

# Harrow and Barnet Public Law (HBPL) – Q3 2016/17

## 1. SUMMARY

### 1.1 SERVICE DASHBOARD

Finance	Revenue Budget Variance		Capital Actual Variance			
		57 (2.8%)		N/A		

  

Performance	Green	Green Amber	Red Amber	Red	Improved/Same	Worsened
• Indicators	92% (11)	0% (0)	0% (0)	8% (1)	50% (6)	50% (6)

### 1.2 KEY SUCCESSES AND CHALLENGES

#### Key Successes

1. Work closely with Barnet Homes including assisting with the delivery of their out of borough acquisitions programme. This is a new high profile programme for Barnet.

2. Exchanged contracts on one of final commercial property purchases for the south side of the Brent Cross regeneration site.

3 Since April 2016 HBPL has successfully recruited permanent staff to the following teams:

- Contracts and Procurement
- Litigation
- Planning
- Property
- Social Care

Key Challenges	Actions Required
1. We continue to experience difficulties in recruiting legal staff in some key areas, particularly contracts , where a market supplement has been agreed	We are reviewing our recruitment processes.
2. The practice suffered a significant number of IT issues during the period, some of which affected all Harrow employees, some specific to HBPL staff. Given the practice’s total reliance on its IT, such outages are costly (clients are not charged for down time), frustrating for staff, and unhelpful to its reputation	Discussions are planned for later this year with Harrow’s IT suppliers and external IT providers to explore options for a more resilient and supportive service.
3. Some report authors continue to expect HBPL to clear reports at short notice.	We will ask authors for more notice

### 1.3 OVERVIEW – FINANCE, PERFORMANCE AND RISK

During quarter 3 we have concentrated on management development for all senior staff. This has had the following impacts; maximising the potential of the case management system, improving the IT and knowledge management offerings for staff. HBPL have completed 9717.55 hours of legal work for Barnet in the areas of planning, property, contracts, employment, child protection, adult social care and litigation.

## 2. Finance

### 2.1 Revenue

Description	Variations				Comments	% Variation of revised budget
	Original Budget	Revised Budget	Quarter 3	Variation		
	£000	£000	£000	£000		
HB Law	2,011	2,011	2,068	57		2.8%
<b>Total</b>	<b>2,011</b>	<b>2,011</b>	<b>2,068</b>	<b>57</b>		<b>2.8%</b>

The projected revenue overspend of £0.057m within HB Public Law represents 2.8 per cent of the total Delivery Unit budget (£2.011m). The variance relates to planned purchase of additional hours.

### 3. Performance

#### 3.1 Overview of performance for Corporate Plan and Service indicators

	RAG						Long Term 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 Direction of Travel	
CPI	0	0	0	0	0	0	0	0	0	0
SPI	0	0	0	0	0	0	0	0	0	0
KPI	11	0	0	1	12	1	6	6	0	13
<b>Overall</b>	<b>92% (11)</b>	<b>0% (0)</b>	<b>0% (0)</b>	<b>8% (1)</b>	<b>100% (12)</b>	<b>8% (1)</b>	<b>50% (6)</b>	<b>50% (6)</b>		<b>13</b>

**Key:**

CPI	Corporate Plan Indicator
SPI	Commissioning Plan Indicator
MPI	Management Agreement Indicator
KPI	Contract Performance Indicator

### 3.2a Indicators

Indicator description	Polarity	2016/17 Annual Target	Q3 Target	Numerator and Denominator	Q3 2016/17 Result	Q2 2016/17 Result	DOT Short Term (From Q2 2016/17)	Q2 2015/16 Result	DOT Long Term (From Q2 2015/16)	Benchmarking
Acknowledge emails within 1 working day	Bigger is Better	95.0%	95.0%	90/98	91.8%	94.9%	Worsening	92.9%	Worsening	No benchmark available
Reply to emails within 5 working days	Bigger is Better	95.0%	95.0%	95/99	96.0%	96.6%	Worsening	97.1%	Worsening	No benchmark available
Reply to fax or letter within 10 working days	Bigger is Better	95.0%	95.0%	72/75	96.0%	100.0%	Worsening	100.0%	Worsening	No benchmark available
New Instructions Assessed and acknowledged within 3 working days	Bigger is Better	95.0%	95.0%	79/81	97.5%	98.3%	Worsening	97.8%	Worsening	No benchmark available
Respond to non-urgent requests within 10 working days	Bigger is Better	95.0%	95.0%	80/83	96.4%	100.0%	Worsening	98.0%	Worsening	No benchmark available
Respond to further instructions on existing matters within 5 working days	Bigger is Better	95.0%	95.0%	78/79	98.7%	100.0%	Worsening	100.0%	Worsening	No benchmark available

Indicator description	Polarity	2016/17 Annual Target	Q3 Target	Numerator and Denominator	Q3 2016/17 Result	Q2 2016/17 Result	DOT Short Term (From Q2 2016/17)	Q2 2015/16 Result	DOT Long Term (From Q2 2015/16)	Benchmarking
% of draft committee reports and delegated power reports cleared within 5 working days	Bigger is Better	95.0%	95.0%	150/152	98.7%	96.4%	Improving	94.2%	Improving	No benchmark available
Overall satisfaction	Bigger is Better	90.0%	90.0%	290/291	99.7%	96.8%	Improving	98.7%	Improving	No benchmark available
Ensure all staff are appropriately qualified	Bigger is Better	100.0%	Monitored	N/A	N/A	N/A	N/A	New for 2016/17	New for 2016/17	No benchmark available
Satisfaction with performance	Bigger is Better	90.0%	90.0%	75/75	100.0%	93.8%	Improving	100.0%	Same	No benchmark available
Satisfaction with quality of work	Bigger is Better	90.0%	90.0%	75/75	100.0%	100.0%	Same	100.0%	Same	No benchmark available
Satisfaction with time taken	Bigger is Better	90.0%	90.0%	66/66	100.0%	100.0%	Same	96.2%	Improving	No benchmark available

Indicator description	Polarity	2016/17 Annual Target	Q3 Target	Numerator and Denominator	Q3 2016/17 Result	Q2 2016/17 Result	DOT Short Term (From Q2 2016/17)	Q2 2015/16 Result	DOT Long Term (From Q2 2015/16)	Benchmarking
Satisfaction with timeliness of response and completion	Bigger is Better	90.0%	90.0%	74/75	98.7%	93.8%	Improving	98.2%	Improving	No benchmark available

Please note that for Quarter 3, 726 questionnaires were sent out, 75 were returned.

Of the 75:

75/75 were satisfied with performance (C8a)

75 satisfied with quality (C8b)

66 were satisfied with time taken (C8c)

74/75 were satisfied with timeliness (C8d)

75 +75+66+74 = 290 (C8)

75+75+66+75 = 291 (C8)

3.2b Comments and proposed interventions for indicators that have not met target

Ref and Indicator Title	Comments and Proposed Intervention
"HBPL/C1 Acknowledge emails within 1 working day"	Not all emails require a response. Consideration will be given to changing the KPIs <b><u>Intervention Level - 2</u></b>



## 4. Customer Experience

Customer Experience description	Comments and Proposed Intervention
<p><i>Examples of Compliments received in Qtr3</i></p>	<p><i>Just a quick note to say thank you very much for the no-fuss support and assistance in making this prosecution a success; usually I'm not a great fan of prosecutions but this really is a time when an example needs to be made because of the danger this food business operator poses to the public. The fact that you have helped to ensure that the necessary action has been taken is really appreciated.</i></p> <p><i>Many thanks to everyone for all their help on this</i></p> <p><i>M and I just met with C and S and during that meeting you were both highly praised</i></p> <p><i>Particular thanks to you as well. This has been a mighty case and along with another one well known to us, will have taken up a lot of your time. The hard work, commitment and reliability you showed throughout was so helpful. This has been a very demanding case and although we didn't achieve the permanency plan we had hoped for, I still consider it a success.</i></p> <p><i>A crazy amount of hard work was put in by A over the last year to get this result, brilliantly supported at prosecution by C. It is worth noting that both got commended by the Judge for the standard and presentation of the case.</i></p> <p><i>I just wanted to say thank you for all your work with the substance misuse contract. I know that you put a lot of work in for us to ensure that we could publish last week.</i></p> <p><i>So thank you very much it was much appreciated.</i></p> <p><i>Many thanks for your help on this case. I have been most impressed with your thoroughness.</i></p> <p><i>This is a really excellent email and very, very clearly written as well as been easy to read.</i></p> <p><i>I just want to echo P's thanks for ensuring this matter is being heard in Court today – I know this will have taken a lot of work, so many thanks.</i></p> <p><i>There has been excellent work across the teams to achieve this.</i></p>

Customer Experience description	Comments and Proposed Intervention
	<p><i>Many thanks for all your hard work G you have made sure that we have kept our eye on the ball in respect of this complex case as any good lawyer would.</i></p> <p><i>I would like to say that, I believe we've got a cracking lawyer in J and if possible, would like to request him for all our future works. He's really turned this around and the document reads exactly how we want it to. He's done us really proud here.</i></p> <p><i>However your legal advice, including the direction of work required was exemplary and was a significant factor in achieving the right outcomes for the children. . Your professionalism, efficiency but also your approachability was outstanding throughout.</i></p> <p><i>I would like to formally record my gratitude to you and your team for all of your support over the last few months. We have had a really hard time and we wouldn't have survived as well as we have without the support from you all. I know at times your team have gone above and beyond with regards to time spent reading statement / additional advice being offered and it has all been appreciated, and more importantly children have been kept safe. Please pass onto your staff</i></p> <p><i>Well done for achieving the right outcome for the children in such complex and emotionally draining context.</i></p> <p><i>We are very grateful to you for all your support and help to us, can I please have an address for you so we can send a LARGE box of biscuits to THANK YOU !</i></p> <p><i>We really would have been unable to deal with this without your input and voice of reason</i></p> <p><i>"Thank you for all your hard work on the E case. You have been truly amazing, supportive of C and the Local Authority. Thank you. "</i></p> <p><i>C, thank you for your advocacy you will be missed. Good luck and well done on the promotion</i></p> <p><i>I just wanted to let you know that during a meeting today L expressed how helpful C has been over the past few months and that she pays a lot of attention to detail.</i></p> <p><i>It's not often that colleagues pass on compliments about one another so I thought to let you know and this should be recorded on our register of compliments.</i></p>

Customer Experience description	Comments and Proposed Intervention
Examples of complaints received in Q3	<p><i>Similarly I'd like to say the same to O for her absolute support in the H case she been faultless and relentless in her work and with her dealings with me, R, T, C and M. We have given her quite the challenge but she has my deepest appreciation for her work on this</i></p> <p><i>Many thanks to I for her excellent work in court yesterday resulting in the warrant for O's arrest</i></p> <p><i>Ok and thanks for all your help over the past week and quick turnaround times</i></p> <p><i>I would like to thank you both for all your support in regards to achieving this outcome for LR – it has been a turbulent process notwithstanding the difficulties due to court process.</i></p> <p><i>Since working here at #### London Borough, I have come to really appreciate HBPL's practice management team as well as the business support team. You are simply the best</i></p> <p><i>The quick turnaround of this is much appreciated.</i></p> <p>No complaints were received during Quarter 3.</p>

**6. Risk**

HBPL measures risk in accordance with the Lexcel (Law Society). Risk cases are reported to the Barnet Monitoring Officer.

**7. Equalities**

Equalities Description	Comments and Proposed Intervention
N/A	N/A