

**EXECUTIVE SUMMARY BUSINESS PLAN FOR LEGAL (THE PRACTICE) SHARED SERVICE  
2016/17**

| <b>Service Leads</b>          |                               |   |  |
|-------------------------------|-------------------------------|---|--|
| <b>Head of Shared Service</b> | Maria Memoli (Interim)        |   |  |
|                               | <b>Cambridge City Council</b> | <b>Huntingdonshire District Council</b> | <b>South Cambridgeshire District Council</b> |
| <b>Director</b>               | Ray Ward                      | Julie Slatter                           | Alex Colyer                                  |
| <b>Lead Councillor</b>        | Cllr Lewis Herbert            | Cllr Robin Howe /<br>Darryl Brown       | Cllr Mick Martin                             |

| <b>APPROVED BY</b>   | <b>Status</b> | <b>Date</b> |
|--|---------------|-------------|
| <b>Management Board</b>  | Draft         |             |
| <b>Shared Services Partnership Board</b>   | Draft         |             |
| <b>Joint Advisory Committee</b>  | Final draft   |             |
| <b>Cambridge City Council</b> [ <i>Executive Councillor and Scrutiny Committee</i> ] | Final         |             |
| <b>Huntingdonshire District Council Cabinet</b>                                      | Final         |             |
| <b>South Cambridgeshire District Council Cabinet</b>                                 | Final         |             |

| <b>Version</b> ( <i>Clearly indicate final version</i> ) | <b>Date</b>         |
|--|---------------------|
| <b>V0.1</b> prepared by Brian O'Sullivan                 | <b>26 May 2016</b>  |
| <b>V0.2</b> prepared by Brian O'Sullivan                 | <b>07 June 2016</b> |

## SECTION 1 – CONTEXT AND OVERVIEW

This is the Executive Summary Business Plan for the Legal Service, part of 3C Shared Services, for 2016/17.

A number of key objectives were agreed by the Leaders of the three Councils for the shared service partnership centred on increased resilience, savings, improved value for money, recruitment and retention benefits and staff development opportunities.

In essence, the drivers for the creation of the Practice are:

- savings to the three councils: creation of a single shared service increases efficiency, provides better value for money and reduces the unit cost of service delivery
- revenue generation: opportunity to generate additional income, reduce external spend and derive income from legal costs incurred or recovered in a legal activity
- collaborative innovation: increased scale enables investment in specialist roles which individually are not viable in the long-term

The services provided by the Practice are defined in the Target Operating Model and Operational Plan. These are the primary source of information about the services provided by the Practice and include a description of the service and performance measures for each.

Principles guiding the service

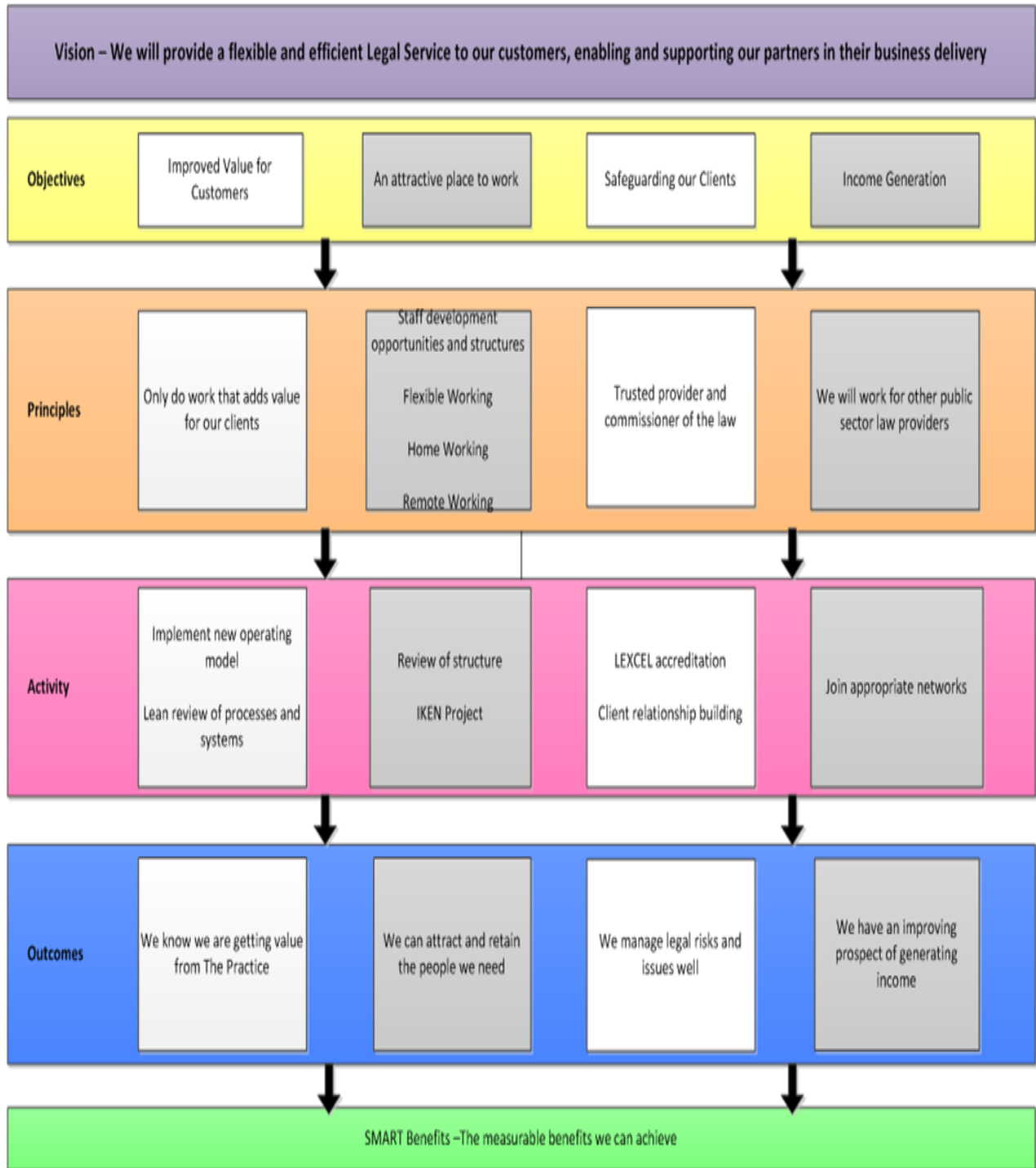
- Service delivery
- Cost optimisation
- Rationalisation of capabilities
- Work adds value to client departments

The diagram on the following page shows the vision and objectives and outcomes for the 3C ICT Practice.

Key outcomes that the service aims to achieve include:

- Value for money
- Cost savings
- Staff development
- Improved more flexible service delivery,
- Trusted provider and commissioner of the law

## Vision for the Practice



## Financial Overview

### Budget and Savings

| (net income & excluding recharges and overheads) | 2015/16 Budget   | 2016/17 Budget | 2016/17 Savings |
|--|--|----------------|-----------------|
| TOTAL  | £1,193,360   | £1,014,360     | £179,000        |
| Proportional savings per partner council         | CCC - £102,403 (57.21%)<br>HDC - £25,146 (14.05%)<br>SCDC - £51,456 (28.74%) |                |                 |

### Savings Identified and Confidence Rating

| Identified Savings          | Amount (£) | Stage         | Confidence Rating of Achieving 2016/17 savings  |
|-----------------------------|------------|---------------|---|
| Staff restructure           | 105,000    | In Progress   | <b>GREEN</b><br><br>On target to achieve savings of £179k removed from 2016/17 budget |
| Rationalising publications  | 40,000     | Delivered     |   |
| Reduction in external spend | 20,000     | Work Required |   |
| Supplies and Services       | 20,000     | In Progress   |   |

## Staffing Overview

- A review of the Senior Management has been carried out with a Head of Practice and 5 Principal Lawyers agreed. The permanent Head of Practice is due to commence employment in August 2016 and 3 of the Principal Lawyers post have been recruited with the remaining 2 being advertised externally.
- A review of the remaining staff is underway and due to be consulted on in June.
- An accommodation review has been carried out and is due to be consulted on in early June.

### **Achievements**

- The Practice is on track to deliver within budget for 2016/17 which is reduced by £179k from 2015/16 budget. Monthly meetings are held to monitor the budget.
- A review of client demand has also led to a negotiated increase in budgetary contributions to the Practice from partner councils.
- Senior management review completed and staff review on track for completion by September 2016.
- There is evidence of the flexible use of legal resources across the three Councils. The formal introduction of revised structures and working arrangements will build on and accelerate this
- The Practice now operates a uniform case management and time recording system, so time can be captured by all fee-earners. Further work is required to maximise the use of the system.

**SECTION TWO – OPERATIONAL PLAN 2016/17**

This Section sets out the “Business as Usual” priorities and the activities that *3C Shared Legal Services* will undertake to deliver value-adding services to customers.

|   | Priorities for the service   | State where these priorities are outlined (i.e. Corporate plans, ICT strategy)                      | Actions that will deliver the priority   | Outputs from the activity   | Outcomes from the activity  | Lead Officer |
|---|--|---|--|---|---|--------------|
| 1 | <p>Integrate varying policies and procedures of the three Councils into single policies and procedures e.g. the recording and collection of disbursements, the payment of fees</p> <p>Integrate a single fees charging mechanism and charge out rate for the fee earners</p> | <p>Identified from the workshops - work in progress</p> <p>Business plan and client departments</p> | Investigation into the varying policies and procedures to unite these and form into single policies and procedures | <p>Single policy and procedure where appropriate</p> <p>Make a comparison of fees and charges and look at updating these to have a single fees and charges model</p> <p>Compare costs allowed by the courts</p> | <p>Uniform policy where appropriate.</p> <p>Uniform procedures for handling legal matters</p> <p>Uniform fees and charges</p> <p>Uniform system for payment to bodies</p> <p>Uniform charge – out rates</p> | MM           |
| 2 | Review what work is outsourced at the moment and make and review if it could be carried out in-house where possible  | Initial business case agreed at July 2015 S&R Committee   | Analysis of external spend and review of capability and capacity within the Practice                               | Reduce the legal spend of the practice  | <p>A reduction in the cost of out-sourced work</p> <p>More work being carried out in-house</p>  | MM           |
| 3 | An interim solution to the work force situation  | Business Plan   | Procure a third party supplier with call off arrangements. Carry out a mini procurement exercise                   | Appointment of a third party supplier to call upon as and when to plug the gaps   | The client departments to have an efficient and professional service during the interim   | MM           |

**SECTION 3: 2016/17 SERVICE DEVELOPMENT ACTIVITIES**

| Service Objective and Outcome   | Lead Officer                    |
|---|---------------------------------|
| <p><u>Better integration of teams</u></p> <ul style="list-style-type: none"> <li>- Integrating the historic teams to become one</li> <li>- Easier to influence historical cultural differences</li> <li>- More clarity for client services on points of contact</li> </ul>            | <p>Interim Head of Practice</p> |
| <p><u>Alignment with CCC and wider shared service accommodation strategies</u></p> <ul style="list-style-type: none"> <li>- Better use of accommodation through the 3 Councils estates</li> <li>- Increased use of hot desking</li> <li>- Focus on remote and home working</li> </ul> | <p>Interim Head of Practice</p> |
| <p><u>Increased flexibility for the Practice staff</u></p> <ul style="list-style-type: none"> <li>- Ability to work from various locations</li> <li>- Ability to work from home</li> <li>- Hubs in place near local courts</li> </ul>   | <p>Interim Head of Practice</p> |

**SECTION 4 – KEY PERFORMANCE INDICATORS (KPIs)**

| Priority | Performance Measures   |  | Next Steps  |
|----------|--|--|---|
| 1        | Cycle time<br>– to provide insights into the timeliness of delivering legal services   | Measure the cycle time for legal handling of: <ul style="list-style-type: none"> <li>- Leases</li> <li>- Contracts</li> <li>- Planning advice</li> <li>- Monitoring Officer queries</li> </ul>   | <ul style="list-style-type: none"> <li>• Use IKEN to identify cycle time's to-date.</li> <li>• Agree new SLA with the 3C Management Board</li> <li>• Report to the Shared Service Joint Group six monthly on performance</li> </ul>   |
| 2        | Customer Satisfaction<br>– to assess client department satisfaction rating on services | Measure customer satisfaction in terms of: <ul style="list-style-type: none"> <li>- Service (quality, design, consistency &amp; processability)</li> <li>- Delivery (on time and speed)</li> <li>- Staff and service (availability, knowledge and responsiveness)</li> </ul> | <ul style="list-style-type: none"> <li>• Design survey to reflect measurable items</li> <li>• Agree with 3C Management Board</li> <li>• Use 'Monkey Survey' to carryout survey with client departments yearly</li> <li>• Analyse data to track performance</li> </ul>   |
| 3        | Staff productivity<br>– to assess the outputs delivered by legal personnel             | Measure the chargeable hours of all staff as a percentage of total hours.  | <ul style="list-style-type: none"> <li>• Assess current position (acknowledging that all staff have just started using IKEN for time recording)</li> <li>• Mandate the use of time recording</li> <li>• Report to the Shared Service Joint Group six monthly on performance</li> </ul>                                |
| 4        | Cost effectiveness<br>– to reflect the quality of financial management                 | Measure the financial performance against current budget and delivery of any additional savings  | <ul style="list-style-type: none"> <li>• Track current budget performance monthly</li> <li>• Monitor all external legal spend and the business case for it</li> <li>• Identify and develop further savings and efficiencies</li> <li>• Report to the Shared Service Joint Group six monthly on performance</li> </ul> |