

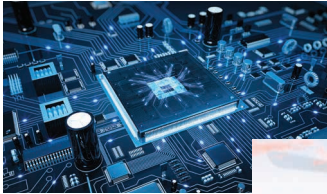


Government
Legal Department

STRATEGY

2024 – 2027

Delivering much more
than law





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Strategy 2024 – 2027 Foreword

I am delighted to publish the Government Legal Department's Strategy 2024 - 2027.

The new strategy reflects our confidence as a key department in the Modern Civil Service. I am immensely proud of what GLD has achieved and how we have evolved as an organisation since the launch of our previous strategy in 2019.

We have delivered outstanding legal services to the Government in support of its priorities, including navigating the UK's exit from the European Union, responding to a global pandemic and war in Ukraine. We have improved our offer through better rewards and invested in more skilled leadership. We have opened thriving new offices across the country, and we are recognised as a leading employer in relation to diversity and inclusion. Our improved systems and professional corporate services underpin the department and enhance our legal support to Government.

This strategy builds on the progress we have made and equips us to meet future challenges.



We have chosen three headline strategic ambitions:

- **A National GLD**
- **Rewarding Careers for All**
- **Environment Fit for the Future**

We want to go from being a great department, to an outstanding one, where GLD's core purpose and our enduring values unify every profession and activity in the department. Never complacent, we will continue to improve our culture, skills, and our productivity as part of a Modern Civil Service.

I look forward with confidence and pride as GLD rises to the opportunities and challenges of the coming years. I hope that this strategy will inspire everyone in GLD to play their part in achieving our vision.

Susanna McGibbon
Treasury Solicitor and Permanent Secretary

GLD in a Modern Civil Service

We help the government to govern well, within the rule of law. Our vision is to be an outstanding legal organisation, committed to the highest standards of service and professionalism in line with Civil Service reforms. Our strategy will help us to achieve it.



The 5 Civil Service missions and what they mean for GLD



Government Legal Department: Delivering much more than law



At the heart of the UK constitutional arrangements, **GLD's Purpose** is to **help the government to govern well, within the rule of law**. We bring our unique skills and legal expertise to all aspects of government policy and delivery in service of our fellow citizens. We support the Law Officers of the Crown in their role as principal legal advisers to the government and work seamlessly with the wider Government Legal Profession and private sector partners to ensure government gets the outstanding legal services it needs.

From net zero to the UK constitution, the Windsor Framework to the regulation of new technology, national security to healthcare reforms, as well as the operation of the Civil Service, GLD lawyers are central. We will be advising on the policy, drafting the regulations, negotiating the international agreements or contracts, and defending the litigation. No other legal organisation offers such a range of specialist expertise to its clients or as a career.

Our Values create an environment where all our colleagues play their part in achieving our ambitious strategy, because our people are central to our Purpose – so we will continue to ensure **we value and respect each other, take pride in the high standards of our service, and embrace new ideas and collaborate**.

Our new strategy is the next chapter in **our Vision** to be **an outstanding legal organisation, committed to the highest standards of service and professionalism and a brilliant place to work where we can all thrive and fulfil our potential**.

In tackling the extraordinary legal challenges of recent times – the turbulence of EU Exit, the pandemic and global instability – we have shown resilience and agility and developed new areas of expertise. We embark on our new strategy proud of our track record and confident that we can build on the success of the last 5 years to move from being a great department to being outstanding.

Our commitment in delivering our strategy is to be even better at what we know we do best. We will be better skilled, better equipped, better connected, and better known for our outstanding legal support for government, confidently providing legal leadership across the Civil Service and the legal profession.

Our Purpose, Vision and Values will be the golden thread running through everything that we do, from strategy through to delivery.





A National GLD

We are a vibrant, inclusive and integrated GLD that is influential and respected in government and beyond. Our closely connected, state-of-the-art offices, across the country, enable our people in all our diverse roles and professions, at all levels, to contribute to our success. In all our locations, we reflect the communities we serve and are recognised as leaders in the legal community.

To achieve this:

- our national estate, in London, Manchester, Leeds and Bristol, will provide our people with modern, flexible offices so that we all experience the benefits of efficient in-person working, and virtually any role within GLD, at any level, can be performed successfully from any of our locations
- colleagues will feel part of multiple teams locally and nationally, with an 'Our GLD' culture common across all our national offices

- our technology will support seamless hybrid working, smoothly connecting our people with each other, clients, and stakeholders, wherever they are working
- we are recognised leaders in all our locations, with strong relationships in the neighbouring legal profession and with local schools, colleges and universities, so that they understand the unique value of our work and the range of excellent career opportunities we provide
- our active nationwide recruitment achieves a vibrant, dynamic and diverse culture.



Rewarding Careers for All

Colleagues across GLD understand clearly how they contribute to our Purpose, Vision and Values. They feel valued and respected and have a clear and accessible career pathway which supports them to progress within their chosen professions and specialisms. We attract and retain sufficient talent across many Civil Service professions including the law, maintain our high standards and provide colleagues with an attractive work-life balance in a diverse and inclusive community.

To achieve this:

- we will champion our unique role at the heart of government, highlighting the real impact of everything we do in service of our fellow citizens
- the 'Our GLD' culture fosters an inclusive, integrated community with a sense of belonging and a commitment to high standards and collaboration, irrespective of location or profession, where people are empowered to progress and thrive within

GLD and beyond, supported by clear career frameworks

- we will invest in high-quality learning opportunities, and excellent management and leadership development, to build a diverse cohort of highly skilled professionals and inspiring leaders, including SCS based in all our locations
- we will maximise our reward and recognition opportunities, improve our visibility in the national job market with a new Employee Value Proposition and enhanced media and communications, so that our people feel valued and have pride in themselves and their work, and we attract and retain the right number and quality of staff
- we will use private sector partners strategically, with clear sourcing principles which ensure that we develop and cherish the unique experience and skills of GLD lawyers.



Environment Fit for the Future

We are a modern, sustainable and innovative GLD, equipped to respond to a rapidly changing world. We embrace the opportunities of technology to streamline our processes and deliver excellent legal services in a high-quality working environment. We are committed to continuous improvement ensuring outstanding value for money for the taxpayer.

To achieve this:

- we are proactive and strategic about how we deliver our legal services, including the unique value GLD brings, and how and when we use external legal professionals and technology
- our structures and processes are responsive and adaptive, so that we anticipate and meet changing priorities in the most cost-effective way

- we will invest in state-of-the-art technology, including AI, and our people will have access to excellent, modern digital tools, which they use confidently to deliver high quality services efficiently and smoothly
- our data strategy will deliver comprehensive, accurate and relevant cloud-based data, and support evidence-based business decisions with measurable impact
- we will meet enhanced sustainability targets, achieving our commitment to reduce emissions by 2030 and achieve net zero by 2050.

Our strategy

Going from great to outstanding

Our Purpose

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

Our Vision

To be an outstanding legal organisation, committed to the highest standards of service and professionalism.

Our Values

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

Our strategic ambitions - where we aim to be at the end of the strategy period



A National GLD

We will create a vibrant, inclusive and integrated organisation through state-of-the-art offices in all our locations that reflect the communities we serve.



Rewarding Careers for All

We are committed to providing Rewarding Careers for All. We attract and retain talented staff who feel valued, respected and encouraged to grow in their profession.



Environment Fit for the Future

We are dedicated to creating an Environment Fit for the Future, where technology, innovation and sustainability will be at the forefront of enabling us to deliver excellent legal services in a rapidly evolving world.





A National
GLD



Rewarding
Careers for All



Environment
Fit for the Future