to the taxpayer and this is something we will continue to strive for as we grow.

In the first year of the Building on Success strategy, in addition to leading the sharing legal services agenda, we have:

- Reduced Litigation and Employment hourly rates by 2% from 1 December 2012 reflecting the efficiencies obtained from growing our shared legal service and keeping a tight rein on our costs. This brings the total reduction in these hourly rates to 7% since 1 April 2011 delivering significant savings to our client departments.

- Reviewed our governance and implemented a new governance model in January 2013 to further streamline decision making.
- Published a new People Strategy and a new Career Development Strategy to help our people understand their career development opportunities and how to access them.
- Published a new Business Partnership Strategy which provides the framework for working more effectively with existing and potential business partners over the three years to 2015 so that they and the public purse benefit from TSol's shared legal services.
- Taken on more clients, including the Government Digital Service, BRB Residual Body Ltd, High Speed 2 Limited and the Sea Fish Industry Authority.
- Appointed more Client Relationship Managers and deputies and implemented a training programme for them.
- Extended our Legal Trainee Scheme; three successful internal candidates started as Legal Trainees in September 2012 and thirteen external trainees will start in 2013 with a further four in 2014. We hope to recruit more in 2013.

Our legal teams have continued to deliver a wide range of work including:

- Support for the Office for Civil Society in delivering National Citizen Service, the Government's flagship Big Society initiative supporting young people to develop skills to get more engaged in their communities and become active and responsible citizens.

- The Financial Services Act 2012 - delivering the Coalition commitment to reform financial services regulation by giving back to the Bank of England responsibility for prudential regulation and introducing macro-prudential supervision.
- Ensuring that legislation reforming the law on Special Educational Needs was drafted for pre-legislative scrutiny and then for introduction in the Children and Families Bill in February 2013.
- The provision of extensive advice on the Government's response to the ash die-back outbreak in the autumn of 2012 including drafting three emergency Statutory Instruments on plant and forest health.
- Provision of employment law advice on key issues arising out of the Civil Service Reform plan including the proposals to modernise the terms and conditions of employment for civil servants.
- A number of high profile judicial reviews including a challenge to the decision to proceed with Phase 1 of High Speed Rail 2 and a challenge to regulations raising the cap on graduates' contributions to University Tuition fees.

Objectives and Performance Measures

Objectives 2013-14

The main theme for 2013-14 will be implementing the plan for shared legal services while delivering our commitment to our clients and our people.

Our specific objectives for 2013-14 are:

- **Deliver the Civil Service Reform Plan commitments on sharing legal services.**

We will work closely with colleagues in departments to deliver the intended benefits of sharing legal services, implementing innovative solutions to provide an efficient and effective service to the benefit of new and existing clients and sequence the mergers to ensure that the transfers are as smooth and seamless as possible. We will:

- Complete the transfer of the remainder of the Government's employment and litigation work to TSol (subject to certain agreed exceptions).
- Develop a clear plan for merging most departments' legal teams into TSol, with implementation of the plans significantly advanced by October 2013, and completion by October 2014.
- Integrate new teams into TSol, without compromising the level and quality of service provided, and ensure that the change is a positive experience for the people involved.
- Update TSol's organisation and operational model to deliver shared legal services.

- **Contribute to the delivery of the broader Civil Service Reform Plan**

We will engage with the Cabinet Office and the Treasury on the wider Civil Service Reform plan and implement the TSol Action Plan to deliver specific strands within TSol, for example through continued implementation of Civil Service HR; delivery of the Government's Digital Strategy within TSol via the transition of the TSol and BV websites onto a single government site; and delivery of visual and cultural changes to TSol branding to deliver the Government Unified Brand.

- **Provide best quality legal services for our clients demonstrating best value for money**

We will continue to deliver quality legal services for clients at reduced costs. We will maintain Lexcel Accreditation and the existing high levels of client satisfaction as measured by the client survey. We will invest in and enhance our knowledge management systems and capability and continue to look for innovative solutions to further improve the quality and efficiency of our service, both for now and for the larger TSol.

- **Provide a working environment which supports our people on training and career development to ensure TSol attracts and retains the right staff to meet client needs.**

We will offer high quality, interesting and high profile work with sharing legal services providing a wider range of development and progression opportunities. We will deliver the first year of the Career Development and Talent Management strategies, provide access to a wide range of learning opportunities, implement and embed the new Civil Service Competency Framework, and respond to the feedback from the 2012 People Survey.

We shall additionally continue to contribute to the Government's agenda on sustainability, equality and transparency.

Performance Measures

The performance measures we have agreed with HM Treasury for 2013-14 reflect our continued commitment to maintain our high professional standards as well as delivering excellent client satisfaction.

The measures are:

- To meet client satisfaction ratings measured by the percentage of clients rating TSol services as 'Good' or 'Excellent'.
- To maintain Lexcel (the Law Society's Practice Standard) accreditation.
- To recover from clients the full operating costs of chargeable services.

Risks and Opportunities

Our Building on Success strategy was developed in the face of an uncertain future; it therefore has to be flexible enough to meet any unforeseen challenges and problems as they arise, so we can adapt to meet the needs of our clients. This flexibility helps our response to the range of risks and opportunities for TSol in 2013-14:

Greater sharing of legal services: TSol has a major role to play in the delivery of the Government's commitment to sharing of legal services. The evidence from the expansion of our employment work and the transfer to TSol of Defra's large in house legal team is that this brings considerable benefits including greater flexibility and resilience, more efficient deployment of resources, more opportunities for savings and improved sharing of knowledge supporting greater efficiency in providing legal advice across government. There is a lot to do to make this happen, and to a tight timetable. Our challenge is to ensure that we deliver it effectively and decisively and confirm our status as pioneers and leaders in the Government's plans for sharing services. The stakes are high but we are in a strong position to make the most of this opportunity, for the benefit of our clients, due to the commitment and quality of our people.

We will need to ensure that we get the charging model right to maintain full cost recovery overall; adapt to managing a significantly larger and geographically spread organisation; resource the change; and find ways to generate greater opportunities for efficiencies.

Full cost recovery: Our initial response to the financial challenges faced by our clients – a 5% reduction in hourly charge out rates in 2011 and a commitment to freeze these to 2015 – put TSol under pressure to deliver even greater efficiencies and increased the risk of not achieving full cost recovery. Expansion of our shared legal service and improved efficiency has allowed us to make a further 2% reduction in hourly charge out rates from 1 December 2012. In order to ensure that we can meet our commitment to maintain these rates over the remainder of the Spending Review period we will need to focus on: keeping a tight rein on costs and continuing to invest in our systems while delivering the sharing legal services programme.

Our 2013-14 budget is in the Resources section of this plan.

Meeting client needs: Our clients have a high regard for our services and we have developed ever closer relationships with them. We need to remain focused on their needs in the midst of the sharing legal services change programme which will broaden the relationship with many of our largest clients. We need to ensure that as we take on new and different work from departments we understand what their needs are, and that we continue to look for innovative solutions.

Our quality of service is recognised by our high client satisfaction ratings and through our Lexcel re-accreditation and this has enabled us to provide reassurance for our clients – including in the most politically sensitive and complex cases.

Retaining and recruiting staff: To deliver the service our clients need we need to recruit and retain the right quality of staff with the necessary skills and capabilities to deliver that service. We need to ensure that people feel engaged and that there are opportunities for them to develop and grow.

The outcome of the 2012 People Survey was very positive and maintained the high scores achieved in 2011 but with bigger variations across the business. Opinions about leadership and change were significantly above the Civil Service benchmark. However, there is still work to be done in creating a stronger connection with the direction and the changes underway. Our people have a passion for their work, but we need to do more to help them feel proud about and valued for what they do. We also need to do more to make new people feel part of TSol, particularly as we expand.

As we merge with more legal teams from around government it is essential that TSol maintains the current high level of staff commitment and engagement. We need to assure our new colleagues that TSol is a great place to work and an organisation to take pride in, and ensure that our culture and values are firmly embedded throughout the organisation. Shared services will provide more and better opportunities for our people to experience the widest range of work and to develop skills in specialist areas.

Client data security remains critical and is assured by TSol's maintenance of Cabinet Office security standards, compliance with ISO 27001 and Government Secure Intranet accreditation. TSol is migrating to the new Public Sector Network, with its application being audited by CESG, the Government's National Technical Authority for information assurance. We will also be implementing the

new Government Security Classifications Policy recently announced by the Cabinet Office, as well as working with them on the wider security transformation agenda.

Public Interest work, including work carried out by TSol on behalf of the Attorney General, is covered by the TSol Vote. A combination of budget reductions and our exposure to the risk of costs creates a risk that the cost of this work exceeds the available budget.

Business Continuity: TSol enjoys a high level of client satisfaction and it is essential that we are able to maintain our normal quality service whatever the circumstances. Business continuity is assured through maintenance of a business continuity management system and its comprehensive suite of recovery plans. Our disaster recovery site has remote access capacity, resilience and security which reduces the risk of service disruption should One Kemble Street be unavailable.

The formal risk management procedures that we operate are designed to ensure that all the key risks to the delivery of our service to our clients and the achievement of our objectives are identified. The procedure ensures that action is agreed to mitigate the risk or that contingency plans are developed where there is limited scope to prevent a risk occurring and it is necessary to respond to the risk, should it occur. The results are captured in our strategic risk register for 2013-14 which is at Annex C. For each risk there is a Board level owner. The register also includes a summary of the main action required to manage the risk or the contingency plans that are either in place or that need to be developed.

Resources

We plan to use the following number of people to deliver our objectives in 2013-14:

	Total
Litigation Group	434.73
Employment Group	98.62
Advisory Divisions	252.90
Bona Vacantia	50.90
Legal Trainees	24.00
Total front line staff	861.15
Support Staff (including GLS Secretariat)	158.94
Total staff	1,020.09

We plan to spend £81.5m, the main components of which are:

	£'000
Staff Costs (excludes secondees)	63,770
Other Operating Costs	2,093
Accommodation Costs (net of income)	5,688
Depreciation	1,675
Project Costs	999
Training	558
Other Administration costs	5,515
Total Operating Costs	80,298
Net disbursements	675
Budget impact of Provision Movements	503
Total Costs	81,476

These costs will be funded by:

	£'000
Legal fees and charges to clients	73,363
Recovery of the cost of Bona Vacantia	4,012
Other income	1,625
Funding from the Parliamentary Vote	2,829
Total income	81,828

This is based on business as usual and does not include the new shared legal services work as the associated income and expenditure and timing of mergers is at this time uncertain. The budget makes provision for our costs of the sharing legal services programme.

Our funding from the Parliamentary Vote covers the cost of the casework we do for the Attorney General's Office, both time and disbursements, and the cost of the Government Legal Service Secretariat. This is agreed with HM Treasury as part the spending review process. The balance of our operating costs is recovered from our clients on a full cost recovery basis.

In addition to the above we will receive Vote funding of £1.8m to meet our requirements for capital expenditure.

Annex A: 2013–14 Rate Card

The majority of our clients are charged either by the hour or on a capitation basis. However some fixed fee arrangements have been introduced to meet the business needs of

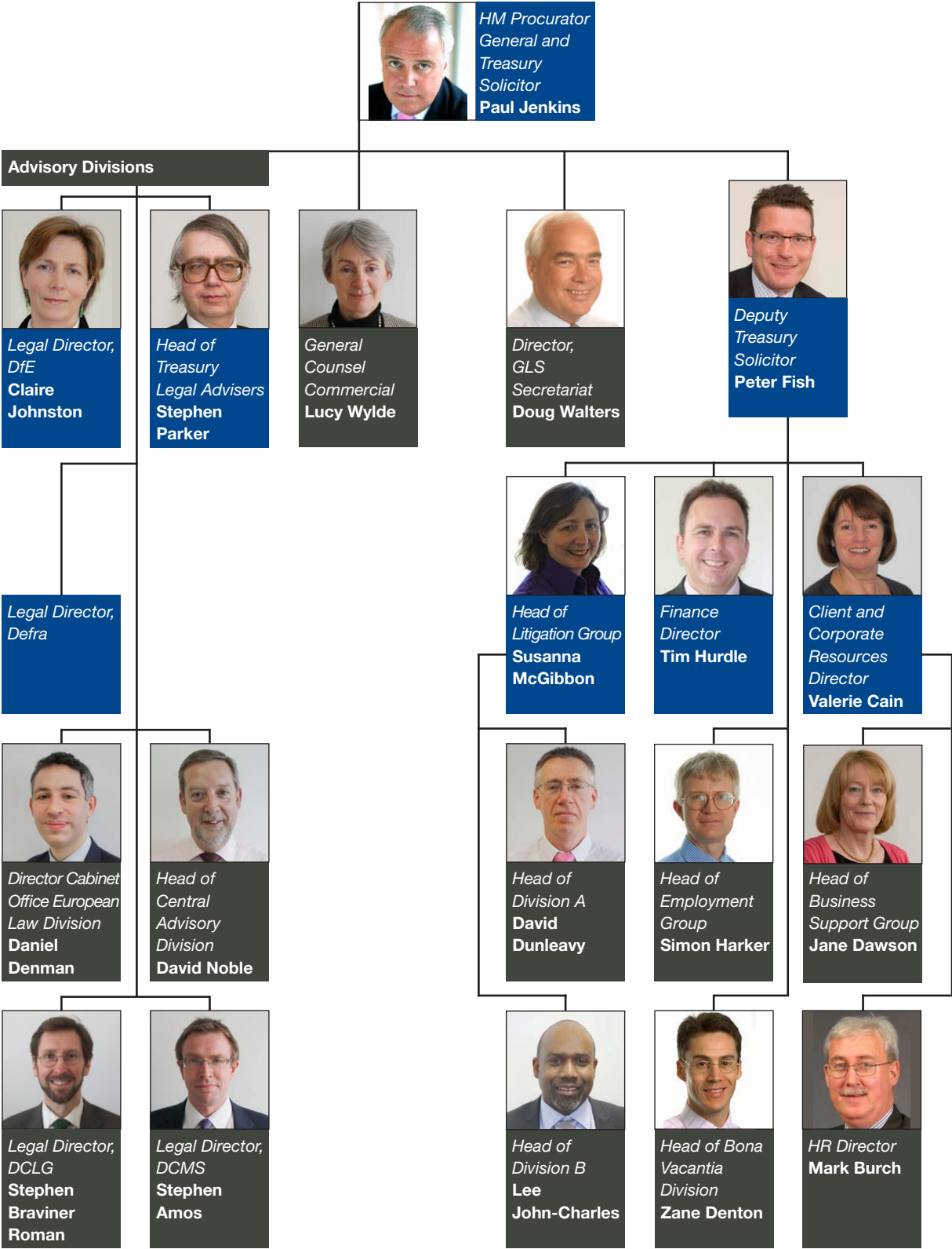
both clients and TSol and the move to shared legal services will result in more clients being charged on this basis.

Hourly Rates for Litigation Group, Employment Group and Central Advisory Team Chargeable Hours	Hourly Rate (£)
Head of Division (HOD)	165
Senior Civil Service (SCS)	123
Senior Lawyer (G6)	108
Lawyer (G7) Junior Lawyer (LO)	93
Senior and Higher Executive Officers (SEO, HEO)	78
Legal Trainee, Executive and Administrative Officers (LT, EO, AO)	64

Capitation Rates for OKS Located Advisory Teams	Monthly (£)	Annual (£)
Head of Division (Average) (HOD)	14,620	175,439
Senior Civil Service (SCS)	10,897	130,769
Senior Lawyer (G6)	9,784	117,409
Lawyer (G7)	8,337	100,040
Executive Officer (EO)	5,881	70,571
Administrative Officer(AO)	5,190	62,283

Capitation Rates for Co-located Advisory Teams	Monthly (£)	Annual (£)
Head of Division (Average) (HOD)	12,459	149,510
Senior Civil Service (SCS)	10,140	121,680
Senior Lawyer (G6)	7,688	92,256
Lawyer (G7)	6,303	75,633
Junior Lawyer (LO)	5,612	67,349
Private Secretary (PS)	4,012	48,149
Executive Officer (EO)	3,844	46,127
Administrative Officer (AO)	3,364	40,366

Annex B: Organisation chart



KEY

- Board members
- Non-executive directors

	<i>Non Executive Director</i> David Crowther		<i>Non Executive Director</i> Niall Scott
---	--	---	---

Annex C:

Strategic Risk Register

Strategic Risk	Owner	Mitigation
A failure to anticipate, understand and respond effectively to client needs for VFM services that would damage relationship with TSol and TSol reputation.	Valerie Cain	Delivery of our Business Partnership Strategy, including an effective engagement programme.
Damage to TSol's reputation if things go wrong due to TSol or client management of cases or failure in the management of client relationships.	Peter Fish	Adherence to Guidance on Discharging the Duty of Candour and Disclosure in Judicial Review Proceedings (the "Hogg Guidance) and delivery of a continued programme of training on disclosure (for both TSol and clients). Appropriate risk-based supervision of cases with senior management oversight of major and sensitive cases.
Serious damage to TSol's reputation as a result of a major loss of data or enforcement action by the ICO.	Peter Fish	Strengthening of the security infrastructure and delivery of the security team's work plan including providing education, training and raising awareness. Compliance with Cabinet Office guidelines and ISO27001
The loss of a major client or other reductions in demand for our services that would expose TSol to financial risk.	Peter Fish	Regular monitoring of case and client mix. Improved forward planning with clients taking into account the implications of the 2010 Spending Review.
We do not successfully deliver the Government's commitment to greater sharing of legal services.	Valerie Cain	Clear governance arrangements and detailed project planning, with key resources identified and posts backfilled as necessary.
Unforeseen events (e.g. industrial action, transport strike, pandemic flu) that would have an adverse impact on our ability to deliver the service our clients need or would cause TSol to under recover leading to an accounts qualification or would cause TSol to suffer loss.	Valerie Cain	Business Continuity and incident management arrangements are in place, including a Disaster Recovery site.
The lack of resource capability and/or capability impact on the delivery of the service clients need.	Valerie Cain	Redistribution of resources to match priorities. Development of an annual workforce planning cycle. Use of additional short term resource, targeted recruitment and use of temporary promotion. In house training programme and Career Development strategy in place. Effective communication and engagement with staff.
The cost of public interest work will exceed the budget.	Tim Hurdle	Provision of regular management information



Treasury Solicitor's Department

One Kemble Street London WC2B 4TS

All content is subject to copyright © Crown Copyright 2013