



Government  
Legal Department

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

**Government Legal Department  
Business Plan 2021-22**



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# Foreword



I am pleased to share the Government Legal Department's annual Business Plan for 2021-22. This plan sets out our key priorities and the performance measures we have agreed with HM Treasury and the Attorney General for the coming year. It describes how we will support the Law Officers in their role as legal advisers to government and help to deliver the Government's priorities. The plan also outlines the strategic risks to delivery and how we intend to mitigate them and the resources and budget needed to succeed. Together these support the delivery of our Vision and Strategy 2019-24.

In March, I was honoured and delighted to be appointed Treasury Solicitor and Permanent Secretary. I am immensely proud of the work colleagues in the Government Legal Department (GLD) have delivered throughout this exceptionally challenging year. I would like to thank every person across the department for the contribution they have made.

Inevitably our primary focus this year has been the exceptional legal services we have needed to provide in support of the Government's response to COVID-19. The legal measures required to manage the pandemic have been extensive and wide ranging, spanning lockdown restrictions, economic support measures and limits on international travel, as well as procuring ventilators, PPE, vaccines and test kits. This has been vitally important work helping to keep our fellow citizens safe.

Alongside this, our lawyers have been central to the negotiations re-defining our future relationship with the European Union as the transition period came to an end. We have helped to secure new trade deals with countries around the world and continued to support colleagues across the Civil Service developing policies spanning topics from transport to benefits, housing to food supply and criminal justice to immigration.

Recognition of our value and support to client departments remains high – as evidenced by our annual client satisfaction score of 96% rating our services 'good' or 'excellent'. Our litigators across Litigation, Employment and Commercial Law Groups met the Lexcel standard with an improved performance on last year, demonstrating our commitment to achieving the best outcomes for our client departments.

Looking to the future, we will continue to support the government's priority to build back better as we recover from the pandemic. We will do this hand in hand with our colleagues in other



departments – together delivering the aims of increasing the UK’s global influence through trade and security, creating the conditions for economic recovery, levelling up across the country, protecting the Union and leading the action to combat climate change. It is vital that we continue to fulfil our core purpose to help the government govern well, within the rule of law, and remain an outstanding legal organisation committed to the highest standards of service and professionalism, and a brilliant place to work.

Since being appointed Treasury Solicitor, I have worked to bring stability, continuity, confidence and ambition to the department. I believe we are making good progress in this. I say “we” because this is very much a team ambition and we all have a role in making it a reality. We will carry forward the lessons learned throughout the pandemic to identify opportunities for longer term reform through our Business Transformation Plan, enabling us to continue to grow as a more capable and stronger organisation. In doing so we will play our part in the wider Civil Service plans to expand outside London and continually improve our skills to keep us fit for the modern world.

I want GLD to be a place where everyone feels welcome – where we support each other, whatever our background or role. A place where each of us can fulfil our potential and thrive. Throughout the past year we made considerable progress toward being recognised as a leading employer in relation to diversity and inclusion. We were ranked 34th place in the Social Mobility Employer Index 2020. We held important conversations on race and supported staff events across the department to help shape GLD’s first Top Ten Actions on Race. This will remain a priority for the coming year.

GLD’s values remain at the heart of this Business Plan – to value and respect each other, take pride in the high standards of our service and embrace new ideas and collaborate.

I am confident that, with the continued professionalism, dedication and kindness that characterises colleagues across GLD, we are equipped to face the undoubted challenges of the coming year successfully.

**Susanna McGibbon**  
**Permanent Secretary and Treasury Solicitor**

**“ I am pleased to share the Government  
Legal Department’s annual Business  
Plan for 2021-22 ”**



# **Our Core Purpose and Vision**

Photo by Allan Sullivan



# Our Core Purpose and Vision

Our Core Purpose and Vision

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Our Performance in 2020-21

## 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

**We 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, 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

# Our Values



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# 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

# Our Strategy for 2019-24



Ministry  
of Justice



CPS

Crown  
Prosecution  
Service



Government  
Legal Department



# Our Strategy for 2019-24

**Our Strategy sets out our ambition for what we will do to achieve our Vision. Our strategic outcomes are:**

## 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.

## 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.

## 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.

## 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.



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



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# Our Key Priorities for 2021-22



# Our Key Priorities for 2021-22

Our core purpose is to help the government govern well, within the rule of law. In order to meet that purpose our vision is to be an outstanding legal organisation committed to providing the highest standards of legal service and professionalism, and a brilliant place to work.

Our work supports the government in the delivery of its policies and priorities, and the delivery of public services, including by supporting it in decision-making, development of legislation, defending legal challenges and so much more. We do this, working closely with the Law Officers, in partnership with other government departments supporting the delivery of their priority outcomes, as set out in their Outcome Delivery Plans. Particular priorities this year include supporting the Government's response to the Coronavirus pandemic, negotiating free trade agreements, and the levelling-up agenda.

We do this as proud members of the Civil Service. The Declaration on Government Reform outlines how the Civil Service and Ministers will reform government together to deliver better outcomes for citizens. GLD is committed to the reform agenda and it is reflected in the specific strategies and plans outlined in this Business Plan.

Improving leadership capacity and capability at all levels of GLD is one of the key outcomes stated in the GLD Strategy 2019-24. Our Leadership Framework, Leadership the GLD Way, describes the behaviours expected from leaders across the organisation, if we are to achieve our vision of being

“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”.

The GLD Board has reviewed and agreed its key priorities for 2021-22 against GLD's Strategic Outcomes. These are set out below. This is set against the backdrop of COVID-19 and work done by our Opportunities Task and Finish Group, which was set up to capture our learning and experience from the pandemic, how it has affected the way we operate and the opportunities it creates for longer term reform so we emerge stronger and more capable.

<b>Leadership</b>	
<b>Priority</b>	<b>Action</b>
Leadership the GLD way	<ul style="list-style-type: none"> <li>• Improve the capability of our staff through ongoing investment in training, including 'Leadership the GLD way'.</li> <li>• By 31 March 2022, improve our staff survey score for Leadership and Managing Change, to at least 62%.</li> </ul>
<b>Be Recognised</b>	
<b>Priority</b>	<b>Action</b>
A brilliant place to work	<ul style="list-style-type: none"> <li>• Continue to implement our Diversity and Inclusion Delivery Plan, to further enhance inclusion within GLD, including our Top Ten Actions on Race.</li> <li>• By 31 March 2022, to have made further progress on our aim that minority ethnic staff will account for 25% of our Senior Civil Service workforce.</li> <li>• By 31 March 2022, to have made further progress on our aim that disabled staff will account for 19% of our Senior Civil Service workforce.</li> <li>• Implement the recommendations of GLD's first Sustainability Action Plan 2021-22 by 31 March 2022.</li> </ul>
<b>Improved Offer</b>	
<b>Priority</b>	<b>Action</b>
Improved opportunities and career development for our staff	<ul style="list-style-type: none"> <li>• Review how we can improve our offer, profile and recruitment processes (including by looking at options and opportunities to raise GLD's external presence) to meet the resourcing challenges that we face in an increasingly flexible and competitive legal market.</li> <li>• Provide increased opportunities, enhanced leadership and better career development for our staff.</li> <li>• Improve our access to larger and more diverse talent pools by increasing the number of roles based outside London to 250 or 11% by 31 March 2022.</li> </ul>
<b>Connected</b>	
<b>Priority</b>	<b>Action</b>
Flexibility to operate from neutral locations Modern Workspace	<ul style="list-style-type: none"> <li>• Increase our regional presence including the further development of our Leeds and Bristol offices, and by raising our profile in areas outside of London.</li> <li>• Align with the Government's Levelling-Up agenda and associated plans to move jobs out of London.</li> </ul>
<b>Capability</b>	
<b>Priority</b>	<b>Action</b>
Digital, Data & Technology	<ul style="list-style-type: none"> <li>• Improve our capacity and capability through ongoing investment in the skills of our people and the further development and deployment of technology.</li> <li>• By 31 March 2022, our eKnowledge Management System will be readily accessible by all our lawyers wherever they are located.</li> </ul>



Professionalise	
Priority	Action
GLD Review	<ul style="list-style-type: none"> <li>Take forward the recommendations in the GLD Review Action Plan, further improving the legal service we provide to our client (including reviewing the legal risk framework and its use by ministers, officials and lawyers) supporting the Attorney General in their role as the principal legal advisor to Government and sponsor of the Government Legal Department, and improving our relationship and support of the wider Government Legal Profession.</li> </ul>
Legal Delivery Excellence	<ul style="list-style-type: none"> <li>Continue to provide high quality and value-for-money legal services to our clients.</li> <li>Provide effective and timely legal advice, which supports our clients' Outcome Delivery Plans.</li> <li>Undertake Non-Executive Director led reviews of our relationship and service delivery to clients.</li> <li>Aim for an overall Client Satisfaction Score of 95%.</li> </ul>
Business Transformation Programme (BTP) to increase the efficiency and cohesion of GLD (further details below)	<ul style="list-style-type: none"> <li>Development of the Outline Business Case for what the BTP will aim to deliver by 31 March 2022.</li> </ul>

The **Business Transformation Programme** has seven interlinked work streams which will be implemented over the next four years:

- Updating GLD Governance to co-ordinate and prioritise all GLD initiatives
- Behavioural shifts in how we operate fee structures, budget, prioritise and resource client work
- Delivery of a single, unified IT platform for all GLD staff
- Establish a management information and artificial intelligence capability
- Development of an enhanced knowledge and innovation hub
- Consider changes to the GLD operating model
- Improve our forecasting, pipeline management, resourcing, mobilisation and delivery of client work

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 our departmental Values.

**A brilliant  
place to work**



# Flexibility to operate from neutral locations

Our Core Purpose and Vision

Our Values

Our Strategy for 2019-24

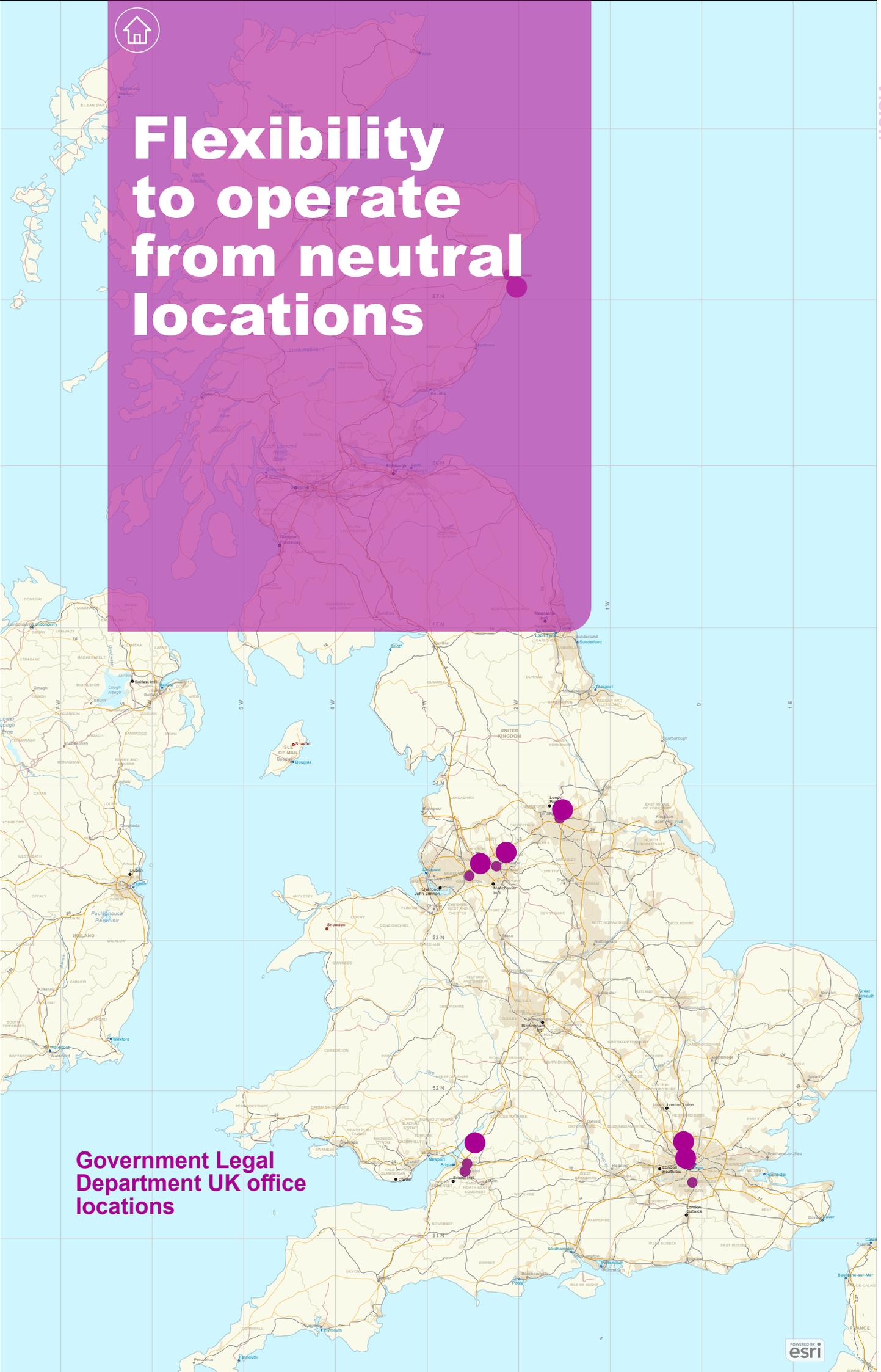
Our Key Priorities for 2021-22

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Government Legal Department UK office locations



# Our Performance Measures



# Our Performance Measures

The performance measures we have agreed with HM Treasury for 2021-22 reflect our continued commitment to maintain our high professional standards as well as delivering excellent client satisfaction.

## The measures are:

- our client satisfaction rating (our aim is for 95% or above)
- to maintain Lexcel (the Law Society’s Practice Standard) accreditation
- to recover from clients, the full operating costs of chargeable services

We will also draw on our People Survey scores and other workforce insight and feedback to ensure that GLD continues to develop its people offer and is a demonstrably brilliant place to work. This will contribute to the next step in the development of GLD’s Strategy by creating a set of quantitative performance metrics to provide tangible evidence of performance and delivery against our Strategy and the qualitative outcomes within it.



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# Our Strategic Risks



# Our Strategic Risks

Our Risk Management Framework ensures that Strategic Risks to the delivery of our strategy, and to the provision of our legal services to clients, are identified, evaluated, monitored. We believe that our primary overarching risk is that: “We cannot demonstrate the added value that GLD brings as a legal service for the benefit of Government” and have identified eight Strategic Risks that underpin it, with each one owned by a respective Board member. The Framework ensures that action is agreed to mitigate the risk and/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 of this assessment are captured in our Strategic Risk Register for 2021-22, which is at Annex B.

Our Core Purpose and Vision

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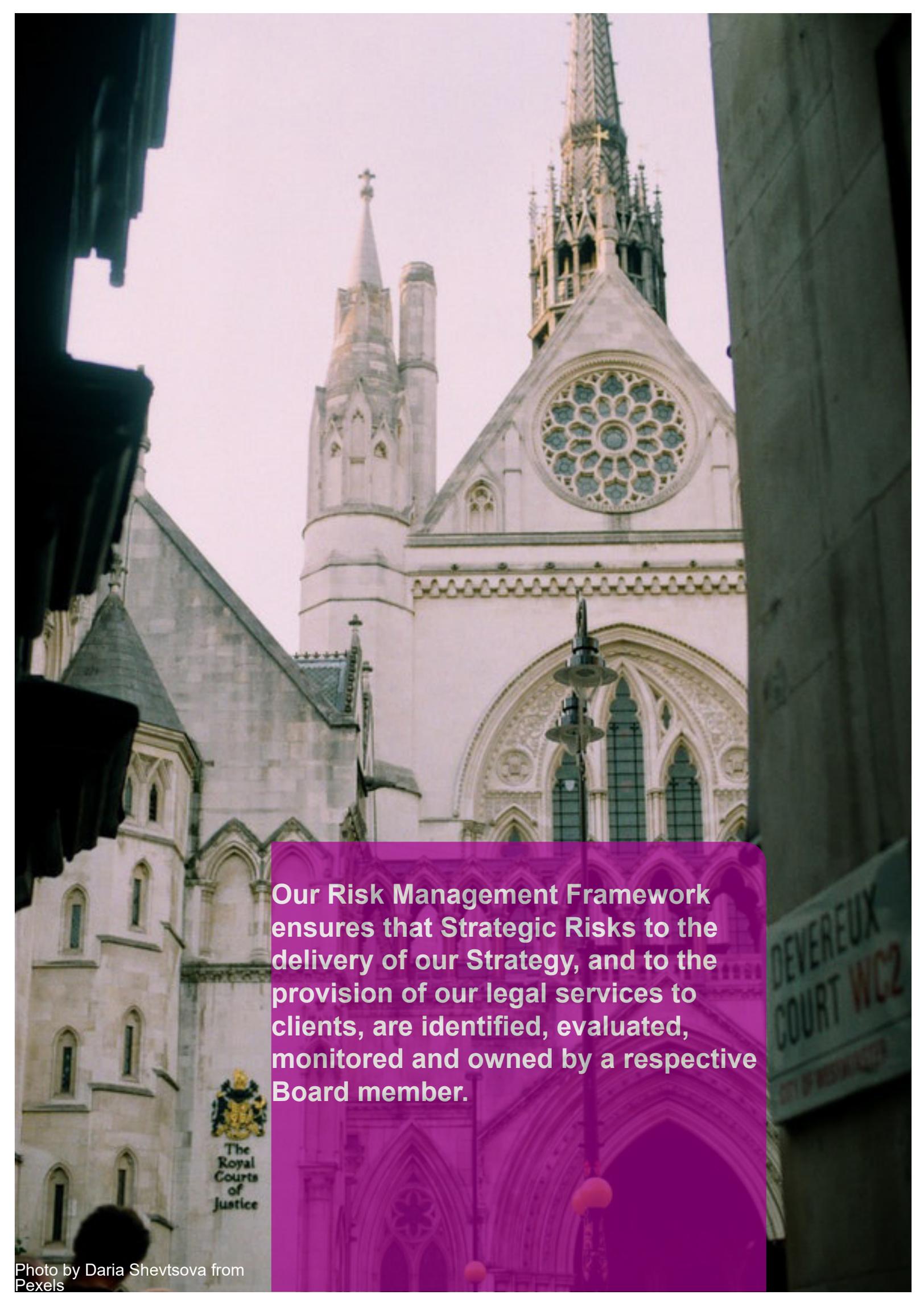
Our Strategy for 2019-24 for Our Key Priorities for 2021-22

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**Our Risk Management Framework ensures that Strategic Risks to the delivery of our Strategy, and to the provision of our legal services to clients, are identified, evaluated, monitored and owned by a respective Board member.**

  
The  
Royal  
Courts  
of  
Justice

DEVEREUX  
COURT WC2



### To manage our risks we:

- have an overarching Strategic Plan, with sub-strategies and responsibilities assigned for key actions. Our Committees monitor progress against the Plan.
- have a highly developed Business Continuity Plan, which includes plans for critical systems and operations at a local divisional level. The plans include an ICT Disaster Recovery Plan, supported by an Incident Management Team and our remote working capability. In addition, we have succession plans for critical roles to ensure our legal services are maintained.
- ensure the capability of our staff through appropriate training programmes, the development of general and specialist legal skills, utilisation of legal technologies and have appropriate legal quality assurance processes.
- have an overall client approach supported by local client care plans to help build and maintain the trust and confidence of clients. To manage the demand for our services we have procured external panel firms and panel counsel.
- undertake a comprehensive annual planning and budgeting process to determine the fee rates we need to charge to clients. The income, expenditure and activity trends are monitored throughout the year and this enables prompt action to be taken to bring spending in line with HM Treasury control totals.
- are working to enhance our workforce planning to forecast the resource and skill requirements of the department.
- have a programme of work, including the “Life Changing Law” brand, to increase the attractiveness of the department to potential new recruits.
- have developed career paths, talent and succession plans and provide substantial learning and development opportunities to help retain our staff and we are looking at how to address the challenges arising from our unsuccessful pay business case.
- have developed a Diversity and Inclusion Action Plan to ensure diverse recruitment and this is supported by creating alternative routes to legal qualification via apprenticeships.
- have a Leadership Framework, supported by a programme of learning and development, sets out clear leadership expectations. All managers have leadership objectives and are held to account through the Performance Management framework. Our recruitment and promotion processes have been reviewed and updated to ensure we create a diverse leadership cadre.
- are developing a Digital & Technology Strategy and are implementing the findings of the Legal Work Activity Analysis, which has informed the technology aspects of our Legal Knowledge, Capability and Innovation Strategy.
- are strengthening our innovation capability and culture and will adhere to our business case approval process to ensure appropriate prioritisation and value for money.
- comply with the requirements of our Information Security Management System and meet minimum government security standards.
- ensure all staff are appropriately security cleared and communicate securely with counsel and other third parties, and that all staff complete mandatory annual information security and related training. Assurance is obtained through maintaining various ICT related certifications and accreditations.

An aerial night view of London, England, featuring the London Eye, the River Thames, and various city buildings. A semi-transparent purple overlay covers the top and middle portions of the image, with the text 'Our Resources' centered within it.

# Our Resources



# Our Resources

We plan to use the following number of people to deliver our objectives in 2021-22:

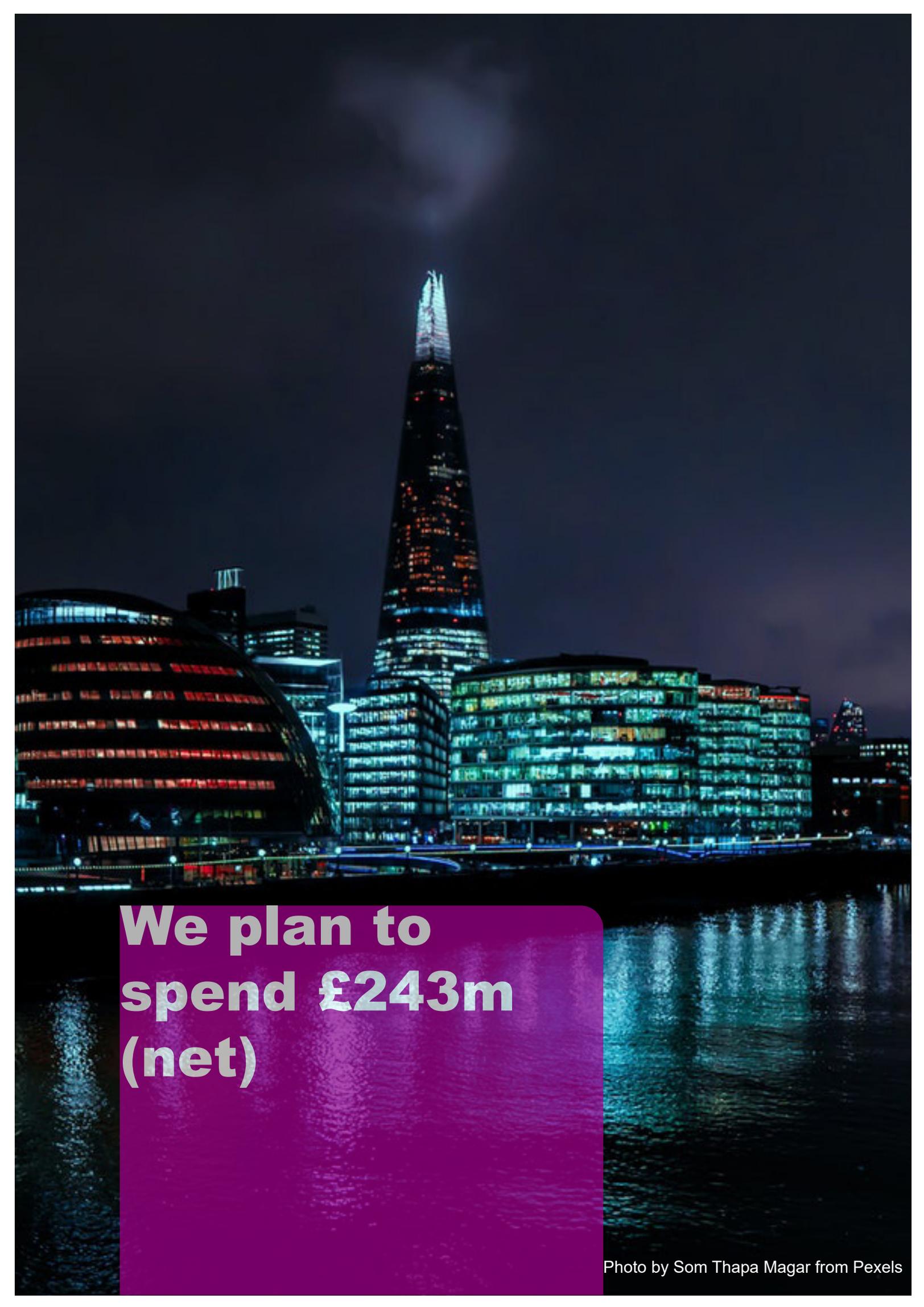
	FTEs
Advisory Divisions	1,351
Litigation Group	540
Commercial Law Group	212
Employment Group	147
Legal Trainees	90
Bona Vacantia	51
Staff seconded to Inquiries	38
<b>Total front line staff</b>	<b>2,429</b>
Corporate Services	305
<b>Total staff</b>	<b>2,734</b>

We plan to spend £243m (net), the main components of which are:

	£'000
Staff costs (excludes secondees)	205,305
Other operating costs	1,794
Accommodation (net of income)	12,206
Depreciation	3,200
Project delivery and management	4,500
ICT maintenance and network	4,101
Training	2,769
LION (net of income)	1,905
Other administration costs	7,388
<b>Total operating costs</b>	<b>243,168</b>
Net disbursements	200
<b>Total costs</b>	<b>243,368</b>

These costs will be funded by:

	£'000
Legal fees and charges to clients	237,879
Recovery of the cost of Bona Vacantia	5,089
Funding from the Parliamentary Estimate	2,090
<b>Total income</b>	<b>245,058</b>



**We plan to  
spend £243m  
(net)**



Our financial performance will be monitored closely by the Executive Committee and the Board throughout the year. Demonstrating value for money and delivering a high quality legal service to our clients will remain paramount. If necessary, however, we will need to consider making interventions to reduce our operating costs and/or to adjust the fixed fees and hourly rates we charge our clients, to ensure that we achieve full cost recovery for the year.

Our funding from the Parliamentary Estimate covers the cost of public interest casework (Letters of Request), both in terms of time spent and disbursements. 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 of disbursements, which includes the engagement of counsel, expert witnesses, and private sector law firms. These expenses are billed directly to clients.

We will also receive Parliamentary Estimate funding of £2.0m towards meeting our requirements for capital expenditure, e.g. investments in technology devices and infrastructure, and estates, furniture and fittings.

Our Core Purpose and Vision	Our Values	Our Strategy for 2019-24	Our Key Priorities for 2021-22	Our Performance Measures	Our Strategic Risks	Our Resources	Our Performance in 2020-21
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# Our Performance in 2020-21



Photo by Daniel Bendig from Pexels



# Our Performance in 2020-21

We maintained an extremely high quality of legal service to the government, throughout a challenging year where much of our legal work has been dominated by COVID-19. The pace, scale and complexity of the legal input to the response to the pandemic was immense. From the initial lockdown restrictions, through their multiple changes, to economic support measures and the changes to the welfare system; from the implications for the education system, to international travel and border control; from the duties owed by employers and the implications for business, to the enormous challenge to procure ventilators, PPE, vaccines and test kits, we provided vital legal support throughout.

At the same time, we successfully supported fast-paced negotiations with the EU on our future relationship, the government's contingency arrangements, the negotiation of the EU-UK Trade and Cooperation Agreement, and continued negotiations on trade agreements with other countries.

We achieved our performance measures, as agreed with HM Treasury, which reflect our continued commitment to high professional standards and provision of an excellent service to clients. Despite the pressures of an exceptionally busy year, we retained our annual client satisfaction score of 96% rating our services 'good' or 'excellent'. Our litigators across Litigation, Employment and Commercial Law Groups met the Lexcel standard with an improved performance on last year, demonstrating our commitment to achieving the best outcomes for our clients. We also recovered the full operating cost of chargeable services to our clients.

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Achievements and actions taken in 2020-21 to deliver our strategic outcomes included:

## Leadership

We continued to prioritise the development of inspiring, confident and empowering leadership. Building on the Civil Service Leadership Statement we developed and rolled out 'Leadership the GLD Way' to create a common language and encourage greater consistency. This was a key element of our success over the year with leaders at all levels stepping up to the challenge of remote and dispersed leadership – as demonstrated in improved scores for leading and managing change in our annual People Survey.

## Be recognised

Our efforts to be recognised as a leading employer in relation to diversity and inclusion have resulted in our ranking of 34th place in the Social Mobility Employer Index 2020 and our entrance into the top 100 at 78th place in Stonewall's Workplace Equality Index. We held conversations and staff events across the department to help shape GLD's first Top Ten Actions on Race, which included suggestions on how to improve the diversity of voices in our decision making by inviting members of under-represented groups to join GLD's Board and Committees.

## Improved offer

Negotiations continued with Cabinet Office and HM Treasury on our pay business case which was designed to reduce the differential between GLD pay and the wider public sector median pay, and introduce capability based career progression for lawyers through in-grade capability levels. Regrettably, the business case was unsuccessful and we are now undertaking another review of pay and reward to inform options for the future, alongside considering other options for improved career development and progression for all of our staff.

## Connected

We made progress with implementing our foundational technology platform, Microsoft 365, across the GLD ICT estate, and accelerated the implementation of new office tools, including video conferencing, to respond to the needs of our people during the pandemic. We have also invested in document and knowledge management.



## Capability

We laid the foundations of our Legal Knowledge, Capability and Innovation Strategy developing external, internal capability and client capability. Pinsent Masons supported our inaugural GLD Innovation Challenge launched in November 2020, with the winners working with Pinsent Masons' specialist innovation team to develop their winning ideas.

Our Legal Awareness Strategy Group has completed a significant project to revise our series of legal awareness training materials.

## Professionalise

To improve our capability in workload and activity management, increasing opportunities for our people and quality outcomes for our clients we implemented a new time recording system (TRS) for our advisory legal teams.

We have made excellent progress with the Business Management Refresh which aims to provides good career paths and development for our business management community, a consistent service for Lawyers, and increased resilience across the business management profession. We have completed the Advisory and Commercial phases of the project and we expect to complete the Litigation phase of Refresh shortly.

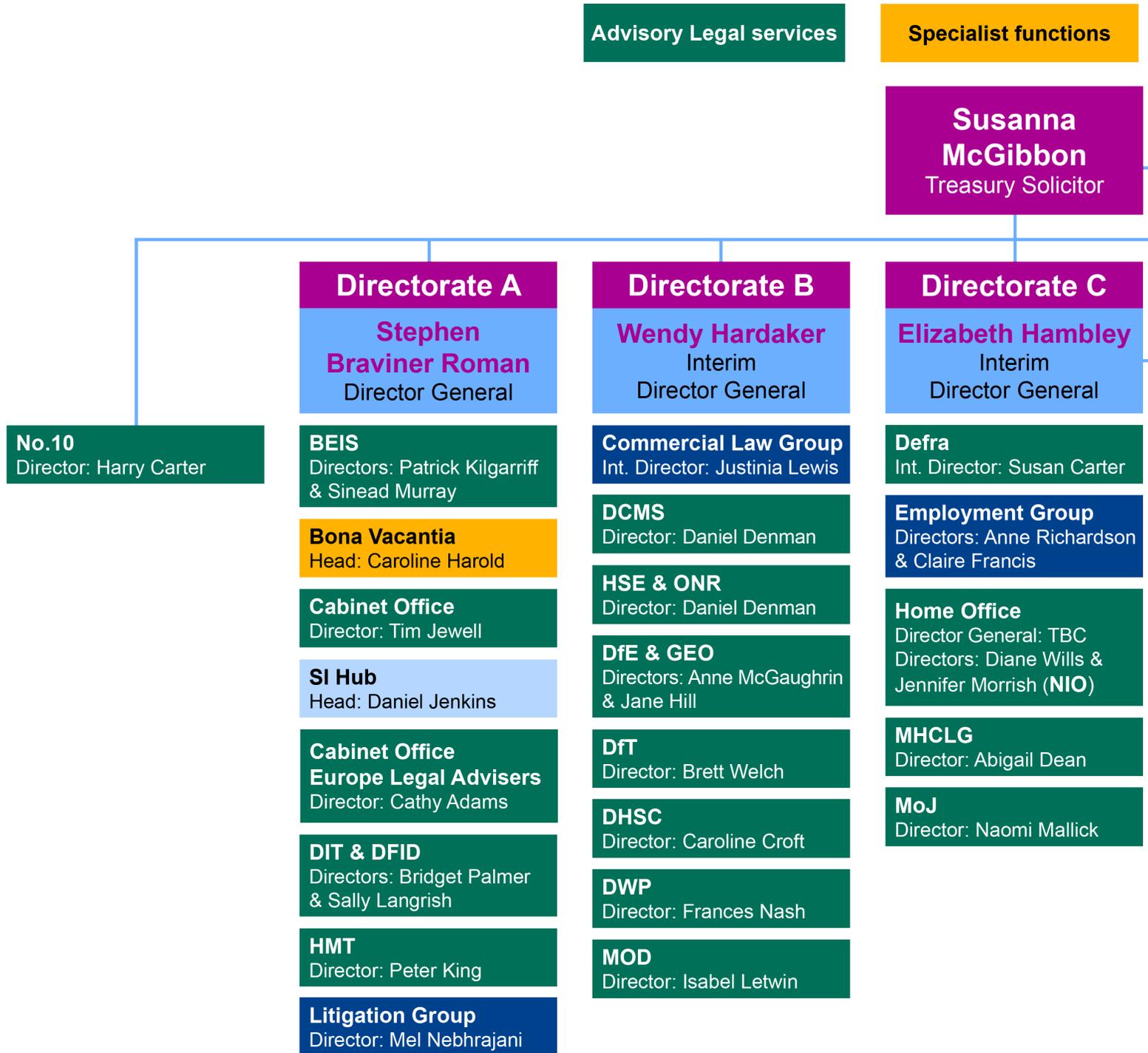
Looking to the future, we will continue to support the government as it works to build back better and level up across the country, ensuring that no community is left behind. Our outstanding legal services continue to play a central role in a national recovery from the pandemic that makes the United Kingdom stronger, healthier and more prosperous than before. We all have our part to play, whatever our role in GLD, in achieving this.

Further information on our performance is included in the GLD Annual Report and Accounts 2020-21 which is published at:

<https://www.gov.uk/government/publications/gld-ago-and-hmcpsi-annual-report-and-accounts-2020-to-2021>

Against an extensive amount of work already underway across GLD, the Board has been considering its priority areas for action, and how these, and the underlying activities, cluster together to enable the delivery of our strategic outcomes.

# Annex A: Organisation structure





## Expert services

**Catherine Berney, Erica Handling  
& Thomas Taylor**  
Non-executive directors

## Corporate Resources Group

**Ruth Ward**  
Director of Knowledge

**Legal Excellence**  
Deputy Director: Helen Baker

**Legal Information**  
Head: Paul Woods

**Practice Innovation**  
Head: Luke Corcoran

**Nick Payne**  
Finance, Operations &  
Digital Technology Director

**Digital and Technology**  
Director: Conall Bullock

**Finance**  
Director: Tim Hurdle

**Operations**  
Director: Nick Price

**Damian Paterson**  
Interim Strategy, People  
& Culture Director

**Business Transformation  
Programme**  
Int. Director: Stephen Dunwell

**Change**  
Head: TBC

**Communications**  
Int. Head: Ashley Taylorson

**HR**  
Director: Frances Mills

**Strategy & Governance**  
Int. Head: Caroline Acheson

# Annex B: Strategic Risk Register

The following Strategic Risks have been approved by the GLD Board to represent those events that may prevent the achievement of our core purpose, vision, and strategy, or key priorities for the year ahead.

We believe that our Primary Risk is that: “We cannot demonstrate the added value that GLD brings as a legal service for the benefit of Government”.

Risk Category	Risk Description	Owner	Strategic Risk Management Approach
Strategy	We do not have a clear Strategy and supporting sub-strategies resulting in sub-optimal outcomes for GLD and our clients.	Damian Paterson	Treat - keep a watching brief and take action as required on blockers and derailers with the aim of reducing the likelihood using Committee assurance routes.  We have developed our strategy roadmap.
Strategy	We do not prepare for significant external events which have the potential to have an adverse impact on the delivery of legal services to our clients or achieving full cost recovery.	Nick Payne	Treat – The aim is to reduce the impact of the event, as the likelihood is indeterminable, e.g. fire, flood, pandemic, etc., although there will be actions to treat each of these potential events to reduce both the likelihood and impact of them occurring in the first place.
Reputation	We damage the confidence and trust of our clients and/or the judiciary, by not meeting their expectations or delivering on commitments given to them.	Elizabeth Hambley	Treat - by minimising the chance of the risk occurring.  Our framework to achieve this includes our integrated GLD Legal Knowledge, Capability and Innovation Strategy and the Legal Delivery Committee (LDC), which both focusing on the ‘end to end’ of our legal work delivery.  This strategy and governance framework is underpinned by dedicated operational teams and resources and specific initiatives which focus on key elements of effective and efficient legal delivery, including: <ul style="list-style-type: none"> <li>• client relationship management and client capability development</li> <li>• the selection and management of our external legal service providers</li> <li>• GLD lawyer and staff recruitment and capability development</li> <li>• the provision and continued development of supporting knowledge and learning resources and legal productivity tools.</li> </ul>



Risk Category	Risk Description	Owner	Strategic Risk Management Approach
Financial	We do not generate sufficient income to achieve full cost recovery and/or we breach one of our HM Treasury Control Totals.	Nick Payne	Treat – The aim is to reduce the impact of the event, as the likelihood is indeterminable, although there will be actions to treat each of the potential causes to reduce both the likelihood and impact of them occurring in the first place.
People	We do not attract, recruit and retain diverse and sufficient people to deliver the breadth and quality of legal services required by our clients.	Damian Paterson	A mixture of initiatives to treat and reduce the impact including a sustained focus on our culture, leadership capability including through the implementation of GLD's People Strategy and Diversity and Inclusion Action Plan. In addition we will continue work to ensure that our overall workforce offer and remuneration supports the attraction and retention of a high quality, diverse workforce.
People	We have insufficient and a non-diverse leadership capability to inspire and empower our people to deliver the required levels of service and/or our strategic aims.	Damian Paterson	Treat - to reduce the likelihood. Our Leadership Framework sets out clear expectations with learning and development to support managers meet these expectations.
Technology	We do not make the most effective tools consistently available to our people across the whole Department which are necessary to deliver the required standards of service to our clients.	Nick Payne	Tolerate – It is acknowledged that the interoperability challenge is insurmountable in the short-term. Treat – In the longer term, and subject to funding constraints, we will seek to reduce the likelihood of the risk crystallising by investing to close any real capability gaps and build a culture of innovation and process improvement.
Security	We do not keep pace with emerging threats, or there is a failure of compliance, which results in harm, or sanctions, or has an adverse impact on our ability to deliver legal services to our clients.	Nick Payne	Treat – The aim is to reduce the likelihood of the risk crystallising by building and maintaining a high degree of security awareness and culture, supported by effective personnel, physical and cyber security controls to minimise any risk crystallising.

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Photo by Allan Sullivan





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