



DIRECTOR'S REPORT

JUNE 2026



Shahzia Daya



In 2025/6 we focused on:

- ◆ **People and Culture**
- ◆ **Budget Monitoring**
- ◆ **Technology Updates**
- ◆ **Service Offering**
- ◆ **Priorities for 2026/7**

Our focus for 2025/6 was

'to continue the journey of transformation, building on the improvements made to date and scanning forward to secure the future of the One Legal team post reorganisation by continuing to provide high quality, value for money legal services.'

We said we would achieve this by doing the following;

- ◆ Focus on staff wellbeing, training, retention and future proofing.
- ◆ Enhance internal collaboration, training and cross-team development.
- ◆ Monitor and adjust budget in real-time, particularly where posts are income-funded.
- ◆ Collect and analyse more detailed data on service delivery to support strategic planning and drill down into the quality of data going into the case management system.
- ◆ Complete ICT improvements and Civica integration to streamline service delivery.
- ◆ Continue building toward a shared, modern legal identity that supports long-term public sector value.
- ◆ Take the best of what we do into the new legal service for Gloucestershire.



Retention, Recruitment and Collaboration

Staff turnover has fallen to its lowest level and where possible, vacancies have been filled through internal promotion.

External recruitment remains challenging despite additional recruitment and retention incentives. However, reliance on locums has reduced significantly as colleagues have developed the skills and confidence to manage more complex and higher-volume work.

Collaboration

Teams are becoming more integrated in their working practices and are enjoying working with colleagues across the County.



One Legal Away Day,
May 2026

Learning, Development and Talent Management

One Legal continues to invest in learning, development and talent management to ensure colleagues have the skills, knowledge and confidence required to deliver high-quality legal services to our partner councils.

During 2025/26, key development initiatives included the completion of ILM Level 5 Leadership and Management for the Extended Management Team, ILM Level 3 Leadership and Management for the Business Support Team and a programme of internal training for the One Legal team.

One Legal remains committed to developing future legal professionals through close working relationships with the University of Gloucestershire and the University of the West of England, including participation in law fairs, as well as providing mentoring and delivering lectures.

A key strength of the organisation is the breadth of expertise across the service and the willingness of experienced practitioners to support the development of others.

This commitment has been recognised externally through One Legal being highly commended for the Lawyers in Local Government Excellence in Training award 2026.



Staff Wellbeing

Over the past year, we have supported wellbeing through a range of initiatives including:

- Creating an environmentally friendly office space by introducing greenery into the office and arranging a garden plant swap.
- Organising social and team-building activities such as a team quiz and picnic.
- Encouraging charitable activities to raise money for the local community. We have contributed towards the Lord Mayor's Charity and Gloucestershire Bundles.
- Delivering informal, supportive lunchtime learning sessions to share knowledge and skills.
- In-person sessions with a physiotherapist providing holistic, strength and mobility strategies and free 5 day pass with the local leisure centre.

Raising awareness and engagement: Wellbeing has also been embedded into team discussions. Agenda items at the One Legal monthly team meetings have included: LawCare, input from a Tewkesbury Borough Council mental health first aider and a menopause support group lead.



Wellbeing table
One Legal Away Day, May 2026

Civica and Other ICT/AI Improvements

CoCounsel now LIVE

AI legal research tool that will enable fee earners to carryout legal research and document reviews more efficiently.

E-Sealing now LIVE

This will enable documents to be sealed remotely offering more flexibility and ability to meet partner council needs.

Civica

Enhancements to the client portal to improve user experience and ensure that requests for advice are clear and accurate from the outset. Resulting in a more streamlined process, enabling work to be allocated to the right level within the team.



★ **532 LinkedIn followers**
★ **106 new LinkedIn followers in the last 365 days**

Service Offering

Annual Partner Council Survey 2025

This was the third year of running the survey. For 2025 we added questions about the client portal experience and training for the client.

2025 had highest officer response rate of 86 officers (58 in 2024 and 49 in 2023).

Results:

- ✦ Listening to and understanding client needs: **76% very satisfied** (+13% vs 2024)
- ✦ Ability to explain information clearly: **79% very satisfied** (+39% vs 2024)
- ✦ Knowledge and expertise: **81% very satisfied** (+27% vs 2024)
- 📌 **Client results – the case closure questionnaire feedback shows we are aligned with each of our councils' aims and objectives.**

Feedback:

- ✦ Knowledgeable, professional and helpful
- ✦ Good client relationships
- ✦ Responsive

Areas to work on:

- ✦ Portal usability
- ✦ Response times
- ✦ Access and early communication

- 📌 **Action plan for these areas was taken to the board in January 2026.**



We are Ambitious

We deliver a solution focused, high quality legal service to achieve client goals.



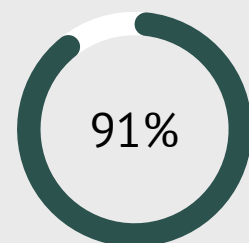
We are Collaborative

Sharing our knowledge with clients and the team to support growth in an inclusive environment.



We are Experts

A centre of public sector legal excellence delivering timely 'right first time' legal support.



Of partner council officers are likely to recommend One Legal to other public sectors

Annual Partner Council Survey July 2025
Compared with 87% in the 2024 survey

Client Satisfaction

Client satisfaction remains high and continues to improve. During 2025/26, 398 case-closure surveys were completed, up from 304 in the previous year. Of these, 390 responses (98%) rated the service either 4 or 5 stars, with 357 awarding the highest possible rating.

Feedback from case-closure and annual client surveys is reviewed regularly, with any concerns raised by partner representatives addressed promptly. To strengthen performance management, Key Performance Indicators (KPIs) have been introduced across the service.

Star Rating	2024/25 Responses	2025/26 Responses
★★★★★ (5 Stars)	263	357
★★★★☆ (4 Stars)	30	33
★★★☆☆ (3 Stars)	4	6
★★☆☆☆ (2 Stars)	6	2
★☆☆☆☆ (1 Star)	1	0
Total	304	398

Alignment with our Partner Councils

- ◆ **Gloucester City Council:** Green, quality of life, innovative and forward-thinking, passionate about Gloucester, treat all people with fairness, compassion and respect
- ◆ **Cheltenham Borough Council:** Think 'Nolan', own it, think future, develop our learning
- ◆ **Stroud District Council:** Valuing our people, aiming high, making a difference, being one Council
- ◆ **Tewkesbury Borough Council:** Open and honest, Respectful, Inclusive

Whilst each Partner Council has its own distinct values and priorities, there are clear common themes across the partnership, including accountability, innovation, continuous improvement, collaboration, inclusivity, respect and delivering positive outcomes for local communities.

One Legal's values of being Ambitious, Collaborative, Experts align strongly with these principles.

Our approach ensures that legal services are not only technically excellent but also responsive to the needs of our partners, helping to navigate change, manage risk and deliver better outcomes for the communities we serve.



Our Vision

To provide **high quality**, solution focused public sector legal services in a **supportive** environment where **everyone** can reach their full **potential**

Our Values **Ambition** **Collaboration** **Expertise**



We are ambitious

We deliver a solution focused, high quality legal service to achieve client goals



We are collaborative

Sharing our knowledge with clients and the team to support growth in an inclusive environment



We are experts

A centre of public sector legal excellence delivering timely 'right first time' legal support



Priorities for 2026/27

- ✦ Focus on staff wellbeing, training and recruitment and retention.
- ✦ Progress ICT improvements and Civica integration to streamline service delivery and improve efficiency.
- ✦ Work with S151 Officers to monitor the budget closely in light of LGR demands and ensure that current high standards are maintained whilst supporting partners through LGR.
- ✦ Take the best of what we do into the new legal service for Gloucestershire.