

Shared Service Reporting Form

Shared Service:	3C Legal
Date of reporting:	26 January 2016
Completed by:	Tom Lewis – Head of Practice

General update	
Please provide in the space below a general update on the shared service.	
<p>Tom Lewis is now in place as permanent Head of Service, with all Principal Lawyer posts also filled. The successful recruitment of a Principal and Senior Planning Lawyer in Q3 has also filled some critical positions within the service. Locum staff are still being used but these are now in place at the discretion of the service and are meeting fluctuating business needs. A full review of all staff has been completed after consultation.</p> <p>2017/18 business plans and budgets are currently being finalised and will be approved by the relevant committees at each of the authorities. The service has gone through an office accommodation review and Cambourne will become the main office with hubs operating in the Guildhall and Pathfinder House. The move is scheduled for late February 2017.</p>	

Budget position	
What is the budget for the service area for the current financial year?	£ 1,377,440
What is the projected budget spend for the service for the current financial year?	£ 1,432,440.
If a budget overspend is predicted, please provide a commentary below on the situation, and what is being done to recover it.	
<p>Forecasted savings of £124k against 2015/16 budgets are forecasted for year end 2016/17, this is £55k short of the budgeted 2016/17 savings target. Issues around delays in recruitment, restructuring and one off costs have led to this shortfall. There is confidence with these issues now resolved that the service will meet its savings target for 2017/18.</p>	

Performance indicators				
How many are currently green (on track)?				3
How many are currently amber (within 5% of target)?				1
How many are red (more than 5% adrift of target)?				1
Please provide a commentary below on the PI's, what is being done to recover it, and a prediction of when performance will be back on target.				
PI				Commentary
Q3 Target Fee Earners Hours Recorded				Further training on Iken required to bring the actual hours recorded on track in place
Fee Earner	Target Hours for quarter	Actual Hours	%	
Total	3694	3415	92	
Q3 Complaints Received 2 complaints received in period from internal customers regarding service delivery.				Internal resolution received in both incidents
Time Efficiency New templates developed during Q3 <ul style="list-style-type: none"> - Contract Instruction Form - Client Care Letters - Model Contract for Sale - Case Plan - Shared Ownership Purchase 				These allow the fee earners to respond to and manage cases more quickly
Q3 Cases Load Total cases in Q3 were 612 for CCC (46%of total), 259 for SCDC (19%) and 438 for HDC(33%). Average days cases are opened – 3 days Current Open Case - 748				

Project update	
How many projects have been identified for implementation for this service for this year?	3
(a) Procurement – work across the 3 authorities to synchronize process and procedures	Green

(b) Lexcel Accreditation	Green
(c) Consumption Recharging Model	Green
How many are currently green (on track)?	3
How many are currently amber (some slippage, but not significant)?	0
How many are red (significant slippage)?	0
For each red project, please provide a commentary below on the situation, what is being done to recover it, and a prediction of when progress will be back on target.	
Project	Commentary
N/A	

Update on any other targets and objectives
Please provide in the space below updates against any other targets or objectives that have been included in the business plan for the current year.

Risk management	
Does the service area have a risk register?	No – high risk matters are identified via IKEN (Practice Management System). Legal would feed into risk registers for partner authorities
Please provide an update in the space below on any key risks and progress in managing and/or reducing them.	
Risk	Commentary
Lexcel Accreditation – Capacity to deliver project	Stephanie Kaloo, Practice Business Manager, has been identified as project lead. Head of Practice to monitor progress monthly and release workload if slippage is occurring

Any matters to raise with or requests of the councils?

Please provide in the space below the details of any matters you wish to raise with the councils, or any requests that you wish to make.

For the next financial year the 3C Shared Legal Service wishes to extend and formalise its commitment to excellent service provision. In addition to the measures outlined in the appended report the Practice will be making a commitment to each and every client (which will be carried at the bottom of every client communication) as follows:

3C Legal Practice – Our Commitment to our Clients:-

- We will endeavour to return telephone calls within 1 working day.
- We will acknowledge correspondence (including Emails) within 2 working days of receipt.
- We will make sure our clients are aware of the Practice’s complaints procedure.
- We will agree key deadlines/operational requirements with clients within 5 working days.
- We will regularly update our clients on progress (weekly unless no movement on a particular matter)

Clients will be able to feed back any failures against these service standards to the fee earner and Practice Manager in order to enhance and improve the performance of the Practice. Principal Solicitors’ will also be expected to monitor their team’s performance with monthly spot checks to ensure delivery.

Consumption Recharging Model

By identifying total number of fee earners (including Business Practice Manager and staff) x productive hours (1,200 hours quoted in original Business Case) = Total Productive Hours.

Monitoring of case work has started in Q4 and formal reporting will commence from the 1 April in line with the following process.

Convert Total Productive Hours to Partner Authority Hours (using the Business Case percentages i.e. the original investment into the Shared Service). This would effectively become each authority’s budgeted hours. The example below assumes 20 fee-earning staff @1,200 hours.

	Business Case %	Partner Authority Hours
CCC	57.21	13,730
HDC	14.05	3,370
SCDC	28.74	6,900
Total	100.00	24,000

3CLSS staff would time record all case work against a unique Iken reference which would include a specific client and authority reference. This would enable monitoring at authority level and comparison against the Partner Authority Hours and also the ability to see the detail below that level by individual case. It is proposed that quarterly monitoring reports would be submitted to the Board, alongside the normal financial and performance data. The Head of Legal Practice will review consumption on a monthly basis and liaise with clients as necessary.

The monitoring report will include the total number of hours consumed by each client. Each partner authority will have the opportunity to review the hours consumed and sign it off. It is not proposed to generate individual invoices for each Iken case throughout the year, but look to move to quarterly billing based on the agreed total hours of consumption, when appropriate.

This arrangement is meant to be transparent and fair to all parties, so that each partner authority is aware of their level of consumption at all times. The quarterly monitoring should also establish if current consumption is significantly different from the Partner Authority Hours and allow opportunity for each authority to feed into their respective financial processes. Working on this model a move to individual matter invoicing allowing greater efficiency and understanding of client need may be possible.

There will be a need to establish the total cost of the service, so this links to the current work to review overheads including reflecting changing accommodation from the Guildhall to Cambourne.

There will remain the need for specialist external advice to be obtained where the in-house resource cannot cover client need and particularly where work is one-off/bespoke in nature. This work would need to be funded directly from partner authority budgets and would be outside of the recharging process described above.

Once the office move to Cambourne is complete, the service will be able to properly test the reports that Iken produces, with a proposed 1 April 2017 go-live date.

Legal Practice – Performance – 1st April 2016 to date

1. Number of New Cases Received by the Practice

2016	CCC					SCDC					HDC				
	<u>Contracts</u>	<u>Property</u>	<u>Governance</u>	<u>Litigation</u>	<u>Planning</u>	<u>Contracts</u>	<u>Property</u>	<u>Governance</u>	<u>Litigation</u>	<u>Planning</u>	<u>Contracts</u>	<u>Property</u>	<u>Governance</u>	<u>Litigation</u>	<u>Planning</u>
Apr 151	4	30	0	23	6	0	6	6	5	13	0	9	11	35	3
May 127	0	36	2	20	6	0	10	4	4	9	1	6	3	26	0
June 149	7	26	0	18	2	2	17	0	7	26	3	4	2	31	4
July 134	11	30	0	18	9	0	4	0	7	4	2	11	0	34	4
Aug 166	3	31	0	47	1	0	9	0	7	15	2	5	0	37	9
Sept 155	1	27	0	38	2	0	14	0	3	13	0	6	0	43	8
Oct 141	2	29	0	40	2	0	13	1	5	7	0	5	0	33	4
Nov 149	7	26	0	31	4	0	11	3	6	10	0	15	0	32	4
Dec 137	7	34	5	23	4	1	10	0	1	6	0	6	8	30	2
Total	42	269	7	258	36	3	94	14	45	103	8	67	24	301	38

- Total cases were 612 for CCC (46%of total), 259 for SCDC (19%) and 438 for HDC(33%). This does not reflect complexity of cases/potential work involved.

Any other comments

Please provide in the space below any other comments you wish to make.

A full client satisfaction survey will be sent out to all clients by the end of February 2017 to ascertain their views on how they feel the Practice is serving them.

A review of the service will be carried out in Q2 of 2017/18 as agreed in the original business case for a shared legal service. The outcome of this will be feedback to the board in the Q3 cycle of meetings.