

# Harrow and Barnet Public Law (HBPL) – Q4 2015/16

## 1. SUMMARY

Over the past financial year HBPL have received 81 compliments and 8 complaints. 90 planning and highway agreements have been completed. 700 court appearances have been conducted by the litigation team. There has been an increase in property regeneration and children's matters for Barnet. HBPL recruited the first legal apprentice.

### 1.1 DELIVERY UNIT DASHBOARD

Financial	
Projected year-end revenue budget variance	Capital actual variance
318	

	Performance
Green rated	93% (13)
Green Amber rated	7% (1)
Red Amber rated	0% (0)
Red rated	0% (0)

## 1.2 TOP ACHIEVEMENTS AND ACTIONS

### Top Achievements

- Barnet are in the process of regenerating the Brent Cross area. HBPL's property team have completed multi million pound purchases of some key sites related to the Brent Cross regeneration scheme. The purchase of these sites will enable the regeneration to go ahead.
- Barnet granted planning permission for a new depot site. The decision was challenged by way of judicial review .HBPL successfully defended the judicial review.
- HBPL have secured reimbursement in the sum of £198, 990 in respect of a disputed ordinary residence case for an adult. The case involved another London Borough not taking responsibility for paying for the care of this adult. HBPL have secured agreement for that London Borough to take on future funding for the care of the adult.

Key Challenges	Actions required
Report authors continue to submit late reports for clearance	<p>Instructions have been given to delivery units to allow 5 working days for legal clearance.</p> <p>In quarter 4 of 160 reports 62 were cleared on the same day and 95 were cleared in less than two days.</p>
There has been a difficulty recruiting lawyers in the area of property, contracts and planning.	A business case was approved to use market supplements for these areas. This has led to a more successful recruitment campaign. The interviews are in the process of being concluded so the results of the whole campaign are not yet known. So far HBPL have filled 14 posts.

### 1.3 SUMMARY OF THE DELIVERY UNIT'S PERFORMANCE

1.4 During this quarter HBPL have consolidated and successfully delivered services for Harrow, Barnet, Hounslow and Aylesbury Vale. HBPL delivered 38,381 hours for Barnet. HBPL have opened the following numbers of new instructions over the last financial year.

Subject Area	Number of matters
Adults	82
Children	209
Civil Litigation	63
Contracts	164
DPA/FOI	4
Education	5
Employment	13
General Advice	23
Governance	10
Highways	18
Housing	108
Judicial Review	23
Licensing	19
Planning	105
Property	234
Prosecution	40
Public/Inquiries/Appeals	3
<b>Grand Total</b>	<b>1123</b>

The table above shows there is an increase in Property instructions and Children's instructions putting pressure on these teams.

1.5 The recruitment campaign ran in January 2016 has led to 14 positions being filled. The recruitment process has not yet finished.

1.6 Harrow have made a cabinet decision for HBPL to provide legal services to Buckinghamshire County Council from the summer of 2016  
A report will be going to Barnet's Policy and Resources committee in due course.

## 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 Direction of Travel	
Strategic	0	0	0	0	0	0	0	0	0	0
Critical	13	1	0	0	14	1	6	7	2	15
<b>Overall</b>	<b>93% (13)</b>	<b>7% (1)</b>	<b>0% (0)</b>	<b>0% (0)</b>	<b>100% (14)</b>	<b>7% (1)</b>	<b>46% (6)</b>	<b>54% (7)</b>		<b>15</b>

## 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 Q3 2014/15</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/C12	Satisfaction with timeliness of response and completion		Jan-Mar 2016	98.2%	90.0%	8/10	80.0%	11.1%	Worsening	

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

Ref and title	Comments and Proposed Intervention
HBPL/C12  Satisfaction with timeliness of response and completion	Satisfaction with timeliness of response and completion was not met. This was measured via 10 quality questionnaires that were returned. For report clearance the timeliness of response was exceeded and 65 reports were cleared within one day. This inability to plan work and having to drop work to clear reports at short notice does have an impact on planned work for clients. Of the 10 forms that were returned 2 were dissatisfied with the speed of the service

## 4. Financial

### 4.1 Revenue

Description	Variations				Comments	% Variation of revised budget
	Original Budget £000	Revised Budget £000	Actuals £000	Outturn Variation £000		
HB Law	1,752	2,011	2,329	318	Shortfall in income and higher payment from prior year 2014-15 than accrued(estimated).	15.8%
<b>Total</b>	<b>1,752</b>	<b>2,011</b>	<b>2,329</b>	<b>318</b>		<b>15.8%</b>

### 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 assess risk 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 Q4	<p>“Thank you so much for such a speedy response”</p> <p>“Thank you for the great work, it was a pleasure for me”</p> <p>“Thank you also for your hard work on this case over the last few years. This is quite a landmark result for a benefits fraud prosecution - I am very grateful for your efficient efforts in working towards this successful result”</p> <p>“S has been such a pleasure to work with on this project, a consummate professional and pillar of reliance all along.”</p> <p>“Thank you for your work on this.”</p> <p>“Thanks P, but this really is a joint effort I couldn’t have done it without S and S. Good piece of work with us all pulling together.”</p> <p>“Dear S, I and I know we are all so sad to hear you are leaving. You will be a big loss to the legal team”</p> <p>“Thank you for letting me know that you are leaving the authority. I have enjoyed working with you, and I wish you well whatever you do next.”</p> <p>“Firstly thanks to you and legal colleagues for ensuring a successful conclusion to the process, secondly, do I take it I can now advise the project team to press on with the construction programme?”</p> <p>“Thank you M and P for engaging so quickly and efficiently on this.</p>

Customer Experience description	Comments and Proposed Intervention
Complaints received in Q4	<p data-bbox="528 300 1518 328">"I had very clear and concise advice from Katherine, which was very helpful"</p> <p data-bbox="528 400 1137 429">"Many thanks for your assistance in this matter</p> <p data-bbox="528 469 2063 564">" HBPL have had two complaints in quarter 4 one about advice given at a planning committee. The conclusion was that the correct advice was given to the chair of the meeting however the exact rule number in the constitution was not identified.</p> <p data-bbox="528 604 2047 663">The second was about a fee earner highlighting matters with their manger to make sure the advice is given. Lessons learnt for these complaints have been actioned.</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 Q3 2014/15</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>
HBPL/C1	Acknowledge emails within 1 working day		Jan-Mar 2016	92.9%	95.0%	45/47	95.7%	0.8%	Improving
HBPL/C2	Reply to emails within 5 working days		Jan-Mar 2016	97.1%	95.0%	46/47	97.9%	3.0%	Improving
HBPL/C3	Reply to fax or letter within 10 working days		Jan-Mar 2016	100.0%	95.0%	33/33	100.0%	5.3%	Same
HBPL/C4	New Instructions Assessed and acknowledged within 3 working days		Jan-Mar 2016	97.8%	95.0%	40/42	95.2%	0.3%	Worsening
HBPL/C5	Respond to non-urgent requests within 10 working days		Jan-Mar 2016	98.0%	95.0%	41/41	100.0%	5.3%	Improving
HBPL/C6	Respond to further instructions on existing matters within 5 working days		Jan-Mar 2016	100.0%	95.0%	36/37	97.3%	2.4%	Worsening
HBPL/C7	% of draft committee reports and delegated power reports cleared within 5 working days			94.2%	95.0%	158/160	98.8%	3.9%	Improving
HBPL/C8	Overall satisfaction		Jan-Mar 2016	98.7%	90.0%	36/40	90.0%	0.0%	Worsening

<b>Ref</b>	<b>Indicator description</b> <i>Measure of how successful the Council is towards meeting the strategic objectives as set out in the Corporate Plan</i>	<b>Type of indicator</b>	<b>Period Covered</b> <i>Timeframe data has been measured</i>	<b>Previous Result</b> <i>Previous result from the most relevant period Q3 2014/15</i>	<b>Target</b> <i>Achievement level expected</i>	<b>Numerator and Denominator</b> <i>Relevant number that achieved the level required by the indicator out of total for indicator</i>	<b>Result</b> <i>Most recent result of the indicator measurement</i>	<b>Target Variance</b> <i>A calculation of how far the outturn is from the target</i>	<b>Direction of Travel</b> <i>An assessment of whether performance has improved since the previous results</i>
HBPL/C9	Satisfaction with performance		Jan-Mar 2016	100.0%	90.0%	9/10	90.0%	0.0%	Worsening
HBPL/C10	Satisfaction with quality of work		Jan-Mar 2016	100.0%	90.0%	10/10	100.0%	11.1%	Same
HBPL/C11	Satisfaction with time taken		Jan-Mar 2016	96.2%	90.0%	9/10	90.0%	0.0%	Worsening
HBPL/C13	Appropriate accreditation of the service	Critical	Jan-Mar 2016	1	1	N/A	Pass	N/A	
HBPL/C14	Ensure all staff are appropriately qualified	Critical	Jan-Mar 2016	1	1	N/A	Pass	N/A	

## Appendix B

Performance indicators which have been monitored throughout the year.

<b>Ref</b>	<b>Indicator description</b> <i>Measure of how successful the Council is towards meeting the strategic objectives as set out in the Corporate Plan</i>	<b>Type of indicator</b>	<b>Period Covered</b> <i>Timeframe data has been measured</i>	<b>Previous Result</b> <i>Previous result from the most relevant period</i> Q4 2014/15	<b>Target</b> <i>Achievement level expected</i>	<b>Numerator and Denominator</b> <i>Relevant number that achieved the level required by the indicator out of total for indicator</i>	<b>Result</b> <i>Most recent result of the indicator measurement</i>	<b>Target Variance</b> <i>A calculation of how far the outturn is from the target</i>	<b>Direction of Travel</b> <i>An assessment of whether performance has improved since the previous results</i>	<b>Benchmarking</b> <i>How performance compared to other councils</i>
HBPL/C15	Ongoing and improving value for money: reduction in use of external legal advisors	Critical	Jan-Mar 2016	£50263	Monitor	N/A	£16702	N/A	Improving	