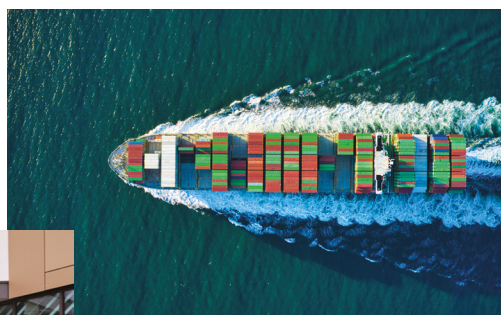




Government
Legal Department

Business Plan

2025 – 2026





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Foreword

I am pleased to share the Government Legal Department's (GLD) Business Plan for 2025-26.

In this, GLD's 10th anniversary year, I am proud to present a business plan that builds on our achievements of the past 10 years, delivering on our core Purpose of helping the government to govern well, within the rule of law. In the contested and at times volatile world of 2025 this remains as pertinent now as it was in 2015. We are not complacent in our achievements and remain determined in pursuit of our Vision to move from being a great department to becoming an outstanding one, committed to the highest standards of service and professionalism.

GLD supports the Law Officers of the Crown in their role as principal legal advisers to the government and works seamlessly with the wider Government Legal Profession and private sector partners to ensure government gets the outstanding legal services it needs.

Over the last year, we have seen a change of government following the general election and we have supported the government taking its first steps to deliver the Plan for Change. Our department's inherent agility ensures we are positioned to support the government's mission-driven approach, responding positively and effectively, collaborating and



innovating across departmental boundaries in support of each mission and other fundamental priorities. From supporting delivery of the Budget Responsibility Act, the introduction of the Great British Energy Bill and the Border Security, Asylum and Immigration Bill, through to conducting trade negotiations with India and the Gulf Cooperation Council.

This business plan outlines the range of high-profile and complex legal work that will be our delivery priorities for the coming year. It sets out how we will drive greater productivity, agility and resilience in the provision of legal services, reflecting our commitment to be ever more efficient. It also marks the second year of our GLD Strategy, 'delivering much more than law' – highlighting the real world impact of our work. It also describes how we will make progress on our 3 strategic ambitions: to be A National GLD, offering Rewarding Careers for All, in An Environment Fit for the Future. This year our priorities include strengthening our relationships with the wider legal profession so that we are recognised for the quality, influence and impact of our legal services. That includes promoting and role modelling inclusion across the legal sector and increasing

accessibility for all. The establishment of our new Legal Operations Directorate will be a catalyst for more fundamental change in delivering legal services and support across GLD. We will continue to build our technological capability with 2 clear priorities being enhancing our AI capability and confidence in using it and continuing to develop a new legal practice management system which will give our lawyers state-of-the-art tools to enhance collaboration and knowledge sharing supporting high quality legal services at the best value for public money.

Leading GLD and the wider Government Legal Profession as Treasury Solicitor continues to be a great privilege; I am so proud of the incredible people who work here. I am confident that, with the expertise and dedication of all colleagues, GLD will continue to play a crucial role in supporting the government's missions to deliver positive change. We welcome the opportunities and challenges that this coming year will bring and will continue to work together to achieve our Vision of being an outstanding legal organisation, delivering much more than law.

A handwritten signature in black ink, appearing to read 'Susanna J' followed by a long horizontal stroke.

Susanna McGibbon KC (Hon)

Treasury Solicitor and Permanent Secretary

Who we are and what we do

The Government Legal Department's (GLD) purpose is to help the government to govern well, within the rule of law.

We do this by providing, commissioning and assuring the full range of legal services the government requires, according to clear principles that ensure best value for money for the taxpayer. This means we play a crucial role in changing and developing the law to enable key policies and public services to be delivered.

Our Vision is 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.

We are led by the Treasury Solicitor and Permanent Secretary, Susanna McGibbon, and are sponsored by the Attorney General's Office. The Attorney General is the government's chief legal adviser and has a number of independent public interest functions, as well as overseeing the Law Officers' Departments. The Law Officers are accountable to Parliament for the performance of GLD.

Our teams provide a highly valued perspective and play an essential role in the delivery of the government's plans and supporting the government of the day. Our unique role as lawyers and civil servants enables the department to bring to bear our cross-cutting knowledge and insight into government policies, ministerial priorities and the functioning of Parliament. This is underpinned by strong relationships with the departments we work with.

GLD is an inherently agile and responsive department, able to sustain high-quality services throughout periods of change. Whether during machinery of government change or the negotiation of new free trade agreements, provision of support to inquiries, or through fast emerging challenges, such as the recent conflict in Gaza, GLD is able to deploy the full spectrum of its legal capabilities where they are required, at sustained pace and quality. And ultimately delivering much more than the law through the impact of our work.

In our tenth anniversary year, we will renew our efforts to deliver on our founding principles, to deliver outstanding legal services, provide excellent value for taxpayer money and help the government to govern well, within the rule of law. We will support

the government to deliver on its Plan for Change, working on an extensive programme of policies and legislation to launch a decade of national renewal, built on the foundations of a stable economy, secure borders and national security. GLD's structures have enabled us to collaborate across departmental boundaries in support of each mission – growing the economy, an NHS fit for the future, safer streets, opportunity for all and making Britain a clean energy superpower. As the government's trusted legal advisers, our teams will also be ready to support the government's response to emerging priorities and events, delivering the highest standards of service and professionalism at the heart of A Modern Civil Service.

Our legal priorities for 2025-26

GLD's legal priorities in a mission-led government

As the government's trusted legal adviser, GLD occupies a unique position in the legal world and plays a central role in delivering the 5 missions that underpin the government's Plan for Change.

Our departmental advisory and specialist litigation, commercial and employment legal services will have unique involvement across all of the missions and the activities that support the delivery of the government's Plan for Change in a mission-led government. By helping the government to govern well, within the rule of law, GLD will continue to play an integral role in fixing the foundations of the country, achieving the milestones of the Plan for Change and supporting the decade of national renewal.

Kickstarting Economic Growth

This mission will aim for the highest sustained growth in the G7 – with more people in good jobs, higher living standards and productivity growth in every part of the United Kingdom. To support the delivery of this mission we are working and advising on:

- the **National Wealth Fund Bill** to put the National Wealth Fund on a more effective legislative basis and providing legal support on **financial sanctions** and other issues (HM Treasury)
- **planning reform**, including a **Planning and Infrastructure Bill** and the plans to transfer power out of Westminster and into our communities with an **English Devolution Bill** (Ministry of Housing, Communities and Local Government)
- the **Employment Rights Bill** and **Product Regulation and Metrology Bill** (Department for Business and Trade)
- **international trade policy**, including free trade agreement negotiations with India, the Gulf Cooperation Council countries, Republic of Korea and Switzerland; strengthening our relationship with the United States and providing legal support

in relation to the World Trade Organisation (Department for Business and Trade)

- the **Pensions Schemes Bill**, providing legal support relating to occupational pensions (Department for Work and Pensions)
- the **Public Authorities (Fraud, Error and Recovery) Bill** to grant greater powers to tackle welfare benefits fraud (Department for Work and Pensions)
- **immigration and asylum**, contributing to economic growth through an effective migration system and supporting the Border Security Command (Home Office)
- **procurement and commercial policy**, including the new National Procurement Policy Statement (Cabinet Office)
- providing legal support to the Windsor Framework Task Force and supporting the government's desire to **reset relations with the EU**, including the negotiation and implementation of new international legal instruments (Cabinet Office)
- **rail performance and rail reform**, improving **bus services**, **transforming transport infrastructure** and better integrated transport networks (Department for Transport)

- the **Cyber Security and Resilience Bill**, the **Data (Use and Access) Bill** and work on artificial intelligence (AI), in particular supporting the AI opportunities action plan (Department for Science, Innovation and Technology)
- maintaining and improving an **effective civil justice system**, including the **Arbitration Bill**, **Digital Assets Bill** and the continued rollout of digital justice initiatives (Ministry of Justice)
- the **Water (Special Measures) Act** and the commission on the water sector regulatory system, leading to a further bill aimed at **regulation in the water sector**; work on the nature restoration fund, the **circular economy** and the implementation of key aspects of the **Windsor Framework**, as well as key elements of any sanitary and phytosanitary agreement and protecting biosecurity (Department for Environment, Food & Rural Affairs)
- providing **commercial legal services on growth-related matters** including use of the new Procurement Act powers and freedoms (Commercial Law Directorate)

Make Britain a Clean Energy Superpower

This mission aims to deliver at least 95% clean power by 2030 and accelerate the UK to net zero, while bringing energy security, protecting billpayers, creating good jobs and helping to protect future generations from the cost of climate breakdown.

To support the delivery of this mission we are working and advising on:

- the **Great British Energy Bill** to establish Great British Energy and work towards **achieving clean power by 2030**; facilitating a number of significant energy infrastructure projects including nuclear, carbon capture and hydrogen; developing energy-related planning policy using the **Planning and Infrastructure Bill** and supporting cross-government work on Net Zero and Carbon Budgets (Department for Energy Security and Net Zero)
- the **Warm Homes Plan**, the establishment of the **Office for Clean Energy Jobs, renewables** including the Clean Industry Bonus and decarbonisation and energy system reform, including provisions in the Data (Use and Access) Bill (Department for Energy Security and Net Zero)

- **delivering greener transport**, including the **Sustainable Aviation Fuel Bill** and legal support for the transition to **support zero emissions** vehicles and the roll out of **electric charge points** (Department for Transport)
- **international environment matters** (Department for Environment, Food & Rural Affairs)
- Department for Energy Security and Net Zero **commercial matters** and **polluter pay schemes** with the Department for Environment, Food & Rural Affairs (Commercial Law Directorate)

Safer Streets

This mission's aim is to reduce serious harm and increase public confidence in policing and in the criminal justice system. Integral to the safer streets mission is the ambition to halve knife crime and halve violence against women and girls within a decade.

To support the delivery of this mission we are working and advising on:

- the **Criminal Justice and Policing Reform Bill**. This includes **anti-social behaviour, knife crime, criminal exploitation of children, violence against women and girls** and wider **policing reform** (Home Office)

- counter-extremism sprint work and a wide range of other **policing and crime matters** (Home Office)
- all matters relating to **prisons and offender management**, including measures relating to prison capacity (Ministry of Justice)
- the **Victims, Courts and Public Protection Bill** to strengthen public protection, reduce delays in the criminal courts and address victims' needs (Ministry of Justice)
- the further implementation of the **Criminal Legal Aid Independent Review**, measures to combat **domestic abuse in a more efficient family justice system**, reform of rights of cohabitants and '**Jade's Law**' reforms in relation to parental responsibility (Ministry of Justice)
- implementing and building on the **Online Safety Act** (Department for Science, Innovation and Technology)
- **Military Aid to the Civil Authorities** (Ministry of Defence)
- commercial law aspects of **promoting greater presence and visibility of the police, reducing domestic violence and knife crime**, work on **blue light services** and **homeland security** and the commercial law aspects of **prison** building, operation, prisoner services, the courts and legal aid (Commercial Law Directorate)

Break Down Barriers to Opportunity

This mission is focused on breaking the link between young people's background and future success, measured by income inequality.

To support the delivery of this mission we are working and advising on:

- the **Children's Wellbeing and Schools Bill** that aims to **raise standards in education and reform children's social care**; and separate work supporting the recruitment of 6,500 new teachers (Department for Education)
- the bill that paves the way for the creation of **Skills England**, a new arm's-length body that will bring together key partners to meet skills needs (Department for Education)
- giving greater rights and protections to people renting their homes, including abolishing section 21 no-fault evictions and reforming grounds for possession with the **Renters' Rights Bill**; plans for **leasehold** and commonhold reform and responding to the Grenfell Report (Ministry of Housing, Communities and Local Government)

- Disability Benefit Reform and child maintenance policy and reform (Department for Work and Pensions)
- changes to equality law, including measures on harassment in the workplace and equality action plans in the Employment Rights Bill (Office for Equality and Opportunity)
- the Review of Civil Legal Aid and reforms to ensure sustainability in the legal aid sector (Ministry of Justice)
- the Football Governance Bill (Department for Culture, Media and Sport)
- public food policy and sector skills shortages (Commercial Law Directorate)

An NHS Fit for the Future

This mission aims to build an NHS fit for the future by tackling waiting lists, returning to NHS performance standards and improving access to services.

To support the delivery of this mission we are working and advising on:

- the government's 10-year Health Plan, the delivery of 700,000 new dental appointments and reforming the dental contract (Dentistry Rescue Plan) (Department of Health and Social Care)
- the Tobacco and Vapes Bill, the Mental Health Bill and subsequent implementation and legislation to ban the sale to under-18s of high energy drinks (Department of Health and Social Care)
- introducing Fair Pay Agreements in the adult social care sector via the Employment Rights Bill, implementing professional standards for NHS managers and the legislation governing regulation of healthcare professionals (Department of Health and Social Care)

- medicines and medical devices, including ensuring patients across the UK have access to the same medicines ([the Windsor Framework](#)) reforming the [regulatory regime for medical devices](#), implementing the new [clinical trials framework](#) and changes in the pharmacy sector (Department of Health and Social Care)
- reform of [adult social care](#) (Department of Health and Social Care)
- negotiations in the World Health Organisation on the [new Pandemic Accord](#) and the implementation of the [International Healthcare Regulations](#) (Department of Health and Social Care)
- commercial matters relating to a wide range of [Department of Health and Social Care projects](#) and issues (Commercial Law Directorate)

Other critical work

GLD will continue to respond to ongoing challenges including work on [national security](#) to make the country safer, more secure and increasingly resilient against growing global insecurity and [border security](#), to restore order to the asylum and immigrations systems, reducing the number of small boat crossings and reducing net migration. We will continue to support the various inquiries that are underway.

We will be working and advising on a range of matters, reflecting the broad reach of our work, from the compensation arrangements resulting from the Post Office (Horizon System) Offences Act 2024 and the delivery of a proposed Holocaust Memorial, through to supporting the UK Covid-19 Inquiry and other inquiries that are underway.

In addition, our cross-cutting expert services will continue to provide legal support across a full range of government work.

Our [Employment Directorate](#) is one of the largest employment law practices in the country and advises on complex and fast-moving legal areas including: claims for unfair dismissal and relating to discrimination, pay issues, contractual issues and terms and conditions, and whistleblowing claims.

The **Commercial Law Directorate** provides expert advice on transactional, litigation, property and advisory commercial legal matters. Transactional and advisory teams advise government departments on their commercial work, ensuring value for money in the purchase of goods and services for the public sector.

Our **Litigation Directorate** provides high-profile public and private law litigation for central government departments, security agencies and other public bodies, including UK military and security bodies, also undertaking inquest, inquiry and injunctive work for GLD's clients.

Bona Vacantia deals with ownerless property which passes to the Crown: the assets of dissolved companies, the estates of persons who die without leaving a will and without kin and other miscellaneous bona vacantia in England and Wales. Income arising from bona vacantia goes to HM Treasury, as part of the Consolidated Fund for the benefit of the general exchequer.

GLD's **Centres of Excellence** are formal networks of lawyers who have recognised expertise in an area of law or legal practice that has relevance across a number of GLD divisions and teams. These include the SI Hub which is GLD's specialist statutory instrument drafting service and Centre of Excellence for secondary legislation.

GLD Strategy 2024-27: Delivering much more than law

In 2024 we published a new departmental [strategy](#). This set out how we will achieve 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.

Our strategy centres around 3 ambitions: for the department to be **A National GLD**, offering **Rewarding Careers for All**, in **An Environment Fit for the Future**. It aligns with the 5 change priorities for the Civil Service: Capability, Place, Delivery, Digital and Data, and Innovation; these ambitions enable us to effectively contribute to being a skilled, innovative and ambitious Civil Service that is equipped for the future.

Our strategy is also a blueprint for ensuring our organisation continues to be ever more productive, offers value for money for the taxpayer and remains at the cutting edge of legal services. This is why effectiveness and efficiency are cross-cutting themes within our strategy, with our initiatives that require financial investment offering the potential for improvements in service delivery, productivity and impact. Our strategy provides the foundation for meeting the fiscal and efficiency commitments contained in the first and second phases of the Spending Review.

Business Plan 2025-26 priorities

This plan sets out the work we will do to deliver against our 3 strategic ambitions. Many of the things we intend to deliver will contribute to more than one theme: their placement reflects the closest fit and they are aligned with how they will be governed.

The delivery of our strategy relies on the critical partnership between the multiple professions and teams who make up the Chief Operating Officer Group, now in its second year, and GLD's legal teams. Continuing the development and impact of this partnership is critical to enabling GLD's legal services to remain at the cutting edge of legal practice whilst being delivered even more effectively and efficiently.



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.

Strategic aim	Project / initiative	Key outcomes
Our national estate, in London, Salford, Leeds and Bristol, provides 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.	Place	Relocate DWP legal advisers to GLD accommodation at 102 Petty France, London. Successfully move GLD Bristol office to Temple Quay House.
Colleagues feel part of multiple teams locally and nationally, with an 'Our GLD' culture common across all our national offices.	Communications Strategy	Effectively support the delivery of the GLD Strategy and continue the professionalisation of the GLD Communications Team. Deliver a programme of activities to celebrate 10 years since GLD was established, fostering connection and engagement across GLD.

Strategic aim	Project / initiative	Key outcomes
Our technology supports seamless hybrid working, smoothly connecting our people with each other, clients and stakeholders, wherever they are working.	Interoperability (Office 365)	Ensure that Office 365 is successfully implemented across GLD.
	Secure systems and facilities	Complete a feasibility study to maximise the use of and access to secure systems and facilities where this is possible for national security work.
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.	External Relations Strategy	Plan and coordinate strategic external engagement, embedding an engagement grid and using insight and knowledge-sharing to inform our approach.
		Be recognised for the quality, influence and impact of our legal services and promote the value of diversity and inclusion across the legal sector.
Our active nationwide recruitment achieves a vibrant, dynamic and diverse culture.	Place	Continue recruitment across our offices to grow our national footprint – where accommodation allows for this – to ensure we attract and retain the talented and diverse workforce that reflects the communities in which our offices are based.



Rewarding Careers for All

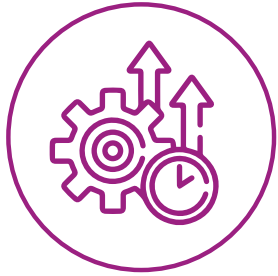
Colleagues across GLD understand clearly how they contribute to our Purpose, Vision and Values. They feel valued and respected and have a clear and accessible career pathway which supports them to progress within their chosen professions and specialisms. We attract and retain sufficient talent across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

In 2025, we will begin implementing our new People Strategy (2025-28). This will enable our people to deliver much more than law through the realisation of our new People Ambitions of **Collective Leadership**; **Diversity & Inclusion and Wellbeing**; **Learning and Performance Culture**; **Inclusive Talent**; and **Connection and Engagement**.

Strategic aim	Project / initiative	Key outcomes
We champion our unique role at the heart of government, highlighting the real impact of everything we do in service of our fellow citizens.	Government Legal Profession Strategy	Establish a strong Government Legal Profession brand. Deliver cross-government conferences to upskill and build on our communities of practice. Pilot digital collaboration tools across the Government Legal Profession.

Strategic aim	Project / initiative	Key outcomes
<p>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.</p>	Diversity and inclusion	<p>Diversity and inclusion are integral to everything we do in GLD to ensure our long-term success.</p> <p>Improve diversity data to identify future priorities and tackle inequality wherever it may appear.</p>
	Early career talent and legal career pathways	<p>Continue improved recruitment of legal trainees, apprentices and paralegals.</p> <p>Clear career offer for all our staff: through legal career pathways for our lawyers and through access to the Civil Service professions’ development offer for all other staff.</p> <p>Improved guidance and proactive career coaching as part of our talent offer.</p> <p>Build on outreach activity to support A National GLD and our People Strategy ambitions.</p>
	Cross-functional professions offer	<p>Stronger connection to both GLD and the wider Civil Service through improved induction and more structured links to the Civil Service professions.</p>
	Innovation	<p>Deliver a tailored innovation course, co-designed with the legal sector.</p>

Strategic aim	Project / initiative	Key outcomes
We 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 Senior Civil Service, based in all our locations.	SCS leadership	Build our leadership capability at all levels, including through cross-Civil Service programmes for all staff, and GLD-specific development for our Senior Civil Service.
We maximise our reward and recognition opportunities and 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.	Employee benefits	Continue to modernise our pay and reward system to ensure that it enables GLD to attract and sustain talent. Retender occupational health and employee benefits contracts.



An 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.

Strategic aim	Project / initiative	Key outcomes
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.	Spending Review 2025	Implement agreed 2% spending efficiencies for 2025-26 and develop plan to deliver efficiencies for the remainder of the Spending Review period (once agreed in late spring 2025) to deliver value for public money.
	Counsel Diversity Project	Improve diversity of our panels, how we choose counsel and how we monitor our use of counsel, to support and promote the use of counsel from a diverse range of backgrounds.
	Strategic sourcing	Employ a consistent and intentional approach to retaining core GLD work in-house. Outsource where it provides value for money, to support departments across government to achieve Spending Review efficiencies.
	Horizon scanning	Prepare for development of the next GLD Strategy beyond 2027. Understand what future challenges we may need to respond to as a legal organisation, through increased horizon scanning capability.

Strategic aim	Project / initiative	Key outcomes
	Legal Panel for Government	<p>A new legal services framework for government to support the public sector in achieving maximum value when procuring external legal services.</p> <p>Ensure we understand spend across government on legal services.</p>
Our structures and processes are responsive and adaptive, so that we anticipate and meet changing priorities in the most cost-effective way.	Legal Operations	<p>Continue development of our Legal Operations Directorate.</p> <p>Develop the Legal Delivery Division, building, expanding and aligning capabilities.</p> <p>Further scope work to ensure we build legal operations capability to deliver a high-quality service for legal colleagues.</p>
	GLD service catalogue	<p>Internal publication of GLD corporate service catalogue to increase understanding of the services delivered across the organisation.</p> <p>Drive operational efficiency and ensure value for money through the enhancement of our partnership approach across GLD.</p> <p>Enhance Chief Operating Officer Group delivery and improve user satisfaction.</p>
We invest in state-of-the-art technology, including AI, and our people have access to excellent, modern digital tools, which they use confidently to deliver high-quality services efficiently and smoothly.	Artificial Intelligence	<p>Ensure AI developments in the legal sector inform effective and efficient delivery of our legal services.</p> <p>Understand and map AI-related activities across the organisation and connect people working on AI to ensure best practice is shared.</p>
	Legal Practice Management system	<p>Deliver a new legal practice management system that enables our teams to share case information and advice effectively and efficiently.</p>

Strategic aim	Project / initiative	Key outcomes
	LION (Legal Information Online Network)	Develop a new platform to facilitate knowledge exchange across more than 130 organisations in the Government Legal Profession.
	gld.digital	Consolidate services onto a common platform to provide access to knowledge, resources and services to meet the needs of legal teams across government.
Our data strategy delivers comprehensive, accurate and relevant cloud-based data, supporting evidence-based business decisions with measurable impact.	Data management and exploitation	<p>Implement standardised data management practices to ensure we have visibility of all data our teams create, effectively manage client data and ensure compliance with regulatory frameworks.</p> <p>Provide transparency and accountability, leverage new digital systems and AI to improve our productivity and enhance value for public money.</p> <p>Streamline use, collection and reporting of HR data.</p>
We meet enhanced sustainability targets, achieving our commitment to reduce emissions by 2030 and achieve net zero by 2050.	Implement sustainability policy across GLD; Greener Litigation Pledge	Establish sustainability metrics, reduce paper usage by implementing Greener Litigation practices and our Legal Practice Management system and comply with the government's sustainability target.

Our performance measures

Our performance measures reflect our continued commitment to high professional standards as well as delivering client satisfaction, whilst recovering our operating costs in full by the year end.

These measures are agreed with HM Treasury, they 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

How we are structured

The majority of our employees are lawyers. The remainder of the workforce are paralegals, business management and cross-functional professionals required to support the operation of the organisation and delivery of change.

For more information about our structure, visit [GOV.UK](https://www.gov.uk).



The Executive Committee

Top row left to right: **Susanna McGibbon KC (Hon)**, Permanent Secretary, Treasury Solicitor and Chief Executive of GLD; **Richard Cornish**, Director General and Chief Operating Officer; **Caroline Croft**, Director General, Employment with Economic Recovery and UK Governance; **Sarah Goom**, Director General, Commercial with Trade and International.

Second row left to right: **Mel Nebhrajani CB**, Director General, Litigation with Justice and Security; **Damian Paterson**, Strategy, People and Culture Director; **Carmel Thornton**, Finance, Operations and Digital Director.

Our resources

We plan to use the following number of people to deliver our business plan this year:

	Full time equivalent
Advisory directorates	1,715
Litigation Directorate	836
Commercial Law Directorate	259
Employment Directorate	189
Legal trainees	138
Chief Operating Officer Group (including Bona Vacantia)	480
Total staff	3,617

We operate with a balanced budget and plan to spend circa £367m (net), broken down as follows:

	£'000
Staff costs	321,674
Other operating costs	2,308
Accommodation (net of income)	15,786
Depreciation	4,250
Project delivery and assurance	3,158
ICT maintenance and network	8,224
Training	3,785
LION (net of income)	2,204
Other administration costs	6,407
Total operating costs	367,796
Net disbursements	200
Total costs	367,996

These costs will be funded by:

	£'000
Legal fees and charges to clients	362,390
Recovery of the cost of Bona Vacantia	5,206
Funding from the Parliamentary Estimate	400
Total income	367,996

Governance of business plan delivery

Our progress against the business plan is monitored by the Delivery and Assurance Portfolio Committee and reported quarterly to the Executive Committee. Our financial performance and management of risk will be monitored closely by the Executive Committee and the Board throughout the year. A number of risks have been identified, specific to delivery of this year's business plan, and will be overseen by the relevant risk owners.

The Board is chaired by the Lead Non-Executive Board Member (Rt Hon Dame Janet Paraskeva) and is made up of the Permanent Secretary (Susanna McGibbon KC (Hon)), Director General and Chief Operating Officer (Richard Cornish), the Director of Finance, Operations and Digital (Carmel Thornton), the Director General of the Attorney General's Office (Doug Wilson KC (Hon) OBE) and 2 further non-executive board members (Tim Fallowfield OBE and Mike Green).

The Executive Committee (pictured on page 23) is chaired by Susanna McGibbon, GLD's Permanent Secretary, Treasury Solicitor and Chief Executive, and is made up of GLD's Executive Team: the 3 legal directors general (Caroline Croft, Director General of Employment with Economic Recovery and UK Governance; Mel Nebhrajani CB, Director General of Litigation with Justice and Security; Sarah Goom, Director General of Commercial with Trade and International), the Chief Operating Officer (Richard Cornish), the Director of Finance, Operations and Digital (Carmel Thornton) and the Director of Strategy, People and Culture (Damian Paterson).

The Board is advisory and the Executive Committee is the ultimate decision-making body.



A National
GLD



Rewarding
Careers for All



An Environment
Fit for the Future