

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

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

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

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

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

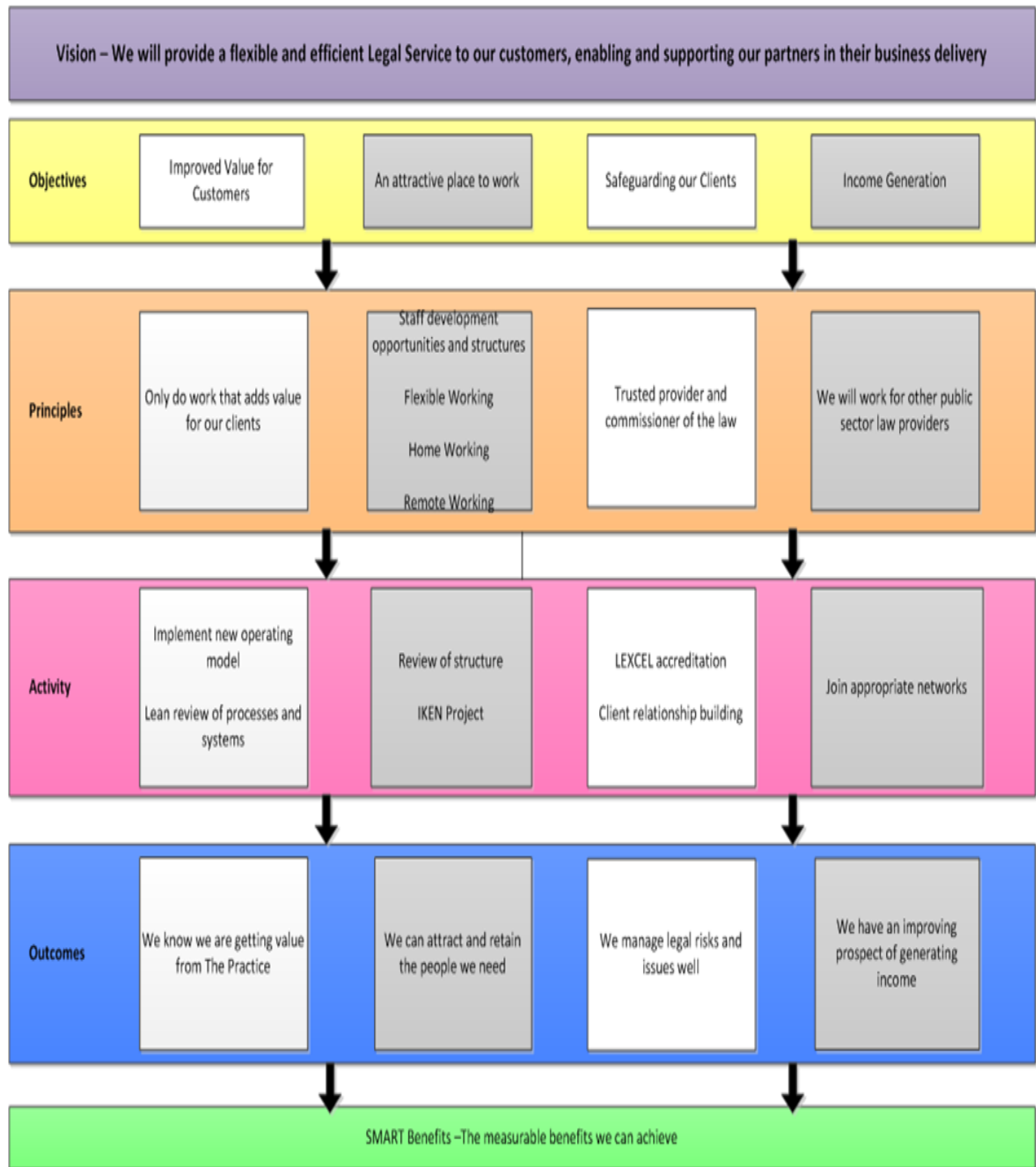
- Service delivery
- Cost optimisation
- Rationalisation of capabilities
- Work adds value to client departments

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%) HDC - £25,146 (14.05%) 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	GREEN 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 in 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"> - Integrating the historic teams to become one - Easier to influence historical cultural differences - More clarity for client services on points of contact 	<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"> - Better use of accommodation through the 3 Councils estates - Increased use of hot desking - Focus on remote and home working 	<p>Interim Head of Practice</p>
<p><u>Increased flexibility for the Practice staff</u></p> <ul style="list-style-type: none"> - Ability to work from various locations - Ability to work from home - Hubs in place near local courts 	<p>Interim Head of Practice</p>

SECTION 4 – KEY PERFORMANCE INDICATORS (KPIs)

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