

Harrow and Barnet Public Law (HBPL) – Q3 2015/16

1. SUMMARY

HBPL have continued to report on/above target for 10 of the 12 KPIs. Three of the performance indicators (HBPL/C2, HBPL/C8, and HBPL/C12) have shown an improvement from their outturns in the previous period. Two indicators are Green Amber rated showing they are below target by 0.8% and 2.1%: HBPL/C7: Of the reports cleared in 70% of cases were given less than 5 days to clear them. This puts additional pressure on the team and means that some reports which were not urgent may still have met their individual deadline but were not cleared within 5 working days. HBPL/C1: Emails that were not replied to within one day were replied to the next day. Our experience is that our clients are more focused on the piece of work being done promptly. Replying to an email that day does not effect this. This could be one email on one file not being responded to on the day.

1.1 DELIVERY UNIT DASHBOARD

Financial	
Projected year-end revenue budget variance	Capital actual variance
61	N/A

Performance	
Green rated	83% (10)
Green Amber rated	17% (2)
Red Amber rated	0% (0)
Red rated	0% (0)

1.2 TOP ACHIEVEMENTS AND ACTIONS

Top Achievements

- Retained the lexcel accreditation. This is an accreditation given by the law society. The review was conducted in October. The inspector was on site for 3 days looking at files and interviewing staff. HBPL passed the inspection. There were non none compliances with the Law Society's standards which is very unusual.
- HBPL have increased the involvement in all of Barnet's regeneration schemes, including delivering the high profile planning inquiry for the West Hendon scheme over 8 days with a successful outcome.
- Our property team have acted recently on a number of high profile property acquisitions and disposals, including negotiation and completion of an agreement for a comprehensive development, to provide 105 residential units plus a 15,000 sq ft retail unit and construction of a new public car park. That scheme has yielded a capital receipt of over £9 million.

Key Challenges	Actions required
Committee Reports and other reports are being submitted to HBPL for legal clearance with less than 5 days turnaround time in over 70% of the cases.	Action this has been raised with our contract manager and the Senior Management Board. Instructions will be given to Delivery Units to give 5 clear days' notice as per agreement.
As the legal market has picked up the costs of locums have increased	We have made some appointments from our previous recruitment campaign and also appointed our first legal apprentice. Just finished another round of permanent recruitment. This resulted in some appointments being made.
Less hot desks available at North London Business Park (NLBP). This means that less HBPL lawyers can work from (NLBP) they will not be as close to the clients.	Major network upgrade due for completion end 2015 start 2016 which will enable use of WiFi so lawyers can work anywhere in NLBP.

1.3 SUMMARY OF THE DELIVERY UNIT'S PERFORMANCE

During this quarter the legal practice has consolidated and successfully delivered business as usual for Hounslow, Harrow and Barnet. The comments from all three councils have been complimentary please see section 8.

HBPL continue to work for other clients such as Re, Barnet Homes and schools and has increased the numbers of schools that we act for.

A successful recruitment process was run and some permanent positions have been filled. Some positions remain vacant and a further recruitment campaign will be run in January 2016.

2. Performance

2.1 How the Delivery Unit is performing against its performance indicators

	RAG						Direction of Travel			No. of indicators expected to report this quarter
	Green	Green Amber	Red Amber	Red	Total RAG ratings	Monitor	Improving or the same	Worsening	No previous outturn	
Overall	83% (10)	17% (2)	0% (0)	0% (0)	100% (12)	0% (0)	58% (7)	42% (5)	0% (0)	12

2.2a Performance Indicators that did not meet their target

Appendix A outlines the indicators which have met their target.

Ref	Indicator description <i>Measure of how successful the Council is towards meeting the strategic objectives as set out in the Corporate Plan</i>	Type of indicator	Period Covered <i>Timeframe data has been measured</i>	Previous Result <i>Previous result from the most relevant period</i>	Target <i>Achievement level expected</i>	Numerator and Denominator <i>Relevant number that achieved the level required by the indicator out of total for indicator</i>	Result <i>Most recent result of the indicator measurement</i>	Target Variance <i>A calculation of how far the outturn is from the target</i>	Direction of Travel <i>An assessment of whether performance has improved since the previous results</i>	Benchmarking <i>How performance compared to other councils</i>
HBPL/C1	Acknowledge emails within 1 working day		Oct-Dec 2015	97.0%	95.0%	65/70	92.9%	2.1%	Worsening	
HBPL/C7	% of draft committee reports and delegated power reports cleared within 5 working days		Oct-Dec 2015	95.7%	95.0%	147/156	94.2%	0.8%	Worsening	

2.2b Comments and proposed interventions for indicators which did not meet target

Ref and title	Comments and Proposed Intervention
HBPL/C1 Acknowledge emails within 1 working day	Emails that were not replied to within one day were replied to the next day. Our experience is that our clients are more focused on the piece of work being done promptly. Replying to an email that day does not affect this. Some of the files that we hold are very lengthy and continue over many years and the target will not have been met if one email has not been responded to within the 1 working day.
HBPL/C7 % of draft committee reports and delegated power reports cleared within 5 working days	Of the 156 reports received, in 70% of cases were given less than 5 days to clear them. This puts additional pressure on the team and means that some reports which were not urgent may still have met their individual deadline but were not cleared within 5 working days.

4. Financial

4.1 Revenue

HB Public Law						
Description	Variations				Comments	% Variation of revised budget
	Original Budget	Budget V1	Q3 Forecast	Variation		
	£000	£000	£000	£000		
HB Law	1,752	2,011	2,072	61		3.0%
Total	1,752	2,011	2,072	61		3.0%

4.2 Capital

N/A

5. Risk

The following is the 5 X 5 matrix 'heat map' highlighting the number of risks at a Directorate Level and where they are currently rated:

SCORE		IMPACT				
		1	2	3	4	5
		Negligible	Minor	Moderate	Major	Catastrophic
PROBABILITY	5 Almost Certain	0	0	0	0	0
	4 Likely	0	0	0	0	0
	3 Possible	0	0	0	0	0
	2 Unlikely	0	0	0	0	0
	1 Rare	0	0	0	0	0

Risk Commentary for Delivery Unit:

HBPL Business risks are reviewed quarterly at the Senior Management Board attended by the Chief Executive Officers.

Legal risks are assessed at management meetings in accordance with the Law Society's LEXCEL standard

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There were no risks rated over 12 for this quarter

6. Customer Experience

Customer Experience description	Comments and Proposed Intervention
Compliments received in Q3	<p>Thank you for your sensible legal advice as always and for the support you provide the team. Well done to all involved... a good outcome for the young person/child</p> <p>A big thank you to S and her team, as their detailed analysis of all the proposals has enabled us to be in this position.</p> <p>Thank-you for the updates on these cases. Thank-you also for your support during the course of time when these cases were alive and in need of your attention. It is very reassuring</p> <p>Thank you for your support in resolving this query so rapidly, it is greatly appreciated</p> <p>Thank you very much for your help with this. pleased with the T&Cs</p> <p>Thank you for all your assistance yesterday it was a real help and certainly assisted the positive outcome in court</p> <p>Thank you for the training you provided last evening. We found the training extremely informative and very valuable.</p> <p>We would like to book you or July to train other Governors and leaders.</p> <p>The Iken course was very informative and really interesting. You managed to make an otherwise boring matter rather enjoyable. Thanks</p> <p>Thank you for all your hard work and thorough advice on the case</p> <p>Thank you for your completed Aide Memoire. Our experience and your evidence here shows that you have clearly been a very strong contributor to a range of work undertaken by the Board and have strengthened its overall effectiveness. Much appreciated</p>

Customer Experience description	Comments and Proposed Intervention
	<p>It's a pleasure working with you, we will really miss you. But also to say congratulations as your move to the Hounslow team is also a step up into the Team Manager role which is well deserved</p> <p>Thank you for all your excellent work.</p> <p>I want to be the first in thanking you for your unwavering support and assistance over the last year or so. You have been an absolute rock in terms of your advice and consistent willingness to help and find solutions to often very complex matters. You will be missed by Harrow team but wish you all the very best in your Hounslow role.</p> <p>Please let me echo the words of my colleagues. From my perspective you have given the children of Harrow a really excellent service, you have always advocated on their behalf (I do remember our Secure Order review panel!), and colleagues have always spoken very highly of your input. Big shoes to fill...</p> <p>A big congratulations and thank you so much for all your support. I will miss you and good luck with your move to Hounslow</p> <p>Congratulations! It has been a pleasure working with you and we have all benefitted from your diligent approach. You will be dearly missed in Children's Services. All the very best!</p> <p>Was delighted to see HBPL were commended and highly commended in these awards. Much deserved. Very well done. Thank you also for yesterday's meeting. I was impressed the way by both you and A dealt with it</p>

Customer Experience description	Comments and Proposed Intervention
	<p>On behalf of the Integrated Quality Care Home Team we would like to thank you for the excellent presentation you delivered on Wilful Neglect. We really appreciated your availability at short notice to assist us with the two sessions we had planned for Safeguarding Month. Your presentation was very well received by both groups and the hand-outs were very comprehensive and helpful .</p> <p>I thank you for your excellent and skilled management of this case. You put in a huge amount of work which might have felt was to no avail when we went to the hearing and the appellant did not bother to attend and the judge quickly dismissed the case. Nevertheless we were completely prepared if called upon and I have no doubt would have won whatever transpired. This is not the only case we have worked on together over the years and in every one you have been quite superb.</p> <p>Fantastic thanks so much for all you have done to sort this</p> <p>Appreciate your help here and would also like to take this opportunity to say that your competency is not at all in question. I have received nothing but very positive feedback in respect of matters you have handled personally after having T, she has raised the bar so high that I would hate to have anyone else</p> <p>Many thanks for such clear and concise advise. You have enabled us to provide a very secure response to the parent</p> <p>Thank you for the swift response and the detailed advice. It is in line with our initial advice to schools and glad we are on the right page. Thanks very much for your help yesterday. It was really appreciated</p> <p>Just want to thank you for your time this morning and in putting the session together. The feedback is excellent.</p> <p>Thanks SO SO much for your support with this. I can't tell you how grateful Jo and I am for giving up your time so readily...</p>

Customer Experience description	Comments and Proposed Intervention
	<p>I have been extremely pleased with the way this has been handled and resolved, it was a real pleasure to work with you on it</p> <p>Thank you B- you are a star!!</p> <p>Your advice was indeed very helpful, not only in relation to the report but also for the consultation – this was appreciated by both A and me and I am sure that it helped minimise / blunt the potential challenges from various sides.</p> <p>The trainers were a credit to the legal team</p> <p>Just wanted to say that you have been the best legal team I have worked with in my 18 years and thank you for all your hard work and support over the last year</p> <p><u>Complaints</u> Two complaints were received in quarter three. One was about failure to chase contracts sent to a contractor and the other about the length of time it took to investigate a matter. Both complaints have been dealt with.</p>

Appendix A

Performance indicators which have met or exceeded their target.

Ref	Indicator description <i>Measure of how successful the Council is towards meeting the strategic objectives as set out in the Corporate Plan</i>	Type of indicator	Period Covered <i>Timeframe data has been measured</i>	Previous Result <i>Previous result from the most relevant period</i>	Target <i>Achievement level expected</i>	Numerator and Denominator <i>Relevant number that achieved the level required by the indicator out of total for indicator</i>	Result <i>Most recent result of the indicator measurement</i>	Target Variance <i>A calculation of how far the outturn is from the target</i>	Direction of Travel <i>An assessment of whether performance has improved since the previous results</i>	Benchmarking <i>How performance compared to other councils</i>
HBPL/C2	Reply to emails within 5 working days		Oct-Dec 2015	97.0%	95.0%	68/70	97.1%	2.3%	Improving	
HBPL/C3	Reply to fax or letter within 10 working days		Oct-Dec 2015	100.0%	95.0%	37/37	100.0%	5.3%	Same	
HBPL/C4	New Instructions Assessed and acknowledged within 3 working days		Oct-Dec 2015	100.0%	95.0%	45/46	97.8%	3.0%	Worsening	
HBPL/C5	Respond to non-urgent requests within 10 working days		Oct-Dec 2015	100.0%	95.0%	48/49	98.0%	3.1%	Worsening	
HBPL/C6	Respond to further instructions on existing matters within 5 working days		Oct-Dec 2015	100.0%	95.0%	54/54	100.0%	5.3%	Same	
HBPL/C8	Overall satisfaction		Oct-Dec 2015	98.3%	90.0%	221/224	98.7%	9.6%	Improving	
HBPL/C9	Satisfaction with performance			100.0%	90.0%	57/57	100.0%	11.1%	Same	
HBPL/C10	Satisfaction with		Oct-Dec	100.0%	90.0%	57/57	100.0%	11.1%	Same	

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	quality of work		2015							
HBPL/C11	Satisfaction with time taken		Oct-Dec 2015	100.0%	90.0%	51/53	96.2%	6.9%	Worsening	
HBPL/C12	Satisfaction with timeliness of response and completion		Oct-Dec 2015	93.3%	90.0%	56/57	98.2%	9.2%	Improving	

Footnote

C7 all reports are monitored

C8-C12 please note that not every client that fills out a questionnaire answers all of the questions. Questionnaires are sent out at the end of a case prior to closing; the KPIs represent the responses that were received. Please note that not every questionnaire is returned and for those that are returned not every question is answered.

Please note that for Quarter 3, 319 questionnaires were sent out, 57 were returned.

Of the 57:

57 were satisfied with performance (C9)

57 satisfied with quality (C10)

51/53 were satisfied with time taken (only 53 answered this question) (C11)

56/57 were satisfied with timeliness (C12)

57 +57+51+56 = 221 (C8)

57+57+53+57 = 224 (C8)