



**LEGAL PRACTICE SERVICE PLAN
2019 – 2022**

LEXCEL ACCREDITED

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INTRODUCTION

The progress of this service plan will be monitored in the following ways:

- Through regular discussion at departmental management team (DMT) and Section Heads meetings and logged in the version control section of this document
- Performance indicator monitoring by the Council's Management Board on a quarterly basis
- By Committee reports twice a year (at the end of quarters two and four)

Service Plans will be formally updated on an annual basis, taking into account internal and external influences arising from monitoring arrangements throughout the year.

SECTION 1: INPUTS

1.1 Budgets

	2019/20	2020/21	2021/22
	Latest	Latest	Latest
	£	£	£
Net Cost of Service (Direct cost / Income Only)	357,390	363,100	368,270

Further financial analysis can be found by [using this link](#)

SECTION 2: OUTPUTS AND OUTCOMES

2.1 Performance management

2.1.1 Contribution to the Councils' Strategic Aims and Objectives

Strategic Plan Priority theme	Strategic Plan objective (inc. ref)	Measure (including the reference)	Target
Better Neighbourhoods	1.1.1 Maintain high quality local neighbourhoods and streets	EP13 Manage the behaviour of dogs in our parks and open spaces CP01 Satisfaction with keeping public land clear of litter and refuse CP17 Reduce fly tipping across the District CP18 Reduce the level of antis social parking in the District	Enforce Public Space Protection Order and utilise Community Protection Notices (CPN) with issue of proceedings for breaches and advice on use of and wording for CPN Issue proceedings for breaches (e.g. fly tipping/graffiti) in 15 working days of full instructions to be reported annually to members via MIB Advice on use of community protection warnings, community protection Notices and use of Fixed penalty notices to reduce the impact of fly tipping Prosecutions for the offence/use of CPN to reduce incidences
	1.1.3 Preserve the green belt	ESD04 Percentage of new homes built on previously developed land	Advice on wording for Planning conditions to be given in timely manner and section 106 obligations to be drafted within statutory period to be monitored by measuring performance through PI Effective enforcement of breaches of planning where Green Belt Deed land involved Enforcement notices issued in time. Few successful appeals. Prosecutions or other action where failure to comply

Healthier Communities	2.1.1 Improve or facilitate access to housing	<p>ESD01 Net additional homes provided</p> <p>ESD02 Number of affordable homes delivered (gross)</p> <p>PS04 provide additional temporary accommodation in the district</p>	<p>Legal will secure through Section 106 planning obligations drafted and completed within 8 and 13 week deadlines to ensure provision of affordable housing deadlines monitored on quarterly basis through PI LP03</p> <p>Alternatively will advise on use of appropriate planning conditions to secure affordable homes. Meet service level standards agreed.</p> <p>Timely advice on policies and procedures to meet committee deadlines Agreements negotiated and drafted (e.g. nominations agreements with Housing Associations) in timely manner to meet any contractual deadlines</p> <p>Review of tenancy agreements</p> <p>Preparation and advice on new Nominations agreements Legal work involved in the acquisition of property to use as TA</p> <p>Act as Company Secretary for Three Rivers wholly owned housing company –part of project team on development of the Grapevine for affordable housing and housing for sale</p>
	2.3.1 Reduce anti-social behaviour and crime	<p>CP14 –No of ASB incidents (reported to police)</p> <p>CP47 perception of ASB as a problem in the area service</p>	<p>Provision of advice on, use of and training on powers under the Anti-Social Behaviour Crime and Policing Act 2014 to obtain remedies such as Closure orders, Public Spaces Protection orders</p> <p>Issue proceedings for breaches in 15 working days of full instructions outcomes to be reported annually to members via MIB.</p> <p>Advice and drafting on children/ vulnerable adults safeguarding</p>

	<p><i>DM01/02 and 03) Processing planning applications within 13 and 8 weeks –legal input into the same to meet the set targets</i></p> <p>FORMER 4.1.1 We will strive to improve and maintain service standards for all services</p> <p>FORMER 4.1.2 We will strive to improve and monitor customer satisfaction</p>	<p><i>8 and 13 week deadlines for Section 106 planning obligations to ensure that this objective is met</i></p> <p>To notify all Clients of the fee-earner allocated to their case and the named supervisor within 10 working days of instructions (to ensure the client knows who to contact and how)</p> <p>To allocate work having regard to the matter type, complexity and urgency (to ensure the right person is doing the job)</p> <p>To review all cases on a monthly basis to ensure appropriate action is being taken at relevant times and to ensure client satisfaction (to ensure cases are dealt with quickly and efficiently)</p> <p>To conduct monthly</p>	<p><i>Measured through PI Provision of timely advice</i></p> <p><i>NO LONGER NEEDED</i></p> <p>Monthly file reviews by supervisors. Independently monitored and reviewed by external LEXCEL assessor (we can pick up failures to notify Clients of basic information to avoid misunderstandings and a breakdown of communication and (we can check that nothing has happened to change the Clients requirements for possibly a more senior lawyer to deal with the case)</p> <p>Monthly case list reviews monitored and reviewed by external LEXCEL assessor(we can check that certain milestones in case progress have been met and that the file is active)</p>
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		meetings with major clients to review workloads, outputs and outcomes (to ensure the Client is continually involved and updated and to enable the practice to have a better understanding of competing priorities for the Client	Monthly Legal/Valuer meetings, Monthly planning meetings (we can monitor changing priorities whether service or budget led) Annual review of service meeting offered to all Clients
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2.1.2 Performance indicators

Performance indicators are used to aid the decision making process as well as assess the efficiency and effectiveness of service delivery. The data that we use must be accurate, reliable and timely. To meet these requirements we have adopted the Audit Commission's Standards for Better Data Quality. Further details of the Council's commitment to data quality can be found in the Strategic Plan.

Ref	Description	2017/18 Actual	2018/19 Target (Current year)	2019/20 Target (Next year)	2020/21 Target	2021/22 Target
LP01	% draft enforcement notices prepared for planning department within 5 working days	100%	95%	95%	95%	95%
LP02	% certificates of lawfulness drafted for issue within the 8 week statutory period	100%	95%	95%	95%	95%
LP03	% of Section 106 obligations completed within the 8 or 13 week period	100%	95%	95%	95%	95%
LP04	% of action for housing possession cases & civil litigation commenced within 15 working days	100%	95%	95%	95%	95%
	Cost and efficiency To keep hourly rates at least 25% less than comparable private Solicitors hourly rates Our hourly rates are £75 (Sols) £45 unadmitted staff					

The Solicitor to the Council is responsible for the source data, data entry and checking the data. The purpose of collating this data is to ensure that our services improve

2.2 Projects

Project details		Project timescales		
Project title	Proposed outcome	2018/19	2019/20	2020/21
Community Partnership PID for additional support for ASB casework which will impact on Legal support required by the team which will have to be found externally				

2.3

Risk Management

RISK REGISTER

Service Plan: Legal Practice 2019-2022					
Ref	Nature of Risk	Consequence	Control Measures	Response (tolerate, treat terminate, transfer)	Risk Rating (combination of likelihood and impact)
LEG01	Insufficient staff	Significant service disruption could occur if there were insufficient staff.	Use of agency specialist staff; Reliance on other Herts LA for short term issues	Treat	Low - 2
LEG02	Total failure of ICT systems	Rely on business recovery plan	Priority services are identified in the BCP and DR Plan	Treat	Low - 4
LEG03	Loss of accommodation	Remote access working is possible; Reciprocal arrangements in place with WBC to use their premises	Priority services are identified in the BCP and DR Plan	Treat	Low - 4
LEG04	Fraudulent Activity	Fraud relating to income, expenditure or petty cash. Fraudulent purchasing of goods for personal use or sale via corporate credit card or petty cash, corrupt procurement through collusion with suppliers, or theft of stock	Cheques are recorded and signed for and paid into the Council's corporate system; Staff are aware of the money laundering regulations and annual training is part of the induction process	Treat	Low - 2

Very Likely ----- Likelihood ----- ▼ Remote	Low 4	High 8	Very High 12	Very High 16
	Low 3	Medium 6	High 9	Very High 12
	Low 2	Low 4	Medium 6	High 8
	Low 1	Low 2	Low 3	Low 4
Impact Low -----> Unacceptable				

Impact Score
 4 (Catastrophic)
 3 (Critical)
 2 (Significant)
 1 (Marginal)

Likelihood Score
 4 (Very Likely (≥80%))
 3 (Likely (21-79%))
 2 (Unlikely (6-20%))
 1 (Remote (≤5%))

* Responses:

- Tolerate – the risk is effectively mitigated by internal controls, or it cannot be mitigated cost-effectively or the risk opens up greater benefits.
- Treat – continue with the activity which gives rise to the risk, but add in controls to mitigate the likelihood or impact of the risk occurring.
- Terminate – do things differently to remove the risk altogether.
- Transfer – some aspects of the risk could be transferred to a third party, e.g. insurance or paying a third party to take the risk

Version Control

Version No.	Date	Reason for Update / Significant Changes	Made By
1	September 2018	1 st Draft	AEM
1.2	February 2019	Risk Register updated (new format)	PK
1.3	28 February 2019	Final	AEM
1.4	01/03/2019	Budgets Added. Sent to Committee	GG