



Government
Legal Department



BUSINESS PLAN 2019-20



Content

	FOREWORD	4
1	<i>Our</i> CORE PURPOSE AND VISION	6
2	<i>Our</i> VALUES	10
3	<i>Our</i> STRATEGY 2019-24	12
4	<i>Our</i> KEY PRIORITIES AND PERFORMANCE MEASURES FOR 2019-20	16
5	<i>Our</i> STRATEGIC RISKS	22
6	<i>Our</i> RESOURCES	24
	ANNEX A: ORGANISATION STRUCTURE	27
	ANNEX B: STRATEGIC RISK REGISTER	28



© Crown copyright 2019

This publication is licensed under the terms of the Open Government Licence v3.0 except where otherwise stated. To view this licence, visit: nationalarchives.gov.uk/doc/open-government-licence/version/3

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

This publication is available at: <https://www.gov.uk/government/publications>

Any enquiries regarding this publication should be sent to us at Government Legal Department, 102 Petty France, Westminster, London, SW1H 9GL.

Foreword

I am pleased to publish the Government Legal Department's annual Business Plan for 2019-20. This plan sets out our key priorities, and the performance measures we have agreed with HM Treasury for the year ahead.

The plan also sets out the strategic risks to delivery and how we intend to mitigate them, and the resources and budget needed to deliver our plan.

Together these support the delivery of our Vision and recently launched Strategy 2019-24.

During the last year, the Government Legal Department (GLD) has maintained an extremely high quality of legal service to government. On 23 June 2019, we met a three year milestone since the UK referendum to leave the European Union, and EU exit obviously continues to dominate much of our work. Meanwhile we have continued to help deliver the rest of the government's policy and legislative agenda and represent its interests in thousands of court cases.

Our standard of service and professionalism is evidenced by our

annual client satisfaction survey, where again we achieved an improved rating this past year: 96% of our clients rated us as 'good' or 'excellent'. We aim to improve further in 2019-20.

77% of our staff replied last year to our annual People Survey. The results showed that despite the increased demands on our people at this exceptional time, we maintained a good engagement score of 63% (1 point higher than the Civil Service average) and 73% for our measures around resources and workload.

Against this positive backdrop, but in the face of continuing pressures and growing demands for our services, this plan sets out our key priorities for 2019-20. They include continuing to provide high quality legal support for the government's EU exit strategy, as well as areas where we plan to develop and improve, including:

- Working on a new pay offer for our people, to ensure we are able to attract, maintain, reward and develop the talented people we need to be an outstanding organisation
- Improving our leadership capacity and capability
- Taking forward our work on knowledge management and provision of on-line services to clients
- Implementing our Diversity and Inclusion Strategy for 2019-22, including new GLD SCS representation targets, so that everyone in GLD is able to thrive and fulfil their potential.

We are from this summer relocating 50% of our workforce to a new head office in Whitehall, whilst ensuring that our high level of client service is maintained over the period of the move. We will also develop a strategy for an increased presence outside London.

Our departmental values are at the heart of this plan – to respect each other, to take pride in the high standards of our service and to embrace new ideas and collaboration.

Everyone in GLD has a part to play in delivering this Business Plan. It informs all our Group and Divisional business plans, which in turn help shape everyone's individual objectives. I'm confident that, with the outstanding professionalism, expertise and commitment of people across GLD, we are well placed for another highly successful year.

Jonathan Jones

Jonathan Jones QC (Hon)
Permanent Secretary and
Treasury Solicitor



1 | *Our* CORE PURPOSE & VISION

Our Core Purpose and Vision

Our *vision* is to be:

An *outstanding* legal organisation, committed to the *highest standards* of *service* and *professionalism*.

A *brilliant place to work*, where we can all *thrive* and *fulfil our potential*.

Our *purpose* is:

To help the Government to *govern well*, within the *rule of law*.

Achieving this vision means:

- Everyone, whatever their role, taking pride in what we do and performing to the highest possible standards
- Demonstrating and building on our unique range of legal knowledge, expertise and understanding of government
- Delivering value for money legal services to clients
- Working together to achieve the best results
- Investing in the high-quality skills, tools and infrastructure we need
- Continually seeking opportunities to improve and innovate, including through new technology and smarter ways of working

For our people in particular it also means:

- Giving clear leadership and direction, continually developing the skills of leadership and management across the organisation
- Providing unrivalled opportunities for interesting, varied, high-quality, challenging work and careers in a professional environment
- Being an inclusive, engaging and motivating employer, valuing the diversity of our people, and the range of talent and experience they bring
- Listening to our people and giving everyone the opportunity to challenge and contribute their ideas
- Ensuring our people are fairly rewarded for the work they do
- Proudly celebrating and rewarding our successes and achievements

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

2 | Our VALUES

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 take pride in the *high standards* of our service



We embrace *new ideas* and *collaborate*



3 Our STRATEGY 2019-24

Our Strategy for 2019-24

Our Strategy sets out how we intend to attain our Vision. Our strategic aims are that by 2024 we will:

Leadership

Improve our leadership at all levels by developing and embedding a leadership framework with clear standards linked to progression and retention, with a shared expectation, confidence and accountability.

Connected

Increase our numbers outside London whilst operating as a fully integrated department, connected across our many sites within and outside London and exploiting the opportunities technology provides to enhance the working experience of our staff and the quality of our service for clients.

Be recognised

Be recognised across the Civil Service, and externally, as a leading employer in relation to diversity and inclusion and wellbeing.

Improved offer

Put in place an improved offer to attract, retain, reward and develop the talented people we need to be an outstanding organisation.

Recognised across the Civil Service, and externally, as a leading employer in relation to *diversity and inclusion*



Enhance the *capability*
and *capacity* of our staff
through the operation of a fully
integrated digital Knowledge
Management system

Capability

Enhance the capability and capacity of our staff through the operation of a fully integrated digital Knowledge Management system accessible to all throughout GLD, an enhanced training offer through the use of digital delivery platforms alongside traditional techniques and the further development of GLD Digital.

Professionalise

Professionalise and modernise all aspects of our service, both corporate and legal services, using a 'fail fast / learn quickly' approach to encourage innovation.

Elements of this we will achieve quickly, whilst some may take the full lifecycle of the strategy. Throughout this period, we will need to continually **professionalise across all parts of the department**, innovating to improve the quality and efficiency of all our work.

Alongside this, success will only be possible with **investment in our individual and collective leadership capability**, at all levels of the organisation, visibly demonstrating the Civil Service Leadership Statement and our departmental Values.



Professionalise
and *modernise*
all aspects of our service,
both corporate and legal
services

4 *Our* KEY PRIORITIES & PERFORMANCE MEASURES FOR 2019-20

Our Key Priorities and Performance Measures for 2019-20

Our Strategy sets out our ambition for what we will do to achieve our Vision.

Our Key Priorities for 2019-20, which underpin this are to:

Key Priority	Commentary
Support the Government's EU Exit strategy by ensuring departments have ready access to high quality legal advice and support.	Our core purpose is to help the Government to govern well within the rule of law and by leveraging our joined-up cross-Government service we will ensure that we will continue to successfully respond to the enormous challenges of exiting the EU for our clients.
Successfully relocate our Head Office whilst maintaining delivery of a high quality legal service.	We are relocating c1,200 staff, (50% of our workforce) to a new Head Office building. The move will provide our staff with a modern and professional working environment and is also aligned and supports the Government's Places for Growth strategy. The scale and complexity of the move is challenging and it is critical that during this period we continue to fully support our clients and our staff.
Reform and improve the pay offer for our people.	This is the key element to delivering our strategy of ensuring that we are able to attract, maintain, reward and develop the talented people we need to be an outstanding organisation.

Key Priority	Commentary
Plan and begin to implement the next phase of our client legal self-service offering, building on the launch of our initial <i>gld.digital</i> client facing platform.	The upcoming transition from 'BETA' of our initial <i>gld.digital</i> client facing platform marks an important milestone in our strategic commitment to professionalise, exploit technology and enhance our capability to deliver outstanding legal services to our clients. It is important to maintain focus and momentum, increasing user awareness and usage of the <i>gld.digital</i> platform and planning the next phase of content and system development.
Develop and publish a strategy that will lead to an increased presence outside London.	Increasing our presence outside London is a key element of our strategy to build capability and capacity. Success will be underpinned by our strategy to ensure that all sites are fully connected and that we exploit the opportunities provided by technology to enhance working practices.
Roll-out a new leadership framework, engaging all staff.	This reflects the first stage of our strategy to improve Leadership capacity and capability across the organisation by building on existing initiatives, keeping up momentum through cascade and upskilling of our people as leaders empower leaders to achieve organisational impact.
Finalise our online legal knowledge development roadmap, building on the cross-team knowledge system (eKM) pilot.	The roadmap will plan for the future of the Legal Information Online Network (LION) and improve searching and shared access to local and cross-cutting knowledge by different GLD teams. As part of this, we will (subject to the outcome of the July 2019 pilot) move to implement the initial eKM system.
To meet our targets for SCS representation for BAME (12%) and disabled (10%) staff and to ensure our panels for SCS appointments include BAME or disabled individuals.	This reflects our strategic aim to be recognised as a leading employer on diversity, inclusion and wellbeing. This is the first time we have had such targets for representation in the SCS.



Performance Measures

The performance measures we have agreed with HM Treasury for 2019-20 reflect our continued commitment to maintain our high professional standards as well as delivering excellent client satisfaction.

These measures are:

- to improve our client satisfaction rating(s), from 96%/7.50 in 2018-19
- 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 Board and Committees will identify additional performance measures for the supporting actions to the objectives and cross-cutting initiatives set out above.



5 | Our STRATEGIC RISKS

Our Strategic Risks

Providing effective legal support for the continuing preparations for exiting the European Union, while maintaining our support for the rest of the Government's agenda, presents a number of significant challenges in terms of legal demand, our ability to resource this, and our reputation with clients. The ambiguity, complexity and uncertainty of our clients' work programmes creates risk to delivery. Our success will depend on our ability to recruit, grow and retain sufficient expertise to meet the level of demand for our services, requiring a flexible and adaptable approach to recruitment and agile deployment of staff, and use of external legal resources if needed. We will need to work collaboratively and flexibly with our clients to understand and meet their needs as efficiently and effectively as possible.

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 priorities 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 2019-20, which is at Annex B, and each risk has a Board level owner.

6 | Our RESOURCES

Our Resources

We plan to use the following number of people to deliver our objectives in 2019-20:

	Total FTEs
Advisory Divisions	1,247
Litigation Group	623
Employment Group	136
Commercial Law Group	186
Bona Vacantia	54
Legal Trainees	65
Total front line staff	2,310
Corporate Services	312
Total staff	2,622

We plan to spend £230m, the main components of which are:

	£'000
Staff costs (excludes secondees)	192,947
Other operating costs	3,340
Accommodation (net of income)	14,044
Depreciation	2,724
Project delivery and management	4,100
ICT maintenance and network	2,364
Training	2,552
LION (net of income)	1,215
Other administration costs	6,044
Total operating costs	229,330
Net disbursements	200
Total costs	229,530

These costs will be funded by:

	£'000
Legal fees and charges to clients	213,603
Recovery of the cost of Bona Vacantia	4,663
Funding from the Parliamentary Estimate	9,383
Total income	227,649

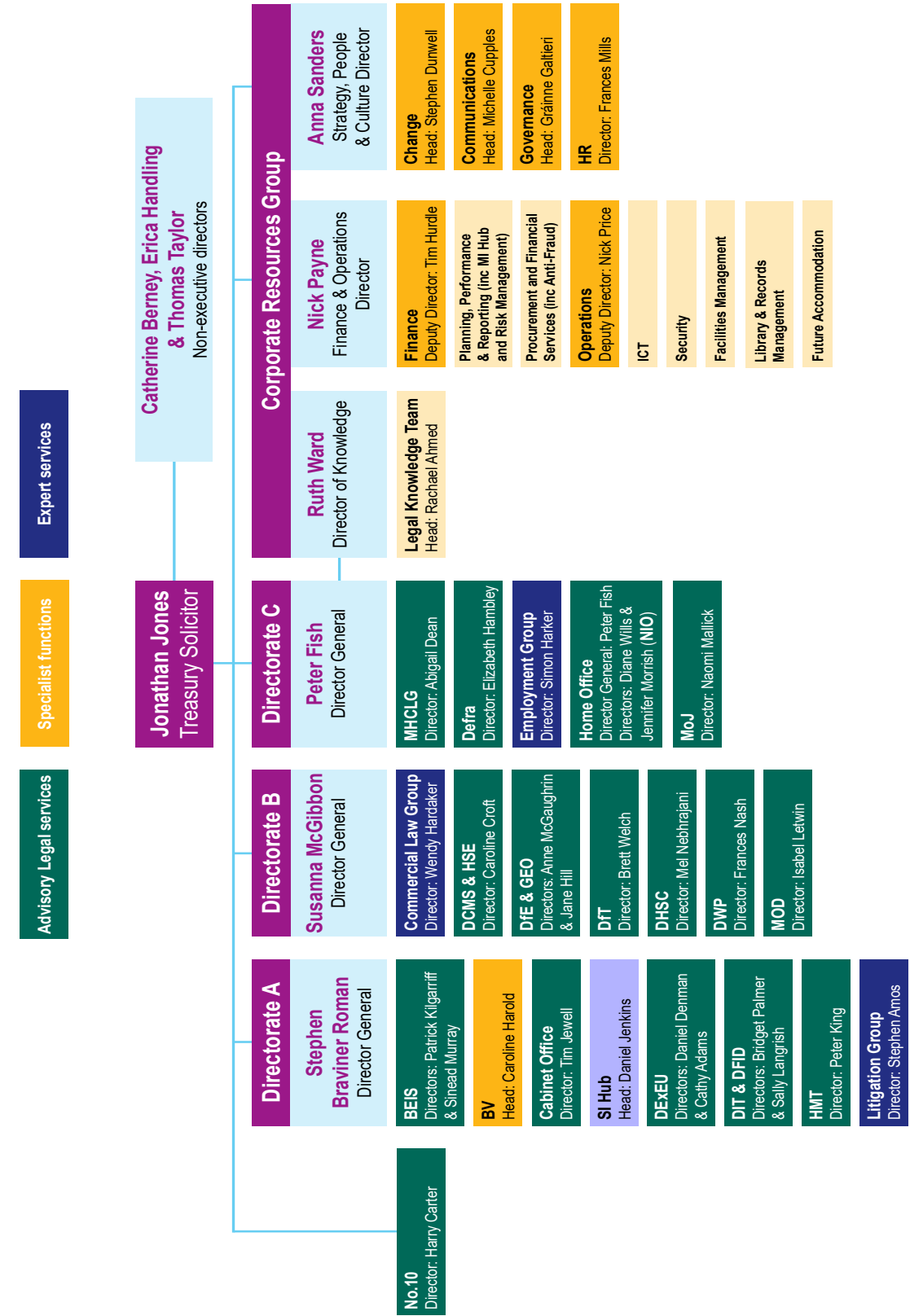
Our funding from the Parliamentary Estimate covers the cost of public interest casework (Letters of Request), both in terms of time spent and disbursements and provision for dual tenancy costs arising from the move to a new Head Office building. This was agreed with HM Treasury as part the Spending Review 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 £2.7m to meet our requirements for capital expenditure, including preparations for our move to a new Head Office.

ANNEXES

Annex A: Organisation structure



* As of June 2019

Annex B: Strategic Risk Register

Strategic Risk	Owner	Mitigation
Demands placed on us do not match the expected levels forecast by our clients.	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. Memoranda of Understanding agreed with clients set out how in year demand changes will be dealt with.
The quality of our work falls below the standard expected by our clients, the judiciary or other key stakeholders.	Peter Fish	Our primary focus is on effective line management, a strong culture of sharing legal knowledge and raising capability through effective legal induction and training, as well as continued development of legal knowledge tools and quality policies and procedures.
We cannot recruit, grow or retain sufficient expertise to deliver the services our clients' needs.	Anna Sanders	Recruitment, development and retention of staff with the necessary skills and capabilities, workforce planning and our annual Resourcing Cycle including the effective deployment of staff, and the provision of opportunities for staff to develop their skills, knowledge and capabilities. Improving the Employment Offer. Focusing on diversity and inclusion and health and wellbeing. Promotion of Apprenticeships and use of paralegals.
Our clients are unwilling to pay for the legal services which we provide or procure because of budget pressures.	Stephen Braviner Roman	Close engagement with clients to ensure that we can respond to their budget pressures, including the redeployment of staff and use of different delivery models. Action to build client capability so they know when to come to GLD for advice and support and when they don't.

Strategic Risk	Owner	Mitigation
Our clients do not believe that the legal services we provide or procure 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. Client capability building.
Our staff suffer injury or harm, or we lose our, or our clients', assets, or there is a major loss of sensitive or confidential information.	Nick Payne	Preventative measures such as adherence to information security and health and safety policies and processes.
Significant external events have an adverse impact on our ability to deliver services to our clients and/or achieve full cost recovery, or results in a major loss of information.	Nick Payne	Contingency arrangements to reduce the risk of service disruption.
A cyber-attack has an adverse impact on our ability to deliver services to the client and/or achieve full cost recovery, or results in a major loss of information.	Nick Payne	Internet Access Policy and blocked access; Criminal and Justice Secure Mail (CJSM); Penetration testing; anti-virus and anti-malware; security patching applied regularly; daily backups with tapes stored offsite; intruder detection systems and protective monitoring systems.

