

# Shared Legal Services Year 1 Review

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# Key Achievements

- Service mobilisation achieved against challenging timescale
- TUPE transfer of 29 staff completed
- Work coding and billing systems implemented
- Instructing protocols implemented
- Greater scrutiny of legal requests and spend
- Shift to 'intelligent client' culture
- Increased transparency of cost and quality
- Capture of Year 1 experiences to improve Year 2 service delivery

# Year 1 Performance Indicators

- Efficiencies target of £240k – Achieved (£260k)
- Customer satisfaction target @ 85%(end of case surveys)- Achieved (95%)
- Staff Satisfaction target @ 95% - Not Achieved (10%)
- Retention of Lexcel Accreditation- Achieved

# Year 1 Financial Performance

- Legal work designated as 'Core' (business as usual) and 'Non-Core' ( projects/one offs) to capture efficiencies
- Core legal spend reduced to £1972k from £2232k
- Non-Core spend via LGSS Law £51k (previously External spend)
- Additional External spend by Directorates using Legal GL Code £502k of which £110k on external solicitors

# TUPE Staff Survey

- A key indicator for Year 1 only is the experience of transferring staff
- A survey was conducted in March 2017 of ex-CBC staff who transferred to the new shared service
- Questions mirrored those in the CBC staff survey to maintain alignment
- Of 21 eligible staff there were 18 responses

# TUPE Staff Survey Results

Only c10% of respondents were 'satisfied'

Feedback included:

- Shortfalls in communication
- Perceived lack of assimilation in the wider LGSS Law structure
- Perceived lack of recognition
- Difficult transition to the DPS time recording system
- Lack of benefits package

# TUPE Staff Survey Action Plan Headlines

## **Communications:**

- Monthly branch meetings instigated
- Higher management team profile in Priory House
- Company wide 'awayday'
- Quarterly Legal Managers' forum

## **Training & Development:**

- Increase in training and development sessions at Priory House
- Training to include support on main business systems
- T&Cs being harmonised to include incentivisation

# Strategic Governance

- Governance Framework reviewed following 2016 LGSS customer survey and Chief Executives interviews
- LGSS is moving to a forum style user group
- LGSS Law limited retains the Management Board – CBC represented by Charles Warboys as a Non Executive Director
- LGSS Law limited retains the Shareholder Board- CBC represented by Cllr Wenham

# Applying Learning

- Improvement of billing Management Information (MI) to identify costs drivers and spend patterns
- Target external spend to channel to LGSS Law
- Interrogation of billing detail to identify errors at source
- Setting of financial benchmarks using Year 1 data
- Implementing Fixed Fee Agreements
- Improving customer satisfaction response rates
- Implementing single points of contact under a 'Business Partner' arrangement

# Developments for the future

- Lead Business Partner Role now based at Priory House 2 days each week
- Escalation and oversight and a primary point of contact
- Regular communications/meetings with Client Contacts/Directors, quarterly
- Discuss Service area developments in order to resource appropriately and efficiently against future service needs
- Ensure relevant business intelligence is fed back to Leadership Team at LGSS Law

# Questions?