



Government  
Legal Department

# Business Plan 2026 – 2027





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# Foreword



Here in the Government Legal Department, we aim to do what it says on the tin. We provide the best possible legal services to government. We enable it to govern well, within the rule of law.

This business plan attempts to describe what we have done, what we are doing, and what we plan to do. It intends to give as much transparency as is possible, while still fulfilling our professional legal obligations.

From advising on immigration system reform and supporting work to strengthen our national security, in responding to global conflicts in Ukraine and the Middle East, through to working on social and affordable housing and healthcare, GLD gets things done. We support the Government in the challenges it faces, both in this country and across the world, making law and politics work together.

To do this we have to be brilliant lawyers and in the right places. We have to be at the heart of enabling reform within government, both in how we run ourselves and in how we spearhead change across the rest of Whitehall and beyond. This means doing some things

differently to ensure we have a service fit for the future, flexible in our capability and able to adapt.

For any lawyer who wants the most interesting work with a sense of purpose, I hope you read this and think about joining us. We have the best legal jobs out there.

For other professionals, I hope you might read this and think about joining us too. We want to be role models for successful reform across government. We need all kinds of expertise to be radical and simple in our approach to getting the job done.

For anyone else, and particularly those new to our work, I hope you will come away with a strong sense of the contribution that GLD's people make to the government and the country, and share in some of the immense gratitude I feel for their integrity and commitment.

A handwritten signature in black ink, appearing to read 'Douglas Wilson'.

**Douglas Wilson KC (Hon) OBE**  
Treasury Solicitor and Permanent Secretary

# Who we are and what we do

The purpose of the **Government Legal Department (GLD)** 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 government needs – guided by clear principles that secure the best value for the taxpayer. GLD offers unparalleled opportunities for us to work on the most interesting and challenging legal issues of the day, shaping policy and public life.

Through our work, we play a pivotal role in shaping and developing the law, enabling the delivery of government priorities and vital public services. Our ambition is clear: to be an outstanding legal organisation – renowned for excellence, professionalism and impact – and a brilliant place to work where our people can thrive and fulfil their potential.

Led by the Treasury Solicitor, and sponsored by the Attorney General’s Office, GLD operates at the heart of government. The Attorney General, as the Government’s chief legal adviser, oversees the Law Officers’ Departments and is accountable to Parliament for GLD’s performance. GLD has a unique position of trust, responsibility and influence within government.

Our lawyers bring a distinctive cross-government perspective, combining deep legal expertise with an understanding of ministerial priorities, Parliamentary process and the realities of policy delivery. Strong, trusted relationships with the departments we serve underpin everything we do. Our lawyers are supported by colleagues from a wide range of government professions, bringing their own experience and expertise, and enabling us to deliver high-quality legal work.

GLD is an agile, future-focused organisation, able to sustain high-quality legal services through significant and sustained change. From machinery of government changes and major international negotiations, to high-profile inquiries and fast emerging global challenges, GLD mobilise our full legal capability to deliver timely, impactful advice where it matters most.

Having marked our tenth anniversary, we are now firmly focused on the decade ahead – ensuring our services remain resilient, modern and fit for the future.

This business plan sets out how GLD will deliver in the final year of our **2024–27 Strategy**. It sets out how we play our role in public sector reform, prioritising

delivery, innovation and pride through high performance, going further and faster in the delivery of legal services, operating GLD in the most productive, efficient, agile and sustainable way to deliver outcomes that matter for the public. We will continue to modernise and innovate as part of a changing Civil Service, as part of our GLD 2030 plan, while staying true to our founding principles – delivering outstanding legal services and helping the government to govern well, within the rule of law.

# Our legal priorities for 2026-27

## Delivering outcomes that matter for the public

As the government's trusted legal adviser, GLD occupies a unique position in the legal world and plays a central role in delivering outcomes that matter for the public. Our advisory teams and expert services, including Litigation, Commercial and Employment, collaborate with their counterparts across government to deliver on priorities including sustained economic growth, high-quality public services and safer streets.

GLD will continue to serve the government with purpose, delivering on the Prime Minister's ambitious agenda for the country and ensuring every single person in the country, every day, can depend on our work.

## Employment with Social Policy Group

The Employment with Social Policy Group lawyers focus on providing legal services and support related to employment, economic recovery, and governance within the UK. In 2026-27 we will be advising and working on:

- the **Railways Bill**, establishing Great British Railways as a coordinating body for the industry and facilitating rail sector reform to deliver a simpler, passenger-focused railway (Department for Transport)
- the **Civil Aviation Bill**, modernising aviation regulation and improving investor confidence in critical infrastructure through reforms including airport slot allocation, airspace and consumer rights (Department for Transport)
- legislation to abolish **NHS England** and give effect to certain other policies within the 10 Year Health Plan (Department of Health and Social Care)
- the implementation of new legislation, including the **Mental Health Act 2025**, reforming mental health treatment, and the **Employment Rights Act 2025**, including powers to create fair pay agreements in the adult social care sector (Department of Health and Social Care)

- as the **Employment Rights Act 2025** comes into force, we will also work to ensure that the Civil Service is ready for changes that this will bring (Employment Directorate)
- the **Tobacco and Vapes Act 2026**, introducing the smokefree generation policy which will gradually raise the age of sale of tobacco products year by year, and a ban on advertising of vaping and nicotine products (Department of Health and Social Care)
- reforms to **Special Educational Needs and Disability** provision, including primary and secondary legislation and advice on funding to enable mainstream schools to transition to a more inclusive approach (Department for Education)
- the Government's response to the Supreme Court decision on **For Women Scotland**, including taking the revised Equality and Human Rights Commission Code of Practice on Services through Parliament and coordinating cross-government work on sex and gender (Office for Equality and Opportunity)
- the commitment to deliver 1.5 million homes, including the **Planning and Infrastructure Act 2025** to accelerate housing delivery, streamline infrastructure consenting and strengthen environmental protections and the New Towns Taskforce (Ministry of Housing, Communities and Local Government)
- social and affordable housing, including implementation of the **Renters' Rights Act 2025**, ensuring private renters have access to secure and decent homes, the **Building Safety and Remediation Bill**, accelerating the remediation of unsafe cladding across residential buildings, particularly in the social housing sector, and the **Commonhold and Leasehold Reform Bill**, making commonhold the default tenure for new flats and banning long new leasehold flats (Ministry of Housing, Communities and Local Government)
- reforming devolution and voting, including introducing the **Representation of the People Bill** to extend the right to vote to allowing 16 and 17-year-olds, and the **English Devolution and Community Empowerment Act 2026**, modernising local government, as the foundation for devolution, and giving communities stronger tools to shape their local areas (Ministry of Housing, Communities and Local Government)
- implementing the **Public Authorities (Fraud Error and Recovery) Act 2025**, safeguarding public money by reducing public sector fraud, error and debt and

the **Pensions Schemes Act 2026**, building a system that is easier to navigate, better run and more supportive of people as they move towards retirement (Department for Work and Pensions)

- delivering a major **youth employment drive** backed by £1 billion will help create 200,000 jobs for young people, alongside the biggest transformation of apprenticeships in a decade. This will include a new Youth Jobs Grant, expansion of the Jobs Guarantee, an Apprenticeship Incentive to drive progress towards the Government's target of creating 50,000 more apprenticeships, and further reforms to the Growth and Skills Levy (Department for Work and Pensions)

## Litigation with Justice and Security Group

The Litigation with Justice and Security Group lawyers focus on providing legal services and support related to litigation, justice, and security within the UK. In 2026-27 we will be advising and working on:

- strategic **government responses to major inquiries** and **national security investigations** aided by the creation of a bespoke Public Inquiries Division and National Security Inquiry Response team (Litigation Directorate)
- meeting the **unique litigation and public inquiry** needs of government, driving efficiency and focusing on the strategic management of litigation (Litigation Directorate)
- the **Public Office (Accountability) Bill**, placing a new legal duty on public servants to act truthfully and fully support inquiries, ensuring wrongdoing is not concealed and delivering justice for victims (Cabinet Office)
- implementing the **Public Sector Fraud Authority's** new powers to investigate public sector fraud outside of the tax and social security systems (Cabinet Office)

- responding to public inquiries including the [Covid-19 Inquiry](#) examining the UK's response to and impact of the pandemic (Cabinet Office and Litigation Directorate)
- supporting [immigration system reform](#), changes to asylum accommodation to end the use of hotels by 2029, and extending the Hillmore agreement with France to deter dangerous illegal migrant journeys to the UK (Home Office and Litigation Directorate)
- supporting the implementation of the [Crime and Policing Act 2026](#), improving policing, strengthening the response to violence against women and girls, and tackling anti-social behaviour, knife and retail crime (Home Office)
- supporting the [Northern Ireland Troubles Bill](#), to put in place a fair and transparent system that enables families of victims to seek answers (Northern Ireland Office)
- managing the unique implications of the [Windsor Framework](#), to facilitate trade across the Northern Ireland and Republic of Ireland borders and between the UK and EU after Brexit (Northern Ireland Office)
- implementing the [Sentencing Act 2026](#), strengthening community punishment and ending automatic release for badly behaved offenders (Ministry of Justice)
- the [Victims and Courts Act 2026](#) to seek better protections for victims in the criminal justice system through new sentencing powers, parental restrictions for child sex offenders and increased powers for the Victims' Commissioner (Ministry of Justice)
- implementing the [Armed Forces Bill](#), to strengthen national security and support for service personnel, the [Defence Industrial Strategy 2025](#) to support economic growth through investment and procurement, and the [Strategic Defence Review](#) which considers threats to the UK and how to meet them (Ministry of Defence)

## Commercial with Trade and International Group

The Commercial with Trade and International Group lawyers focus on providing legal services to a wide range of policies in support of the Government's growth agenda and international trade and commercial activities. In 2026-27 we will be advising and working on:

- commercial law, commercial litigation and property matters, including achieving **growth through procurement**, using new approaches to fund innovation, supporting complex projects and disputes involving third parties, and commercialisation of government assets (Commercial Law)
- negotiating **Free Trade Agreements** including finalising the US/UK Economic Prosperity Deal, to boost mutually beneficial, high-quality trade, remove barriers for businesses and reinforce a fair, reciprocal, and forward-looking economic partnership (Department for Business and Trade)
- implementing the Government's plan to **Make Work Pay** and the **Employment Rights Act 2025** (Department for Business and Trade)
- **implementing regulatory reform** to lift burdens on business and enhance growth in the economy (Department for Business and Trade)
- the **Financial Services Bill**, to support the Government's growth agenda, the development of stablecoin and the regulation of the cryptocurrency market (HM Treasury)
- the **Clean Power 2030 Action Plan**, to meet Britain's electricity demand with energy from clean sources, advising on the delivery of the **Warm Homes Plan**, to tackle fuel poverty and transform homes for the future, and supporting the Government's implementation of the recommendations of the **Nuclear Regulatory Review 2025** (Department for Energy Security and Net Zero)
- supporting **EU Reset priorities** on a common sanitary and phytosanitary area, implementing an extensive statutory instrument programme (Department for Environment, Food and Rural Affairs)
- the **Clean Water Bill**, implementing the Government's 2026 white paper **A new vision for water**, which sets out a once in a generation reform of the water industry (Department for Environment, Food and Rural Affairs)

- the **Cyber Security and Resilience (Network and Information Systems) Bill**, to improve UK cyber defences and protect our essential public services (Department for Science, Innovation and Technology)
- the **Digital Access to Services Bill**, to provide easier access and enhanced security when using public services (Department for Science, Innovation and Technology)

# GLD Strategy 2024-27

We are now in the final year of our GLD Strategy 2024-27, which sets out an ambitious vision to be an outstanding legal organisation, committed to the highest standards of service and professionalism and a brilliant place to work, where people thrive and fulfil their potential. The strategy has 3 overarching strategic ambitions: **A National GLD**; **Rewarding Careers for All**; and **An Environment Fit for the Future**.

We have accomplished a great deal since the publication of our 2025-26 Business Plan including:

- expanding our national footprint and introducing more targeted external relations activity (**A National GLD**)
- developed early career talent and legal career pathways, undertaken outreach activity, and built a community of practice through the Government Legal Profession (**Rewarding Careers for All**)
- continued the rollout of Artificial Intelligence tools and enshrined our commitment to environmental sustainability in our organisational Values (**An Environment Fit for the Future**)

In GLD, our commitment to the department's continued development does not end with our strategy. We are constantly looking beyond to ensure we are as productive, innovative and efficient as we can be in supporting the reform of public services and their delivery to citizens. We call this commitment **GLD 2030**. In our final year of our strategy, we will prioritise delivery that enables us to work evermore at pace, collaboratively and with agility as part of a modern, innovative Civil Service.

# Business Plan 2026-27 priorities

This plan sets out the work we will do to deliver against our 3 strategic ambitions. Building on the success of previous years, we will prioritise the activities that enable us to modernise and innovate, and deliver value for public money, going further and faster to deliver on our ambitions.

We continue to draw on our partnership between our legal teams and the many professions that make up our Chief Operating Officer's Group, now in its third year. Our collaboration is critical to ensure GLD's legal services remain high-quality and are delivered cost-effectively, in support of our 2024-27 Strategy.



## 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 deliver **A National GLD**, ensuring we are shaping a Civil Service that is more representative of the communities we serve, we will prioritise the following activities in the final year of our strategy: **Places for Growth** and improvements to the **GLD Estate**. This will enable us to contribute to strengthening the government's presence across the UK and bring more senior and policy roles outside of London.

In 2026-27 we will also continue to strengthen our digital resilience, ensuring that our technologies support **interoperability** across all GLD teams and with the departments we work with and provide access to **secure systems and facilities** that enables our people to connect with each other, departments and stakeholders wherever they are working.

Priority	Purpose	Key deliverables
<b>Places for Growth</b>	To further expand our national footprint and grow our talent base outside London, ensuring GLD reflects the communities we serve and builds capability across the UK.	<p>Increased number of GLD staff, both Senior Civil Servants and delegated grades, based outside London.</p> <p>Set out a plan to our Executive Committee and Board on how legal and corporate roles will be located across sites and regions, and the roles in scope.</p> <p>Report on our geographic distribution on a quarterly basis to our Executive Committee and Board to track progress.</p>

Priority	Purpose	Key deliverables
<b>GLD Estate</b>	To consolidate our estate, providing our people with spaces that support connection, collaboration and productivity.	Move into our new Bristol accommodation and prepare for our London relocation in 2028.

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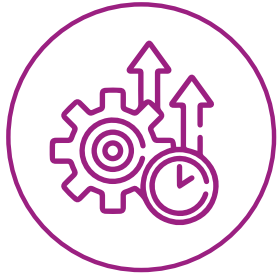
## Rewarding Careers for All

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.

We will continue to build on the excellent progress to deliver our ambition to provide **Rewarding Careers for All** through the final year of our strategy. We will prioritise delivery of Year 2 of our **People Strategy**, which incorporates our commitment to build a high-performing Senior Civil Service, alongside ensuring all colleagues feel connected to our department and the wider Civil Service.

In 2026-27 we will continue to champion the unique role government lawyers play in enhancing the lives of citizens of the UK through delivery of the final year of the **Government Legal Profession Strategy**. We will also continue to foster increasing diversity and inclusion by supporting and promoting the use of counsel from a diverse range of backgrounds, further embedding our **Counsel Diversity** measures into our day-to-day activities.

Priority	Purpose	Key deliverables
<b>People Strategy</b>	To strengthen collective leadership, career pathways and professional development so every colleague feels connected, supported and able to thrive.	<p>Increase line manager and Senior Civil Service capability, evidenced through our People Survey results, performance management and delivery.</p> <p>Embed and enhance our Strategic Workforce planning system to understand longer term capability and capacity requirements for legal services across government.</p> <p>Invest in early talent to diversify routes into GLD and the wider Government Legal Profession.</p>



## 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.

To support our government to rewire the state, strengthening Civil Service productivity and efficiency, in the final year of our current strategy we will accelerate our efforts to build **An Environment Fit for the Future**. We will prioritise activities that serve our government with purpose, supporting the drive to modernise and innovate. These include: **Strategic Resourcing, Legal Process Services, Legal Technology and Artificial Intelligence, Shared Services, Data Management**, and **Corporate Service Improvement**.

In 2026-27 we will also continue to build **Legal Operations** capabilities in our department, ensuring that our legal teams and colleagues across government can draw on high-quality services to support cost-effective and efficient delivery. We will ensure our recently launched **Senior Treasury Counsel Panel** supports the government to strategically coordinate its most significant litigation. Finally, having incorporated **Sustainability** into our GLD Values, we will build on our commitment to contribute to delivery of the government's Net Zero obligations, embedding sustainability considerations into our decisions.

Priority	Purpose	Key deliverables
<b>Strategic Resourcing</b>	To unlock a sharper, system-wide view of legal spend and embed a smarter resourcing model that puts the right legal capability exactly where government needs it.	<p>Grow our in-house legal workforce and continue our partnership with external panel firms, boosting value for money and maximising the impact of every hour of legal expertise.</p> <p>Understand cross-government legal spend to support application of our strategic resourcing principles.</p>
<b>Legal Process Services</b>	To expand and embed high-quality legal support roles that free lawyers to focus on complex, high-value work by optimising processes, delivery and capability.	<p>Align and improve existing legal process services.</p> <p>Introduce new capabilities such as Legal Project Management, Legal Process Improvement and Legal Technologists to support and enable greater efficiency in our delivery of legal services.</p>
<b>Legal Technology and Artificial Intelligence (AI)</b>	To accelerate the adoption of modern legal technologies and AI tools that transform how legal work is managed, shared and delivered across government.	<p>Prepare for deployment of our Legal Practice Management system in subsequent financial years.</p> <p>Deliver increased AI capability across GLD.</p>
<b>Shared Services</b>	To replace legacy systems and transition towards modern shared services that provide a seamless, reliable and efficient platform for HR, finance and operational delivery.	Develop a Business Case for an Enterprise Resource Planning system to replace our legacy HR and finance systems.

Priority	Purpose	Key deliverables
<b>Data Strategy</b>	To build consistent, organisation-wide data practices that give GLD clear, trusted insight on performance, risk and delivery.	<p>Develop our data strategy.</p> <p>Introduce strengthened data management practices and controls across GLD.</p>
<b>Corporate Service Improvement</b>	To redesign and elevate our corporate services so they are simpler, more intuitive and consistently aligned to the needs of our people and the organisation.	<p>Roll out our Corporate Service Catalogue to make it easier to access and improve the user experience of GLD corporate services by adopting new approaches to the management of GLD corporate services.</p> <p>Launch a performance and analytics hub to improve our performance analysis and data science capabilities.</p>

# Our performance measures

Our organisational performance measures reflect an agreed performance framework for evaluating the success of our strategic delivery, in addition to long-standing measures agreed with HM Treasury.

The measures agreed with HM Treasury 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: **Doug Wilson KC (Hon)**, Treasury Solicitor;  
**Richard Cornish**, Director General and Chief Operating Officer;  
**Caroline Croft**, Director General, Employment with Social Policy;  
**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	1,827
Litigation Directorate	901
Commercial Law Directorate	273
Employment Directorate	189
Legal trainees	153
Chief Operating Officer Group (including Bona Vacantia)	500
<b>Total staff</b>	<b>3,843</b>

We operate with a balanced budget and plan to spend circa £413m (net), broken down as follows:

	£'000
Staff costs	362,782
Other operating costs	1,865
Accommodation (net of income)	15,746
Depreciation	4,100
Project delivery and assurance	3,315
ICT maintenance and network	10,937
Training	3,354
LION (net of income)	2,222
Other administration costs	8,151
Total operating costs	412,472
Net disbursements	200
<b>Total costs</b>	<b>412,672</b>

These costs will be funded by:

	£'000
Legal fees and charges to clients	405,444
Recovery of the cost of Bona Vacantia	5,001
Funding from the Parliamentary Estimate	2,227
<b>Total income</b>	<b>412,672</b>

# Governance of GLD

The **GLD Board** is chaired by the Lead Non-Executive Director (Rt Hon Dame Janet Paraskeva) and is made up of 3 NEDs (Dame Janet Paraskeva, Tim Fallowfield OBE and Nicola Sawford); the Treasury Solicitor; Chief Operating Officer; Finance, Operations and Digital Director; and the Director General of the Attorney General's Office.

The **Executive Committee** (pictured on page 19) is chaired by the Treasury Solicitor, and is made up of GLD's Executive Team: the 3 Legal Directors General; Chief Operating Officer; Finance, Operations and Digital Director; and Strategy, People and Culture Director. The Board is advisory and the Executive Committee is the ultimate decision-making body.

The Executive Committee has 4 sub-committees that provide assurance, challenge, and support to strategic issues for GLD:

**People Committee** provides strategic oversight of how GLD supports and manages its people.

**Legal Quality and Innovation Committee** is responsible for matters relating to the quality and effectiveness of our legal work and innovation in the delivery of our legal services.

**Client and External Relations Committee** is tasked with managing and enhancing relationships with clients, the Government Legal Profession, legal professionals and regulatory bodies.

**Delivery and Portfolio Assurance Committee** has oversight of the GLD business plan deliverables from inception through to implementation.

# Our principal risks

Our risks are aligned with HM Treasury's risk management guidance, The Orange Book:

- **Property** – We do not deliver on health and safety obligations caused by poor management leading to unsafe and unsuitable buildings or unsuitable equipment for staff.
- **Business Continuity** – We do not prepare for significant external events which impact the delivery of legal services or cost recovery.
- **Security** – We do not keep pace with emerging threats or a failure of compliance as a result of inappropriate awareness, culture and practice across personnel, physical and cyber security domains. Resulting in harm, or sanctions, or has an adverse impact on our ability to deliver legal services to our clients.
- **Technology** – We fail to provide IT tools on a consistent basis, impacting efficiency and productivity. Inadequate IT could impact our core purpose and strategic vision delivery; staff morale and productivity; and service delivery.
- **Operations** – We could lose money due to fraud and error as a result of fraudulent staff, fraudulent suppliers or external fraudsters making fraudulent payments, changes to bank details, authorising fake invoices leading to inappropriate use of GLD assets, loss of assets, selling GLD data, or inappropriate use of GLD travel contracts.
- **Financial** – We do not generate sufficient income to achieve full cost recovery and/or we breach one of our HM Treasury control totals or fail to meet our Spending Review commitments.
- **People** – We are unable to attract and retain sufficient legal and other professionals necessary to deliver against the demand for GLD's services.
- **Client and External Relations** – We fail to meet the demand for high quality, trusted and integrated legal services (utilising a combination of internal and external legal provision) at an acceptable cost to clients, leading to loss of confidence in GLD and undermining our role as the default provider of legal services to government.
- **Legal Practice Management** – Our project to implement a Legal Practice Management system is unsuccessful, does not deliver its anticipated benefits in full or significantly slips and is not completed before the existing unsupported core operational Case Management System fails (critical issue for GLD), adversely impacting service

delivery and compliance, resulting in financial penalties, reduced productivity and reputational damage.

- **Innovation** – The absence of a clear innovation strategy, well-defined innovation processes, and strong innovation capabilities – combined with the rapid development and wider availability of generative artificial intelligence (Gen AI) could obstruct future efforts to foster innovation and build an innovation-driven culture and result in missed opportunities for improved efficiencies in GLD.
- **Strategic Workforce Planning** – Our annual workforce planning process limits our understanding of medium to long term capability and capacity requirements for legal services across government, constraining medium-long term organisational (GLD's) design and development. This could result in skills and capability gaps, a less effective workforce and inefficient deployment of GLD's capacity.



A National  
GLD



Rewarding  
Careers for All



An Environment  
Fit for the Future