

<b>Committee</b>	<b>Date:</b>
<b>Establishment Committee</b>	14 February 2017
<b>Subject:</b> Comptroller and City Solicitor's Departmental Business Plan 2016-2019 Progress report as at 31 December 2016	<b>Public</b>
<b>Report of:</b> Michael Cogher	<b>For Decision</b>
<b>Report author:</b> Nick Senior – Comptroller & City Solicitor's Department	

### Summary

The purpose of this report is to provide a summary of progress toward achieving the aims and objectives of the Comptroller and City Solicitor's Departmental Business Plan 2016-2019. It is proposed that in future the Business Plan is reviewed by the Committee biannually rather than quarterly.

Progress toward achieving the strategic aims and objectives are as follows:

- a) To manage resources effectively to provide efficient and high quality legal services.

It is anticipated that the department will remain within its local risk budget at the year-end including delivery of the 2016/17 Service Based Review savings of £169k and on this basis will deliver the total £377k SBR savings.

Following an external full assessment on 13-15 June 2016 the department was re-accredited with the Law Society's LEXCEL quality assurance standard. The assessment identified a high level of compliance and many areas of excellent practice.

The department's strategic risks are regularly reviewed and updated. The risk relating to the management of legal risk has been reduced from amber to green due to level of compliance with robust departmental risk management procedures.

- b) To tailor our services so as to meet the needs of, and add value to the transformation and modernisation agenda and be an exemplar of innovative good practice so as to combine "the best of the old with the best of the new"

The Information Management Project has progressed toward procuring and implementing a replacement legal case management system which it is anticipated will deliver smarter leaner processes, improved client information and communication and facilitate a significant shift to paper light working.

Lean system reviews have been undertaken, recommended process improvements agreed and the proposals are currently being implemented.

## **Recommendation**

1. It is proposed that in future the Establishment Committee considers the Comptroller & City Solicitors Business Plan biannually rather than quarterly as at present. There are sound business efficiency reasons for this particularly as the department is an effectively managed and controlled service which scores a high level of compliance with the Law Society's LEXCEL quality standard. The key reasons are that the service business objectives are annual or relate to long-term projects which require infrequent assessment at committee level and that the KPI performance is consistently very good due to effective management and monitoring on a monthly basis by the Comptroller and City Solicitors Senior Management Team.
2. Members are asked to note the report.

## **Main Report**

### **Background**

1. The Establishment Committee approved the Business Plan on 19 April 2016 this report provides an update on the current status of and progress toward achieving the strategic aims and objectives of the Comptroller and City Solicitor's Departmental Business Plan 2016-2019.

### **Current Position**

2. The improvement objectives are:
  - a) To manage resources effectively to provide efficient and quality legal services

A1. Achieve the Service Based Review (SBR) target.

The departmental SBR target for 2016/17 is £169k out of a total of £377k for the period 2014-2018. Due to the increased demand for legal support and advice it was not possible to achieve the allocated £49k saving in staffing costs and this saving was instead loaded into the external income target. The 2016/17 income projection at period 9 is forecast to meet the 2016/17 £169k savings target and the service will therefore meet the overall SBR target of £377k.

A2. Achieve re-accreditation to the Law Society re-structured LEXCEL standard version 6.

The service undertook a full assessment against the LEXCEL standard resulting in re-accreditation with a high level of compliance and with many areas of good practice identified. Internal LEXCEL monitoring against the standard is on-going.

- b) To tailor our services so as to meet the needs of, and add value to the transformation and modernisation agenda and be an exemplar of innovative good practice so as to "combine the best of the old with the best of the new"

B1. Complete a major information management project.  
Significant progress has been made toward procuring and implementing a replacement legal case management and electronic records management systems, the project is on course to meet the target timescale.

It is anticipated that the systems will facilitate smarter leaner processes and will deliver improved client information and communication, excellent standards of records management and will facilitate paper light working.

B2. Undertake an in-depth review of our work processes in order to maximise efficiency.

Lean system reviews have been undertaken, recommended process improvements agreed and tabulated and the proposals are currently being implemented. An efficiency success evaluation will be undertaken.

### **Corporate & Strategic Implications**

3. The service provides effective legal advice and support to enable service departments to achieve specific corporate and strategic aims and to protect the City's interests. The Business Plan aligns to the City's key policy priorities as follows:-

KPP1 – Supporting and promoting the UK financial based services sector throughout the world for the benefit of the wider UK economy.

KPP2 – Improving the value for money of our services within the constraints of reduced resources.

4. The Departmental Performance Indicators (and current position) are listed in Appendix A.

### **Finance**

5. Based on the current income forecast the service will keep within its Local Risk budget at the year end.

### **Strategic Risk Management**

6. Strategic and Operational Risks are reviewed by the Department's Senior Management Team on a monthly basis. The latest strategic risk report is included in a separate report.
7. It should be noted that risk CCS004 Successful operation of Oracle OPN has reduced to green status.

### **Conclusion**

8. The department has made significant progress toward achieving the 2016/2017 business plan objectives.

## Appendices

- Appendix 1 – Comptroller & City Solicitor – Performance Indicators 2016/17

### Nick Senior

Business Manager, Comptroller and City Solicitor's Department

T: 020 7332 1668

E: [nick.senior@cityoflondon.gov.uk](mailto:nick.senior@cityoflondon.gov.uk)

Appendix A

### Comptroller & City Solicitor - Performance Indicators (2016/2017)

Ref	Performance Indicator	Target and progress for 2016/2017	Position at 30 June 2016
PI 1	Responses of chairmen of committee to the client care survey give a 'high overall service' rating	Target 98%	Achieved - 100% (December 2015) next survey January 2017
PI 2	Responses of departments to the client care survey give a 'high quality service' rating	Target 98%	Achieved – 99% (December 2015) next survey January 2017
PI 3	Responses of departments to the client care survey give a 'staff keep you well informed' rating	Target 93%	Achieved - 96% (December 2015) Next survey January 2017
PI 4	Justified complaints against total caseload	Target – maximum of 5 per annum	On target 0 complaints received
PI 5	Maintain LEXCEL accreditation	LEXCEL accreditation achieved	Accreditation achieved June 2016
PI 6	File reviews completed in a timely fashion	Target - 90% within one month	Achieved 93% 3rd quarter On target
PI 7	Inactivity on live files in 6 months	Target – Not more than 15%	Achieved 10% at 3rd qtr 5% above target
PI 8	Inactivity on live files in 3 months	Target – Not more than 20%	Achieved 18% at 3rd qtr 2% above target
PI 9	Individual chargeable hours target	Target 100%	On target for 100%
PI 10	Effectively managing short term sickness absence	Target – Below City short term average	Target exceeded at 3rd qtr C&CS 0.28 days CoL average 0.48 days