

HB Public Law – Q2 2015/16

1. SUMMARY

HBPL have performed well this quarter with all twelve KPIs continuing to report as green. Three of the performance indicators HBPL/C1, HBPL/C8, HBPL/C9 and HBPL/C10 related to customer satisfaction have all shown an improvement from their outturns from the previous reporting period. HBPL/C12 related to customer satisfaction with timeliness of the service has worsened but has still performed well as compared with the target. During the 1st quarter of this year, HBPL were successful with their proposals resulting in Hounslow joining the shared service in June 15 and a District Council signing an agreement in relation to their legal work in quarter 2.

The additional work from Hounslow and the District Council means that HBPL are more resilient if work reduces from Harrow or Barnet.

1.1 DELIVERY UNIT DASHBOARD

Financial	
Projected year-end revenue budget variance	Capital actual variance
68	n/a

	Performance
Green rated	100% (12)
Green Amber rated	0% (0)
Red Amber rated	0% (0)
Red rated	0% (0)

1.2 TOP ACHIEVEMENTS AND ACTIONS

Top Achievements

Recruited HBPL's first legal apprentice. The apprentice will benefit from a 36 month training package with the College of Law. The apprentice will spend one day each week at the College of Law and four days working for HBPL. At the end of the 36 month period they will qualify as a level 4 apprentice which is equivalent to the first year degree standard. This opportunity has arisen following an advertisement campaign targeted at students from Barnet and Harrow schools.

Halsburys Law are one of the main publishers in the legal sector. HBPL were shortlisted for the Halsbury Laws Award, one of three finalists. Nottinghamshire County council and the National Archives were also shortlisted.

HPBL operate a type of end to end service which is unusual in that they employ in-house advocates for employment cases which means that even for lengthy cases work does not need to be put out to external barristers which can be more costly.

- For example in quarter 2 HBPL dealt with two lengthy cases, an 8 days employment tribunal hearing HBPL succeeded in having all the claims (race discrimination, unfair dismissal and unlawful deduction of wages) dismissed.
- Also a 6 days Barnet employment tribunal hearing in which we succeeded in having all the claims (disability discrimination and unfair dismissal) dismissed. Delivering the service in house at a lower cost than if external counsel had been instructed.

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 50% 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	Just finished a round of permanent recruitment Just appointed our first legal apprentice. This resulted in some appointments being made We have made some appointments from our latest recruitment.
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 grown and has successfully delivered business as usual for Hounslow, Harrow and Barnet . The comments from all three councils have been complimentary please see section 8.

All of the KPI's have been met. HBPL continue to work for other clients such as Re, Barnet Homes and schools and has increased the numbers of schools that HBPL act for.

A successful recruitment process was run and some permanent positions have been filled. HBPL has retained the Investors in People Award after the inspection in July.

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	
Strategic	0	0	0	0	0	0	0	0	0	0
Critical	12	0	0	0	12	0	10	2	0	12
Overall	100% (12)	0% (0)	0% (0)	0% (0)	100% (12)	0% (0)	83% (10)	17% (2)	0% (0)	12

2.2a Performance Indicators that did not meet their target

Appendix A outlines the indicators which have met their target.

All indicators have been met for the Quarter

3. Commissioning Intentions

There are no Commissioning Intentions applicable for HBPL.

4. Financial
4.1 Revenue

Description	Variations				Comments	% Variation of revised budget
	Original Budget	Budget V1	Q2 Forecast	Variation		
	£000	£000	£000	£000		
HB Law	1,752	2,011	2,079	68	Increase in retained disbursement costs	3.4%
Total	1,752	2,011	2,079	68		3.4%

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			
	4 Likely	0	1	0		
	3 Possible	1	2	1	0	
	2 Unlikely	0	0	2	0	0
	1 Rare	0	0	0	0	0

Risk Commentary for Delivery Unit:

HBPL assess risk at management meetings in accordance with the Law Society's LEXCEL standard

There are no risks registered as rated as 12 and above.

6. Customer Experience

Customer Experience description	Comments and Proposed Intervention
Compliments received in Q2	<ul style="list-style-type: none"> Following on from our meeting I wanted to formally thank the legal team and especially our wonderful legal advisors for their continued support, patience and hard work in ensuring HBPL make timely applications and file evidence that is to a good standard. I know they have all gone above and beyond in supporting frontline social workers and managers who are under extreme

Customer Experience description	Comments and Proposed Intervention
	<p>pressure due to challenging workloads.</p> <p>I know all the advisors have been working alongside social workers to address gaps and tighten up on evidence on several applications. More recently I know S went above and beyond to make up for the shortfall in evidence as have the other legal advisors. This is really appreciated.</p> <p>We have had a number of successes in recent months and these are due as much to our legal team as it is to our frontline social work teams.</p> <p>Compliment = Great job L, many thanks (Employment tribunal has dismissed all claims against the Council) From LB Barnet Chief Executive</p> <p>The judge was really impressed with exceptional co-ordination that you and your team has shown on this case. He particularly commented on attention for detail and compliance with directions around seeking disclosures.</p> <p>Great result heading that off at the pass. Prevention better than cure and all that, good work B and good negotiation P, it did the trick</p> <p>Wanted to take the opportunity to thank you for all your hard work and support over recent months</p> <p>Write to say thank you for all your hard work on this demanding case, which was run very efficiently by you and your department in, at times, very challenging circumstances!</p> <p>Great news and well done. Yours is one of the best advocacies at [employment] tribunal that I have seen and your preparation and ability to understand all of the complexities and nuances over multiple periods of hearings was very impressive</p> <p>Thank you for the excellent support provided to P and I through this. I think we worked well as a team to get this and other matters concluded.</p> <p>We could not have done it without your input</p> <p>Thank you M and well done everyone involved especially S and S.</p> <p>Thank you so much for your efficient handling and conclusion of this matter and all within such a short timeframe. It is much appreciated</p> <p>B and Z have expressed their appreciation to you already. A big thank also from me for all the hard work that you have put into the</p>

Customer Experience description	Comments and Proposed Intervention
	<p>Semi Independence and turning the documents around as quickly as you did</p> <p>The sample letter provided was extremely helpful and was used to respond. We received a response from them in which they agreed to a lower sum of £500 which we accepted and have arranged payment.</p> <p>Thank you very much for your help, support and advice in the matter – we are extremely grateful.</p> <p>Many thanks L. Received a helpful reply from S. Once again thank you for assistance and your constructive support to our team</p>

Appendix A

Performance indicators which have met or exceeded their target.

Ref No.	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 outturn <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>	DoT Variance <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		Q2	95.2%	95.0%	32/33	97.0%	2.1%	Improving	
HBPL/C2	Reply to emails within 5 working days		Q2	100.0%	95.0%	32/33	97.0%	2.1%	Worsening	
HBPL/C3	Reply to fax or letter within 10 working days		Q2	100.0%	95.0%	16/16	100.0%	5.3%	Same	
HBPL/C4	New Instructions Assessed and acknowledged within 3 working days		Q2	100.0%	95.0%	29/29	100.0%	5.3%	Same	

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HBPL/C5	Respond to non-urgent requests within 10 working days		Q2	100.0%	95.0%	24/24	100.0%	5.3%	Same	
HBPL/C6	Respond to further instructions on existing matters within 5 working days		Q2	100.0%	95.0%	28/28	100.0%	5.3%	Same	
HBPL/C7	% of draft committee reports and delegated power reports cleared within 5 working days		Q2	95.5%	95.0%	90/94	95.7%	0.8%	Improving	
HBPL/C8	Overall satisfaction		Q2	96.2%	90.0%	170/173	98.3%	9.2%	Improving	
HBPL/C9	Satisfaction with performance		Q2	95.2%	90.0%	45/45	100.0%	11.1%	Improving	
HBPL/C10	Satisfaction with quality of work		Q2	95.2%	90.0%	45/45	100.0%	11.1%	Improving	

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HBPL/C11	Satisfaction with time taken		Q2	100.0%	90.0%	38/38	100.0%	11.1%	Same	
HBPL/C12	Satisfaction with timeliness of response and completion		Q2	95.2%	90.0%	42/45	93.3%	3.7%	Worsening	

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 every 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 2 229 questionnaires were sent out, 45 were returned.

Of the 45:

45 were satisfied with performance (C9)

45 satisfied with quality (C10)

38/38 were satisfied with time taken (only 38 answered this question) (C11)

42/45 were satisfied with timeliness (C12)

45 +45+38+42 = 170 (C8)

45+45+38+45 = 173 (C8)