



Government
Legal Department

Business Plan 2018-19





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Foreword



This past year has been exceptionally busy for the Government Legal Department, and we have continued to develop during that period.

We maintained the high quality of our legal services to government, including supporting the UK's withdrawal from the European Union, through the conduct of negotiations with the EU, the passage of the European Union (Withdrawal) Bill through Parliament and the provision of legal advice on policy development, as well as helping to deliver the rest of the government's full legislative agenda and advising on some of the highest profile issues of the year.

95% of our clients rated our performance as Good or Excellent in our annual survey of client satisfaction, and despite the continued changes in and pressures on the department, our level of staff engagement increased on the previous year and remained above the civil service average.

We made good progress on our key corporate priorities: the Beta (private) roll-out of our new online portal for clients is due to go live for Whitehall clients later this year; preparations for piloting the use of paralegals in advisory divisions are in hand; we have streamlined and speeded up our recruitment processes; we held a successful all-staff event in April and a Careers Week in October 2017; and work is in hand to pilot a new IT solution that will give all our client-based teams access to the same IT as we enjoy in our main building.

Our priority in 2018-19 will be to continue to provide effective legal support for the unprecedented challenge that exiting the European Union presents to the government while also delivering the full range of legal services needed by government, including support to a number of public inquiries. At the same time, we will continue to build 'One GLD', promote and support the health and wellbeing of our people, and keep improving and modernising the way we work so that we are well placed to meet our current, and future, challenges.

A key challenge is ensuring that we have the right people, with the right mix of expertise and skills, to meet these high demands. We will need to continue to attract and recruit high-quality lawyers, as well as using the private sector where appropriate. We will explore options to improve recognition and reward so that we can attract and retain the people we need across the range of our services. And we will ensure that our people have access to the best training and resources they need to do their jobs.

As Civil Service Health and Wellbeing Champion, I will maintain GLD's focus on all aspects of the health and wellbeing of our people, including their mental health, supported by our mental health first aiders.

This business plan has been approved by the Attorney General, to whom I am accountable and who is responsible to Parliament for the work of GLD. It sets out the full list of our priorities for 2018-19, and how we will measure our success in maintaining high professional standards and client satisfaction.



Jonathan Jones
Permanent Secretary
and Treasury Solicitor

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Core Purpose and Vision

We help the government to govern well, within the rule of law

The Government Legal Department provides high quality legal services to most Whitehall Departments and to more than a hundred other government and public bodies and is one of the largest legal organisations in the UK with around 1,600 solicitors and barristers, and 700 paralegals and other professionals and support staff.

We apply our combined legal professional skills to provide consistently excellent legal services, drawing on our unique perspective of the law across the legal landscape of government.

As an organisation our Vision is to be:

- **trusted** by government to provide consistently excellent and value for money services
- known throughout the legal profession for the **quality** of our legal work
- the **best employer** for our people

Trusted

We will:

- provide consistently excellent, efficient and value for money services so government departments want to come to us to meet their legal needs
- add value as a result of providing government legal services from one department
- commit to achieving the best outcome for government, for clients and the public purse
- demonstrate our unique knowledge and understanding of government and public law and specialist expertise including litigation, employment and commercial law
- be proactive and anticipate client needs

Quality

We will:

- focus on quality and continuous improvement and strive for excellence in all we do
- build strong relationships with the legal profession and the judiciary
- be a role model and pioneer in the leadership of professions

Best employer

We will:

- provide unrivalled opportunities for interesting, varied, high quality, challenging work in a professional environment
- value individuals and support them to fulfil their potential
- be an inclusive and open organisation and involve our people in how it is run
- provide a work/life balance that meets individual and business needs

Our Values

Our **Values** are important and are at the heart of the Government Legal Department.

One GLD: working together:

- We value and respect each other
- We embrace new ideas and collaborate
- We take pride in the high standards of our service

Our Strategy for 2015 and Beyond (updated March 2018)

The Board developed the organisation's strategy in 2015 by looking at what needed to be done to ensure our growing department was fit to face the challenges of the 4 years to 2019. The strategy supports our core purpose and vision. We have now refreshed our strategy to reflect events since 2015, some anticipated and others unforeseen.

We anticipated that austerity would continue, cross-government working and shared services would be an increasing feature of government, that there would continue to be a high level of demand for legal services and a greater expectation that we work in different ways, including more remote working. The referendum result and the decision to leave the EU then added a significant new challenge, as the scale and nature of the legal workload began to crystallise.

The work we did to create GLD as a unified legal department has put us in a good position. Everyone in the department has contributed to that. We know the benefits we expect GLD to deliver - improved, consistent quality of legal services; more efficient deployment of legal resources; improved careers, job satisfaction and professionalism; improved knowledge sharing; flexibility and resilience; savings and efficiency - and we have made good progress in shaping our organisation to deliver them. Our goal now is to ensure that the purpose and vision become a reality. That's what this strategy is all about.

We will be developing a new strategy for the period after 2019.

Work

We will:

- continue to meet government's core legal needs, including those associated with leaving the EU and new areas of demand, especially international trade
- deliver excellent quality and efficient legal services to our clients
- offer centralised expert services - commercial, employment, litigation and SI drafting - and look at opportunities for others
- demonstrate and improve the value for money of our services
- continue to drive up the quality and consistency of our legal work through continuous improvement
- develop stronger relationships with external legal providers who can be effective partners in meeting growing demand, especially our panel firms and panel counsel
- move to modern flexible working environments, including outside central London

Clients

We will:

- remain the principal provider of legal services to Whitehall ministerial departments, able to understand the demand from government as a whole and deploy staff to priority work
- only act for clients beyond our core client base of Whitehall ministerial departments where we have the capacity and capability to do so without compromising the service to our core client base and when it is the best solution for the government as a whole
- support clients to achieve and improve value for money in their legal spend and, where we are not able to meet all government's legal needs ourselves, help clients make effective and efficient use of external legal providers
- build on our good reputation for high levels of client satisfaction, demonstrating the worth of our unified department and the value of the outcomes clients get for their fees
- help clients to build their capability to support better decision-making and reduce their call on us, including by providing digital on-line services
- strengthen our engagement with clients, building on our successful relationship management arrangements and helping them plan and prioritise their growing workloads
- find innovative and more efficient ways to work, while maintaining quality and reducing costs to clients, including developing our professional support, paralegal and business management functions

- ensure that heads of expert services and relationship managers work closely together to deliver a joined up, coherent and complete team service to the client

People

We will:

- continue our commitment to be the best employer for our people
- value and actively promote diversity and inclusion within our one organisation
- set the tone in a friendly, collegiate and supportive work environment because our values and the health and wellbeing of our people matter to us
- help all our staff to develop their careers whatever their grade or discipline
- offer a full career for government lawyers within our organisation with a range of interesting and rewarding work, much of which can't be found with any other employer
- ensure that other professionals and specialists in our organisation will benefit from the expansion of shared services across the civil service
- be more proactive in helping our staff to take advantage of these greater opportunities
- support work-life balance, which is an important component of our offer
- support managers, staff and teams as we embrace more remote working

Our Achievements in 2017-18

Legal Achievements

We have continued to deliver consistently high quality and value for money legal services to government, enabling the delivery of departmental priorities. Examples of our work and achievements include:

- **supporting the UK's withdrawal from the European Union**, including through the conduct of negotiations with the EU and the passage of the European Union (Withdrawal) Bill through Parliament, as well as legal advice on policy development, including contingency options
- **delivering the government's legislative agenda**, including primary legislation passed or currently before Parliament, such as the Space Industry Act, Data Protection Bill, Trade Bill, Benefits and Public Services (Restriction) Bill, Higher Education and Research Bill and the Armed Forces (Flexible Working) Act 2018. We also produced around 400 statutory instruments in the current session of Parliament to implement government policy on everything from the agricultural holdings (units of production) to the national minimum wage
- **advising on some of the highest profile issues of the year** in which the government has played a role, including the appeal by the parents of Charlie Gard, flu pandemic preparedness, prisoner voting, international trade disputes such as Bombardier, the UK's humanitarian response to the hurricanes in the Caribbean, creating the Office of Students, the operation to clear the Calais 'jungle' camp, equalities protection, rail franchising and Universal Credit.
- **conducting litigation** on behalf of government in the domestic and EU courts. We have acted in approximately 57,500 cases, including individual employment disputes, immigration appeals, contractual disputes and judicial reviews of government policy and individual ministerial decisions. Of the 110 cases decided by the Supreme Court in the 2017 calendar year, 35 (32%) of them involved GLD's Litigation Group. Not only do we act in the most important cases, but our success rate is high – achieving a successful outcome in 82% of all judicial reviews brought against government. We also acted on behalf of the UK government in 78 cases before the Courts of the European Union in the 2017 calendar year.
- providing a shared **Employment Law** expert service to all government departments. During the year we advised on a range of civil service wide issues such as reorganisations within departments involving their arm's length bodies and changes to public sector pension schemes (police, firefighters, judges). We obtained an injunction stopping industrial action in prisons. Our work in relation to staff transfers between the public and private sectors under TUPE has continued to grow, the most high profile example this year being in relation to Carillion. This year has also seen an expansion of our team in Leeds.

- providing a wide range of varied legal support from our **Commercial Law** expert service. The Commercial Law Group works for almost all Whitehall departments, plus the Crown Commercial Service, and has supported departments with a range of commercial projects, including DWP's People and Locations programme. Our Commercial Law Group's litigation service has also had a busy year dealing with a range of commercial litigation matters for departments and saving taxpayer money wherever possible, by seeking to use alternative dispute forums, such as mediation and adjudication. Our Commercial Law Group with the Crown Commercial Service were runners up in the Civil Service Commercial Award, for the delivery of the External Legal Services Project, which fundamentally changed the way we procure and manage external law firms across central government.
- **providing legal support** to departments and individuals involved in a range of inquiries and reviews, including the Grenfell Tower Inquiry, the Contaminated Blood Inquiry, the Independent Inquiry into Child Sexual Abuse, the Undercover Policing Inquiry and the independent non-statutory inquiry surrounding the malpractice of Ian Paterson.
- **dealing with bona vacantia** (ownerless property) where the Treasury Solicitor also acts as the Crown's Nominee. Our Bona Vacantia Division dealt with 59,237 cases this year and collected £88.5m in receipts. We paid out £1.4m to entitled kin on estates cases and £25.7m to Directors/ shareholders of previously dissolved companies. Additionally, £50m was forwarded to HM Treasury for use in the same way as monies collected through general taxation.

Key Priorities

We have made good progress with our key cross-cutting priorities, which we established in support of delivery of our strategic objectives:

Key Priority	Progress	Commentary
Development and implementation of Digital Project Beta – to deliver high quality digital based knowledge management for our people and the provision of information and services to clients online	Implementation	<p>The Beta (Private) roll out of our new online portal for clients is due to go live for Whitehall clients in Spring 2018.</p> <p>Work on a new digital knowledge management system was paused to allow a phased approach to delivery but is envisaged to be released in early 2018-19.</p>
Initiating Project Nirvana – to introduce a time recording solution for advisory work by April 2018 and to explore a proposition to manage all our legal matters on a single business systems platform	In design	<p>A Time Recording Solution Proof-of-Concept has taken place. Although it will not be possible to fully deploy the solution to all Advisory Divisions by April, the ambition remains to pilot and then deploy to all, with phased delivery through Summer 2018.</p>
Continuing to improve the quality and cost-effectiveness of our advisory services to support a 10% efficiency productivity gain in the delivery of these services across GLD from April 2018, including by completing Phase 2 of our Advisory Best Value Project	Implementation	<p>Preparations for piloting the use of paralegals in Advisory Divisions are in hand, including arrangements for measuring the pilots' success.</p> <p>A Business Management Conference was held in October and a number of working groups are taking forward the actions arising. Each Directorate is reviewing their business management structures.</p>

Key Priority	Progress	Commentary
<p>Increasing the speed and resilience of our recruitment, development move and induction processes – to meet the increased demand for our services, including exiting the European Union work, while providing the best career and development opportunities for our people</p>	<p>Implementation</p>	<p>The demand for external recruitment has increased significantly since the EU referendum. Whilst managing this demand, our HR Resourcing team has made significant improvements through streamlining recruitment processes and increasing efficiency overall.</p> <p>'Always on' external Grade 7 recruitment has been implemented and the average time from application to offer has reduced from 15 to 3-5 weeks. Since its introduction in October 2017 this has so far resulted in 100 offers being made and new staff are now arriving in post; although this can take some time due to notice periods and security clearances. Following a partially successful Grade 6 promotion exercise, and a growth in demand for Grade 6s, an alternative Fixed Term Appointment recruitment approach has commenced.</p>
<p>Embedding an inclusive culture that builds on our Values</p>	<p>Implementation</p>	<p>A successful All Staff Event was held in April 2017 and plans for a 2018 event are in hand. Careers Week was held in October which included the 'Big Day' - 2 half day mini staff events.</p>
<p>Making early preparations for our Head Office relocation – by rolling out GLD Anywhere and piloting Office Digitisation and TW3 solutions to develop new ways of working</p>	<p>Implementation</p>	<p>Work is progressing against the approved Accommodation and Technology Delivery Plans. Our new office in Lateral building, Leeds, opened as a Hub on 18 December and TW3 has been implemented on the 7th, 5th and 12th floors of OKS. Project governance, more detailed planning and early procurements are being effected for our Head Office relocation in 2019.</p> <p>Good progress has been made with implementing some elements of GLD Anywhere using Office 365. Further work has been halted until both Windows 10 has been implemented and Microsoft implement their 'tenant friending' solution to join-up O365 across Government. Work is also nearing completion on the Beta phase development of the new Intranet.</p> <p>The Connectivity project's proposed solution has been approved and work is in hand to pilot a new Core Services Portal to connect all our co-located staff. The Requirements Catalogue for the Digital Office project is now complete and the Strategic Outline Case has been approved.</p>

Trusted to deliver consistently excellent and value for money services

The Performance and Client Committee (PCC) has been monitoring the delivery of actions to ensure that we build on our partnership with clients, demonstrate to them the benefits of the services we provide and that we identify new ways of working that reduce cost, add value and maintain quality.

The Client Care Toolkit was developed by the Relationship Managers' Forum Steering Group to help our Relationship Managers build their client relationships and deliver local client care plans. It pulls together work, ideas and best practice from across GLD, to support a consistent GLD approach.

A programme of events was held in our Client Week, in February 2018, to provide an opportunity to reflect on what we can do to identify with our clients' needs, looking at all aspects of our client relationships and how and why we do what we do for our clients.

Relationship Managers were also provided with training by the Management Information Hub to give them a better understanding of the information available to our clients, and to raise their awareness of the work of the Hub and how it can help them respond to client requests for information.

We continue to seek to identify and encourage new ways of working. Innovation is encouraged and rewarded, and information on the local initiatives taken by our Directors is shared with a view to wider adoption.

95% of our clients rated our performance as Good or Excellent in our annual survey of client satisfaction. For Senior Stakeholders the figure was 97%. Our performance, using both the percentage method and the weighted performance scores developed for the 2016 Survey, were slightly down on last year, and indicate that there has been a shift in levels of satisfaction from Excellent towards Good. As ever, the survey has highlighted some issues that will need to be addressed and an Action Plan will be developed in response. This should be seen against the context of a significant increase in demand for our services and the pressure on our staff to deliver. In addition, we have conducted deep dives into 3 client relationships.

Known for the quality of our legal work

The Legal Quality Committee (LQC) monitors the quality of our legal service provision to make sure we are delivering the highest possible quality to our clients. It champions improvements in quality and provides a forum to share best practice across GLD. The key initiatives it has overseen this year have been the:

- Subscription Services Project, which successfully raised awareness, and increased the usage, of the online services available to assist in the delivery of our legal work.
- Quality Assurance Framework for Advisory Divisions. This light touch framework has continued to bed in, and new Divisions (DIT, BEIS and DExEU Legal Advisers) joining GLD this year have been brought into the process. Following a review of its operation, some themes have emerged which will be reflected in our 'Being an Effective Advisory Lawyer' guidance and training to ensure greater compliance with quality criteria.

- Digital Core Curriculum Project, which aims to deliver a core curriculum of mandatory baseline legal training for all GLD lawyers, to drive up capability and support the legal quality agenda. 2 online modules were piloted and evaluated. The project is now moving on to the next phase which consists of the staged development of further elements of the core curriculum delivered via a Learning Management System.
- We have taken steps to improve our offer in relation to legal training and induction to respond to the changes in workload and increase in numbers of new joiners. These include professionalising our Legal Training Steering Committee structures and developing capability in the annual training programme in areas such as exiting the European Union, International, Trade and European Law, and Data Protection. We have delivered more 'Introductory Course for Lawyers' sessions to cater for increased demand as part of induction. In relation to statutory instruments, a more targeted training programme has been developed depending on different levels of experience. Central SI guidance on exiting the European Union was produced and there has been some training and assistance for the policy profession in relation to explanatory memoranda.
- On primary legislation, we have worked with Parliamentary Counsel and the Cabinet Office to refresh the Primary Legislation Working Group and used the LION intranet as a platform to increase our sharing of knowledge relating to the development of primary legislation.

The annual Knowledge Management (KM) benchmarking exercise gives the LQC a GLD-wide picture of KM to allow it to understand the maturity of the department's KM as a whole and to make recommendations for action at a GLD-wide level to address any concerns. Whilst exiting the European Union has brought significant pressures, in many ways it has also acted as a catalyst for valuable and effective cross-team knowledge sharing. This can only be enhanced by developing a single GLD digital KM platform to replace the multiple local systems in place and this is one of our priorities for 2018.

We were once again awarded Lexcel accreditation – the Law Society's 'gold star legal quality mark', in relation to the conduct of litigation in our Litigation, Employment and Commercial Law Groups. This successful assessment is independent confirmation that our litigation services remain extremely effective and very well run and can be regarded as a 'centre of excellence' in Lexcel terms. It exemplifies our commitment to continuous improvement and how we can all contribute to the strategic aims of GLD as a whole – in this case – delivering high quality, efficient litigation services to our clients.

Being the best employer for our people

The People Committee has been monitoring actions relating to building a unified department, improving career development opportunities and providing inspiring, confident and empowering leadership.

Our All Staff event - GLD 2017: Work and Wellbeing - was held in April. The inaugural GLD awards were one of the highlights of the event. These awards were created to recognise the outstanding work that goes on routinely in GLD. There were 7 categories altogether, which reflected the breadth of contributions made by our people and our core values, from leadership to innovation to inclusion.

Our values reflect our ambition to be 'One Organisation', highlighting the importance of working together and finding new ways to do things. These were celebrated in Values Week in September, which involved a range of imaginative events.

The 'Call it out Campaign' was launched with the aim of creating a culture in which everyone in GLD can address, handle and move on from instances of inappropriate behaviour. The campaign was devised by our Appropriate Behaviour Champions under the Culture and Behaviour strands of the People Strategy. A tool kit was released with various resources to help people think about how to handle difficult or sensitive situations.

We launched our Legal Apprenticeship Scheme to provide training and development to employees in existing roles, leading to a recognised legal qualification. Two types of apprenticeship are available: Paralegal and CILEx.

Nearly 1,000 people participated in Careers Week in October, which had 'enrichment' as its theme and 2 pilot leadership and development courses were started in 2017.

Our Communications Team won the Government Communication Service Campaign of the Month in November for its 'Around the world in 30 days: GLD People Survey 2017' campaign to promote the annual People Survey with the aim of achieving a completion rate of above 65% and an improvement in the Engagement Index. The outcome was a response rate of 78% and the Engagement Index increased by one percentage point on 2016. The campaign also promoted the opportunity for our people to have their say, as only 37% of our staff said that they had an opportunity to contribute their views in the 2016 Survey. This increased to 41% in the 2017 Survey, which was 2 percentage points above the Civil Service average. An Action Plan has been developed in response to the Survey, which will focus on articulating what GLD is for – the GLD Story; improving the quality of leadership; and valuing and engaging with our people.

We scored highly for 'Inclusion and Fair Treatment' in the People Survey which reflects well on the work of GLD and its diversity networks. Our Diversity and Inclusion Group was shortlisted for the Lexis Nexis Diversity and Inclusion Award having submitted extensive evidence of our commitment to promoting equality of opportunity.

Financial performance

We are primarily funded from the fees charged to clients for legal services. Our fee rates are set in accordance with HM Treasury's publication - 'Managing Public Money' and are designed to recover the costs incurred by the organisation. Throughout the year, performance is monitored and on a quarterly basis we undertake a formal exercise to forecast the financial outturn for the year. Our commitment to our clients is to ensure that they benefit promptly from better than budgeted financial performance; so if this forecasting exercise predicts a significant surplus, we evaluate the underlying reasons and assess whether a fee reduction or rebate should be made in-year.

This year, we forecast a modest 'accidental' surplus of income over costs, which was principally driven by a shortfall in the resources on which our fixed advisory and commercial fees were based. However, the forecast shortfall was more than compensated for by the level of excess hours worked by GLD staff, for the benefit of clients, including supporting the UK's withdrawal from the European Union, and so the Board decided not to provide a rebate to our clients, nor charge additional fees for new work emerging later in the year.

Our financial results for 2017-18 will be published in our audited Annual Report and Accounts which will be available on <https://www.gov.uk/government/publications>

Objectives, Key Priorities and Performance Measures for 2018-19

Objectives

Our strategic objectives to deliver on our Vision remain:

Vision: Trusted by government to provide consistently excellent and value for money services so government departments want to come to us to meet their legal needs

- build on our partnership with clients to improve our ability to provide an effective and efficient service to them
- demonstrate the benefits to clients of our services and to help inform their decisions about the use of legal resource
- identify new ways of working in GLD which reduce cost, add value and maintain quality

Performance and Client Committee to monitor

Vision: Known throughout the legal profession for the quality of our legal work

- deliver consistently excellent advice across all divisions/groups which supports the delivery of policy and / or operational objectives and takes a proportionate and constructive approach to legal risk
- deliver consistently effective litigation outcomes for government
- deliver consistently excellent primary and secondary legislation which meets the government's objectives in the most effective way

Legal Quality Committee to monitor

Vision: The best employer for our people

- build a unified department with a friendly and supportive environment where people are encouraged to be the best they can be and are proud to work for GLD
- improve career development opportunities which attract and retain our staff
- provide inspiring, confident and empowering leadership, supporting managers and staff to improve their skills and performance

People Committee to monitor

Our Key Priorities

Our priority in 2018-19 will be to continue to provide effective legal support for the unprecedented challenge that exiting the European Union presents to the government while at the same time continuing to deliver the full range of legal services needed by government, including support to a number of public inquiries. This will include continuing to support negotiations with the EU, drafting the Withdrawal Agreement, and advising on the UK's future relationship with the EU.

In order to meet this challenge, we have agreed the following key priorities that will keep improving our legal business and GLD as a great place to work:

- Responding to the resourcing challenge arising from the increased demand for our legal services, particularly on EU exit work, including through further recruitment and, where appropriate, smarter use of the private sector
- Developing options to improve recognition and reward so that we can attract and retain high calibre staff to meet the increased demand for our services
- Continuing to build GLD as 'One Organisation', strengthening our collective leadership role, realising the benefits for our people and our clients, and tirelessly championing the brilliant work we do
- Promoting and supporting the health and wellbeing of our people
- Continuing to improve and modernise the way we work and how we provide services to clients, including through use of IT and on-line services

Performance Measures

The performance measures we have agreed with HM Treasury for 2018-19 reflect our continued commitment to maintain our high professional standards as well as delivering excellent client satisfaction.

The measures are:

- to improve our client satisfaction rating(s)
- to maintain Lexcel (the Law Society's Practice Standard) accreditation
- to recover from clients the full operating costs of chargeable services

In addition we will have regard to our People Survey results and our Committees will identify additional performance measures for the supporting actions to the objectives and cross-cutting initiatives set out above.

Risks and Opportunities

Exiting the European Union, while maintaining our support for the rest of the Government agenda, presents a number of significant challenges in terms of legal demand, our ability to resource this, and our reputation with clients. The level of risk will vary according to judgments and decisions on how the work will be resourced, how it is budgeted and how it is charged to our clients. Our success will depend on our ability to recruit and retain high calibre staff to meet the increased level of demand for our services, requiring a flexible and adaptable approach to recruitment which reduces the time to fill posts. There is also an expectation that some third party/private sector resources will be required. We will need to work collaboratively and flexibly with our clients to meet their needs. We will also need to manage the risk arising from new legal service delivery models, which clients may be unwilling to adopt.

We will continue to meet our commitment to invest in the personal and career development of our people, and provide a workplace where everyone is valued as an individual, and is encouraged and supported to meet their full potential.

Client data security remains critical to the integrity of our service provision and is assured by our adherence to Cabinet Office Security Standards, maintaining ISO 27001 certification and Public Services Network (PSN) accreditation. Cyber security and resilience is maintained through comprehensive penetration testing, vulnerability management and protective monitoring policies and tools.

It is essential that we are able to maintain our normal, high quality service whatever the circumstances. Business resilience is assured through the maintenance of an ISO22301 aligned business continuity management system and a comprehensive suite of recovery plans. Incident management exercises are carried out and our disaster recovery facilities are tested on a regular basis. Our disaster recovery site has remote access capacity, resilience and security which reduces the risk of service disruption should our main London office be unavailable.

Our risk management framework ensures that all key risks to the delivery of legal services to our clients and the achievement of our objectives are identified. The framework 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 2018-19, which is at Annex B, and each risk has a Board level owner.

Resources

We plan to use the following number of people to deliver our objectives in 2018-19:

	Total FTEs
Advisory Divisions	1,144
Litigation Group	593
Employment Group	121
Commercial Law Group	163
Bona Vacantia	51
Legal Trainees	53
Total front line staff	2,124
Corporate Services	214
Total staff	2,338

We plan to spend £190m, the main components of which are:

	£'000
Staff costs (excludes secondees)	163,900
Other operating costs	3,492
Accommodation (net of income)	6,447
Depreciation	2,094
Project delivery and management	3,250
ICT maintenance and network	1,884
Training	1,428
LION (net of income)	1,210
Other administration costs	5,832
Total operating costs	189,537
Net disbursements	200
Total costs	189,737

These costs will be funded by:

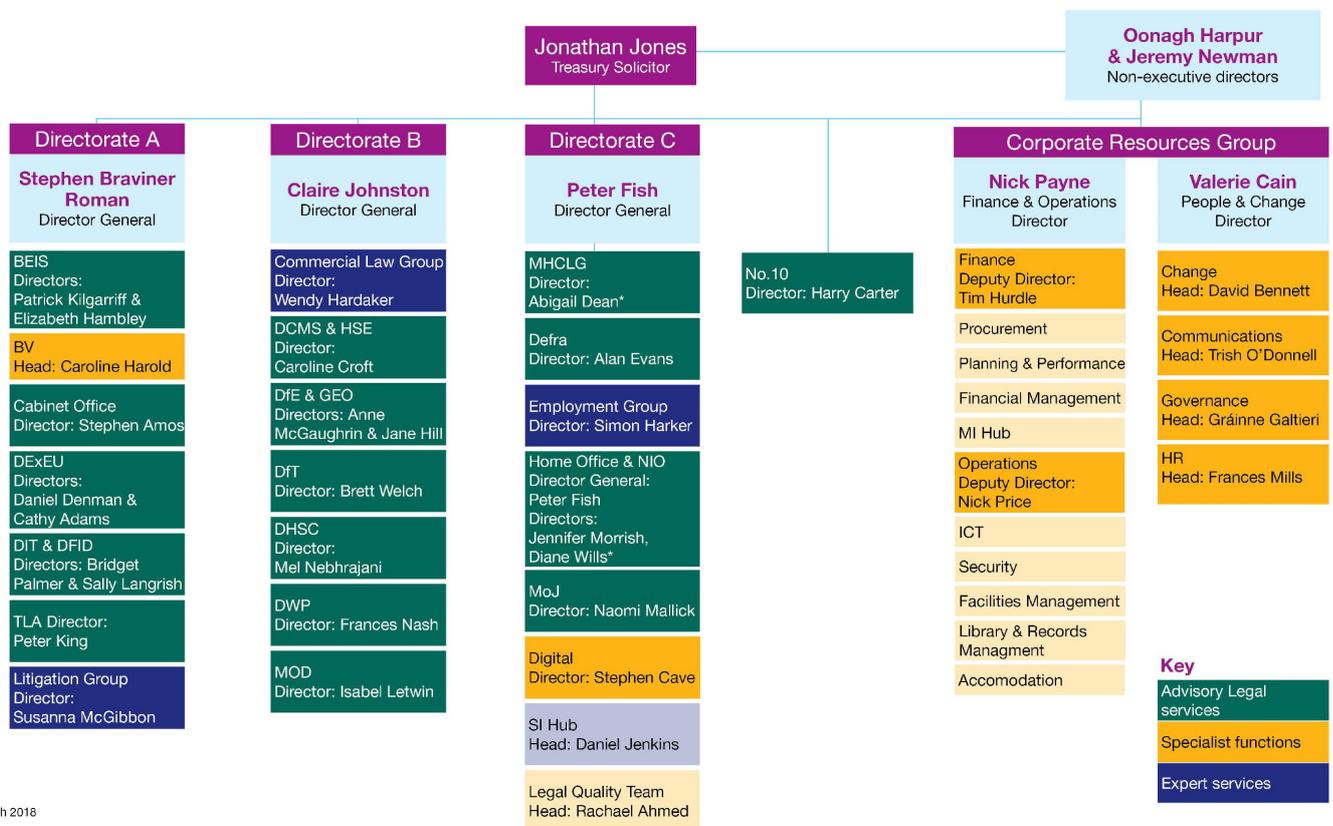
Legal fees and charges to clients	185,434
Recovery of the cost of Bona Vacantia	4,152
Funding from the Parliamentary Estimate	5,141
Total income	194,727

Our funding from the Parliamentary Estimate covers the cost of public interest casework (Letters of Request), both in terms of time spent and disbursements and provision for dual tenancy costs arising from the move to a new Head Office building. This was agreed with HM Treasury as part the Spending Review process. The balance of our operating costs is recovered from our clients; in setting our fixed fees and hourly rates, we apply HM Treasury's guidance on fees and charges contained within their publication, 'Managing Public Money'.

In addition, we procure around £45m per annum on disbursements which includes the engagement of counsel, expert witnesses and private sector law firms and which are billed directly to clients.

We will also receive Parliamentary Estimate funding of £4.2m to meet our requirements for capital expenditure, including preparations for our move to a new Head Office.

Annex A: Organisation structure



*As of 5 March 2018

Annex B: Strategic Risk Register

Strategic Risk	Owner	Mitigation
Demands placed on GLD do not match expected levels	Stephen Braviner Roman	Strategic and annual business planning with clients to assess demand and close collaboration to ensure we can work flexibly and efficiently to meet client needs. MoUs agreed with clients set out how in year demand changes will be dealt with.
The quality of GLD's work falls below the standard expected by clients, the judiciary or other key stakeholders	Peter Fish	Legal quality tools and processes to support delivery of excellent quality and efficient legal services to clients.
Lack of resource capacity and/or capability to deliver the service clients need	Claire Johnston	Recruitment and retention of staff with the necessary skills and capabilities, succession planning, the effective deployment of staff, and the provision of opportunities for staff to develop their skills, knowledge and capabilities.
Clients are unwilling to pay for the legal services which GLD provides or procures because of budget pressures	Stephen Braviner Roman	Close engagement with clients to ensure that we can respond to their budget pressures. Action to build client capability so they know when to come to GLD for advice and support and when they don't.
Clients do not believe that the legal services GLD provides or procures offer the best possible value for money	Stephen Braviner Roman	Action to ensure that we can keep our fees and charges flat where possible. Delivery of efficiency savings and provision of management information to clients. Use of Panel Counsel which have been appointed through fair and open competition and delivery of the External Legal Services project.
Injury or harm to staff, loss of GLD or client assets, or major loss of sensitive or confidential information	Nick Payne	Preventative measures such as adherence to information security and health and safety policies and processes.

Strategic Risk	Owner	Mitigation
Significant external events have an adverse impact on our ability to deliver services to the client and/or achieve full cost recovery	Nick Payne	Contingency arrangements to reduce the risk of service disruption.
A cyber attack (malicious attempt to damage, disrupt or gain unauthorised access to GLD computer systems, networks or devices, via cyber means) has an adverse impact on our ability to deliver services to the client and/or achieve full cost recovery	Nick Payne	Internet Access Policy and blocked access; CJSJ; Penetration testing; anti virus and anti malware; security patching applied regularly; daily backups with tapes stored offsite; intruder detection systems and protective monitoring systems.

