

Appendix 1 – Objectives for the Shared Legal Service

Criteria	Action Point	Proposed Outcome
'Area for improvement'	What will be done?'	What happened?
To add value and improve the legal service for all four councils	<ul style="list-style-type: none"> <li>• Combine the existing teams into a single shared service</li> <li>• Build greater integration with the client teams</li> <li>• Build a service that can work effectively in a fast paced, commercial and ambiguous local government environment</li> </ul>	<ul style="list-style-type: none"> <li>• Moved quickly to restructure into a combined shared service</li> <li>• Developed team, trust and a shared culture</li> <li>• Moved decisively to minimise disruption and uncertainty in regard to change management</li> <li>• Implemented team of 4 specialist Business partners that work closely with client teams</li> <li>• Undertaken team development/coaching to build an effective service fit for the changing business environment</li> </ul>
Reduce the reliance on External Lawyers and rationalise costs to ensure good value from external lawyers	<ul style="list-style-type: none"> <li>• Procure legal advice effectively where appropriate</li> <li>• Share the learning, knowledge and advice</li> <li>• Consider partnering through a suitable framework</li> </ul>	<ul style="list-style-type: none"> <li>• 4 Business Partners available with specialisms in Planning, Litigation, Property and Commercial and a focus on problem solving and project support</li> <li>• Previous costs being identified and oversight of procurement to be held in legal service to ensure value and learning</li> <li>• Low value work identified and outsourced where appropriate to enable high value work to be prioritised</li> <li>• External spend has been appropriate and reduced (see diagnostic ??)</li> </ul>
Exploit economies of scale and make efficiency savings	<ul style="list-style-type: none"> <li>• Pro-actively seek opportunities to reduce costs</li> <li>• Make savings in supplies and services by combining the service</li> <li>• Improve resilience by building a bigger team</li> <li>• Procure and develop a Case Management System</li> <li>• Modernise working practices</li> </ul>	<ul style="list-style-type: none"> <li>• Procured and implemented first phases of CRM system</li> <li>• Invested in a shared (7 way) CMS Manager to manage CMS system</li> <li>• Delivered more capacity at same salary budget/made savings on supplies and services and property costs</li> <li>• Improved resilience (4 lawyers now have access to 10)</li> <li>• Developing new ways of working , all staff hot desk and</li> </ul>

		use mobile technology and are based in new location
Improve the Employer Brand	<ul style="list-style-type: none"> <li>• Build in Career Progression</li> <li>• Deepen and extend the range of legal expertise available internally</li> <li>• Work to build an attractive employer brand that attracts and retains staff</li> </ul>	<ul style="list-style-type: none"> <li>• Now have in-house Commercial lawyer</li> <li>• Currently supporting 4 trainee solicitors</li> <li>• Have enabled career pathways and progression</li> <li>• Recruitment has been successful; new staff have been retained; Employer brand is positive</li> <li>• Increased use of social media to recruit</li> <li>• Pay bands been maintained without additional supplement or enhancements</li> </ul>
Working with Pace and Trust	<p>Engaged staff in building trust and shared culture</p> <p>Worked with clients to develop new business model</p>	<p>Team coaching for Business Partners and whole team taken place to identify positive behaviours and build shared team culture</p> <p>Team bonded well, are looking forward and have let go of the past</p> <p>Poor performers have left their employment</p> <p>Workshops have taken place with managers</p> <p>Service manager attended SLT</p> <p>Project Board developing balanced Scorecard and meeting monthly to monitor progress</p> <p>Positive feedback has replaced the negative feedback inernet in the existing service</p>