

**APPENDIX 1**

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| <u>Action</u>   | <u>Implementation Plans</u>   | <u>Implementation Date</u>  | <u>Officer responsible</u>  |
| <p><b>A. Refocus</b> the work of the Service. The Service should <b>first and foremost provide legal advice and assistance</b>. This means work that uses legal skills, experience and expertise.</p> <p><b>Cease carrying out non-legal work</b> where this undermines the ability of the Service to provide legal advice and assistance</p> | <p>(1). Enter into Service Level Agreements with clients (see H below). Agreements should specify the work that will be done by the Legal Service.</p> <p>(2). In respect of matters not the subject of SLAs, carry out review of existing work to identify “non-legal” work currently being carried out by the Service. Liase with clients concerning outcome of review and agree future work arrangements.</p> <p>(3). Report problems to Cabinet for decision.</p> | <p>Complete by end of April 2002</p>  | <p>Legal Services Manager and Head of Legal &amp; Property Services</p> |
| <p>K Work is in progress.</p>   |   |   |   |
| <p><b>B. Qualified staff to focus on “added value” work.</b> This is work that adds value and provides an output for clients that cannot be replicated elsewhere.</p>   | <p>(1). Identify work suitable for paralegal staff (see C and D below).</p> <p>(2). Transfer routine legal work to paralegal staff (see C and D below)</p> <p>(3). Refocus work of legally qualified staff so that they concentrate on added value work.</p>  | <p>Complete by end of February 2001</p> <p>Complete by end of September 2001</p> <p>Complete by end of April 2002</p> | <p>Legal Services Manager and Head of Legal &amp; Property Services</p> |
| <p>J See progress report in paragraph C below.</p>  |   |   |   |

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| <p><b>C. Create new “paralegal/administrative assistant” roles</b> to replace the remaining two Legal Secretary posts.</p> <p>Notes.</p> <ul style="list-style-type: none"> <li>- This is subject to agreement of existing staff</li> <li>- The third Legal Secretary post has been redesigned as “paralegal/legal assistant (see D below)</li> </ul>  | <p><b>(1).</b> Conclude discussions with staff and implement as appropriate.</p> <p><b>(2).</b> Identify work suitable for paralegal role.</p> <p><b>(3).</b> Develop:</p> <ul style="list-style-type: none"> <li>- training programme;</li> <li>- supervision and support programme; and</li> <li>- work transfer process.</li> </ul> <p><b>(4).</b> Transfer routine legal work to “paralegal” staff.</p>  | <p>Complete by end of April 2001.</p> <p>Complete by end of March 2001.</p> <p>Complete by end of June 2001.</p> <p>Complete by end of September 2001.</p>   | <p>Legal Services Manager and Head of Legal &amp; Property Services</p> |
| <p><b>J</b> The existing Legal Secretaries have agreed to carry out paralegal work. Suitable work has been identified for the paralegal role. Training, both internal and external, has been carried out. Paralegal staff under supervision of qualified legal staff are now completing a significant amount of the more simple work. Further progress could be made respect of property matters and this will be addressed over the coming months.</p> <p>The new paralegal role is in its early days. With further training, and experience developed through working with qualified lawyers, this initiative is likely to be very successful. In particular, it is already freeing qualified staff to work on the more complex matters.</p> |  |  |   |
| <p><b>D. Create a new paralegal/administrative assistant role</b> to replace existing Legal Secretary post (following retirement of current post holder)</p>   | <p><b>(1).</b> New post has been offered and accepted.</p> <p><b>(2).</b> Follow steps in paragraph C above.</p>   | <p>New appointee to start approximately 26 March 2001.</p> <p>Timescales as above.</p>   | <p>Legal Services Manager and Head of Legal &amp; Property Services</p> |
| <p><b>J</b> See paragraph C above.</p>   |  |  |   |
| <p><b>E. Match work against resources</b> so that the two are in balance by:</p> <ul style="list-style-type: none"> <li><b>a)</b> closer collaboration between Legal Services and clients;</li> <li><b>b)</b> agreeing work programmes with clients;</li> <li><b>c)</b> giving priority to work contained in agreed programmes (but recognising that a certain amount of “unplanned” work is inevitable); and</li> <li><b>d)</b> estimating the value obtained from the Service to determine correct level of legal support</li> </ul>   | <p><b>(1)</b> Legal Services to contact clients in advance of the clients’ annual service planning process, with request for an outline of clients’ anticipated legal needs for the year in respect of:</p> <ul style="list-style-type: none"> <li>- large projects</li> <li>- new initiatives and policies</li> <li>- other work</li> </ul> <p>This information to be used for the Legal Service’s own annual service plan.</p> <p><b>(2)</b> Legal Services to</p> | <p>Annually, in advance of service planning process.</p> <p>Annually.</p> <p>Continuously, and as part of marketing strategy and SLA process.</p> <p>Continuously</p> <p>Continuously</p> <p>Annually.</p> | <p>Legal Services Manager and Head of Legal &amp; Property Services</p> |

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| L Work has not yet begun on implementation. This will be commenced in the near future. |  |   |   |
| <b>F. Work to Lexcel standards.</b>  | <p>(1). Establish Project Group.</p> <p>(2). Project Group to identify extent to which the Service is currently Lexcel compliant. Project Group to work on the Lexcel “Requirements” that can be implemented in the short term.</p> <p>(3). Project Group to produce report setting out balance of measures required before Service can be Lexcel compliant.</p> <p>(4). Service to be Lexcel compliant and ready for “dry run”.</p> <p>(5). Project Group to assess and monitor performance, addressing problems as and when they arise.</p> <p>(6). Service to be ready for assessment by external assessors</p> | <p>Completed.</p> <p>Complete by 31 May 2001.</p> <p>Complete by 31 May 2001.</p> <p>Complete by 31 January 2002.</p> <p>Complete by 1 July 2002.</p> <p>Complete by 1 July 2002.</p> | <p>Legal Services Manager and Head of Legal &amp; Property Services</p> |

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| <p>J Significant progress has been made in respect of Lexcel.</p> <p>L It is unlikely that the Service will be ready for the “dry run” by 31 January 2002. This is primarily due to work undertaken in connection with the case management and data collection capabilities of existing software. The revised target for commencement of the “dry run” is 1 April 2002, with the Service being ready for assessment by external assessors by 1 September 2002.</p> |   |  |   |
| <p><b>G. Collect comprehensive, clear, accurate and easily retrievable management data.</b></p> <p>To include:</p> <p>a) numbers of transactions undertaken</p> <p>b) time taken to complete transactions</p> <p>c) cost of each transaction</p> <p>d) number of current live matters under the control of each fee earner</p> <p>e) optimum workloads and satisfactory progress of work.</p>  | <p>(1) Identify precisely what data is needed, how frequently and in what format.</p> <p>(2). Identify the extent to which existing electronic systems can produce the necessary data. A key requirement being that data should be quickly and easily retrievable to facilitate effective management.</p> <p>(3). Obtain suitable software packages in the event that existing systems are inadequate.</p> <p>(4). Obtain necessary IT hardware upgrades to enable running of software.</p> | <p>Complete by end of April 2001</p> <p>Complete by end of June 2001</p> <p>Complete by end of April 2003</p> <p>Complete by end of April 2003</p> | <p>Legal Services Manager and Head of Legal &amp; Property Services</p> |
| <p>J The relevant data has been identified. The capability of existing software has been examined. With relatively modest modifications made by the software supplier and further work by members of staff, it appears that the existing software could be altered to achieve all that is required by the Service.</p>   |   |  |   |
| <p><b>H. Establish Service Level Agreements (SLAs) for main areas of work.</b></p>   | <p>(1). Identify areas of work suitable for SLAs.</p> <p>(2). Complete SLAs.</p>  | <p>Complete by end of June 2001</p> <p>Complete by end of April 2002</p>   | <p>Legal Services Manager and Head of Legal &amp; Property Services</p> |
| <p>K Work suitable for SLAs has been identified. Work is in progress concerning completion of SLAs.</p>  |   |  |   |
| <p><b>I. Develop performance indicators.</b></p>   | <p>(1). Identify appropriate performance indicators.</p> <p>(2). Start collecting data.</p>   | <p>Complete by end of June 2001</p> <p>Complete by end of September 2001</p>   | <p>Legal Services Manager and Head of Legal &amp; Property Services</p> |

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| <p>L Draft performance indicators have been prepared but not agreed with clients. On reflection, it seems more appropriate to agree these as part of the process of completing service level agreements.</p> <p>Concerning collection of data, this can be done electronically once existing software has been modified (see paragraph G above).</p>  |   | <p>reflection, it seems more appropriate to agree these as part of the process of completing service level agreements.</p> <p>has been modified (see paragraph G above).</p>  |
| <p><b>J. Improve, enhance and maintain internally generated precedents and standard documents.</b> These should be comprehensive, quick and easy to use, up to date and accessible to all staff in the Service.</p> <p><b>Store other documents</b> by reference to transaction rather than author. Documents relating to each transaction should be stored in their own separate sub-folder.</p> | <p><b>(1).</b> Identify new framework for:</p> <p>(i) precedents/standard documents on Legal Masters (G) and</p> <p>(ii) documents on Legal Main (F).</p> <p><b>(2).</b> Implement transfer of precedents/standard documents on Legal Masters (G). Delete redundant precedents/standard documents and add new ones as necessary.</p> <p><b>(3).</b> Implement new system on Legal Main (F). Delete redundant folders and sub-folders.</p> <p><b>(4).</b> Identify processes for updating Legal Masters (G) and archiving transactions on Legal Main (F), and implement.</p> | <p>Complete by end of March 2001</p> <p>Complete by end of May 2001</p> <p>Complete by end of June 2001</p> <p>Complete by end of June 2001</p> <p>Legal Services Manager and Head of Legal &amp; Property Services</p> |

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| J Work on precedents and storage of documents is at an advanced stage.  |   |                                |  |
| K. Undertake advance planning to embrace the e <b>Government</b> agenda   | (1). Establish project group.   | Complete by end of June 2001   | Legal Services Manager and Head of Legal & Property Services |
|   | (2). Develop Legal Services Strategy and policies for IT and e Government   | Complete by end of April 2002  |  |
| K Work is in progress.  |   |                                |  |
| L. Tackle <b>skills and knowledge gap</b> within Service.   | (1). Identify main gaps in skills and knowledge of the Service.   | Complete by end of 2001        | Legal Services Manager and Head of Legal & Property Services |
|   | (2). Develop training programme and implement.  |                                |  |
|   | (3). Identify gaps that cannot be covered by the training programme, or where it is not economic to provide in-house cover. Use this information to assist in determining what work should be outsourced. |                                |  |
|   | (4). Carry out regular reviews.   |                                |  |
| K Work is in progress.  |   |                                |  |
| M. <b>Rank the Corporate aims and objectives in order of priority</b> for the purposes of work carried out by the Service. Aim to work in accordance with the Council's corporate interests rather than on the basis that those who "shout loudest get served first". | (1). In collaboration with clients, define the Corporate priorities.  | Complete by end of April 2002. | Legal Services Manager and Head of Legal & Property Services |
|   | (2). Report to Cabinet for decision.  |                                |  |
| K Work is in progress.  |   |                                |  |

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| <p><b>N. Seek involvement of the Service at the early stages of strategy, policy and projects.</b> So that legal issues and concerns can be dealt with at the planning stages, and so that the Service can more easily bring a “can-do” approach to the Council’s initiatives.</p>   | <p>(1). Address these issues through the marketing strategy (see Q below) and Service Level Agreements.</p>   |   | <p>Legal Services Manager and Head of Legal &amp; Property Services</p> |
| <p>K Work is in progress.</p>  |   |   |   |
| <p><b>O. Seek full and timely instructions</b> from staff in other services.</p>   | <p>(1). Address these issues through the marketing strategy (see Q below) and Service Level Agreements.</p> <p>(2). Develop “model” instructions in collaboration with clients, setting out what is required.</p> |   | <p>Legal Services Manager and Head of Legal &amp; Property Services</p> |
| <p>K Work is in progress.</p>  |   |   |   |
| <p><b>P. Develop a marketing strategy</b> for the Service</p>  | <p>(1). Identify marketing issues and prepare strategy.</p> <p>(2). Implement strategy.</p>   | <p>Complete by end of November 2001</p> | <p>Legal Services Manager and Head of Legal &amp; Property Services</p> |
| <p>K Work is in progress.</p>  |   |   |   |
| <p><b>Q. Establish panel of preferred suppliers</b> of external legal services</p>   | <p>(1). Select preferred suppliers.</p> <p>(2) Update annually</p>  | <p>Complete by end of October 2001</p>  | <p>Legal Services Manager and Head of Legal &amp; Property Services</p> |
| <p>L The Panel has not yet been established. This will be done in the near future. In practice, selection of external legal suppliers has been based on information obtained through the Best Value consultation process. External suppliers have been selected on the basis of suitability and cost in terms of the criteria set out in the Best Value report on Legal Services dated 8 March 2001.</p> |   |   |   |

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| <p><b>R. Regularly measure client satisfaction</b> and publish the results.</p>           | <p>(1). Annual client survey (taken in last quarter of financial year).</p> <p>(2). Questionnaires issued on a percentage of closed files, as part of Lexcel quality system.</p> | <p>Complete by end of each financial year</p> <p>Complete as part of Lexcel process</p> | <p>Legal Services Manager and Head of Legal &amp; Property Services</p> |
| <p>K This will be carried out at the end of the financial year and as part of Lexcel.</p> |  |   |   |

| <p><b>RECOMMENDATIONS FOR FUTURE IMPROVEMENT</b></p>   |   |   |  | <p><b>APPENDIX 2</b></p>   |
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| <p><b>What Review Outcomes are recommended for future consideration?</b></p>   | <p><b>What prevents the outcome being implemented now?</b></p>  | <p><b>How is this matter being addressed?</b></p>   | <p><b>What timescale could it be implemented within?</b></p> | <p><b>Who is responsible for progressing the implementation?</b></p> |
| <p>Potential joint commissioning of legal services by authorities in East Sussex and beyond.</p> <p>This could take the form of a jointly owned legal service; municipal trading in which authorities buy in the services provides by other authorities; and a consortium of authorities purchasing external services with the benefit of combined purchasing power.</p> | <p>Legal services in other authorities are generally in years 3-5 of the Review cycle, meaning that authorities have not yet concentrated on alternative means of obtaining services.</p> | <p>Eastbourne will host a meeting of authorities in East Sussex, and other interested authorities, to explore opportunities for joint commissioning; and will actively take this forward.</p> | <p>By 2005/06</p>  | <p>Legal Services Manager</p>  |



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| <p>K In August 2001 the councils of Reigate &amp; Banstead, Sevenoaks, Tandridge and Wealden advertised the fact that they were working together on options for joint working and procurement.</p>  |   |   |            |  |
| <p>L The Legal Services Manager contacted the lead authority in advance of the closing date of 7 September 2001, advising that Eastbourne wishes to participate in this process. A full response is still awaited.</p>  |   |   |            |  |
| Secure accreditation under Lexcel   | Funding for necessary investment in IT and the cost of the accreditation process. | Full costs to be obtained.<br><br>Potential growth bid for 2002-2003, or later. | By 2005/06 | Legal Services Manager and Head of Legal & Property Services |
| <p>J As mentioned in paragraph G of Appendix 1, the capability of existing software has been examined. With relatively modest modifications made by the software supplier and further work by members of staff, it appears that the existing software could be altered to achieve all that is required by the Service.</p> <p>The cost of a conventional case management system is likely to be in the range of £20,000 to £40,000. The alterations to existing software could be achieved at a cost of approximately £1,500 to £2,000. Whilst this would not give the full capability of a conventional case management system, the end results should be sufficient for the purposes of securing Lexcel accreditation and meeting the other data management needs of the Service.</p> |   |   |            |  |
| Secure improvements in office accommodation, namely:<br><br>a) an interview room and<br><br>b) the provision of water and a sink within easy reach of staff.  | Completion of the Council's Accommodation Review.                                 | The Accommodation Review  | By 2005/06 | Head of Legal & Property Services                            |
| <p>K Progress is being made on the Accommodation Review.</p>  |   |   |            |  |

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| Secure investment in IT, and provision for temporary staff cover. Consider issues relating to retention and recruitment of staff.  | Full costs need to be identified.                       | Full costs to be obtained.<br><br>Potential growth bid for 2002-2003, or later. | By 2005/06 | Legal Services Manager and Head of Legal & Property Services |
| K To be subject of potential growth bid.   |   |   |            |  |
| Achieve on-line delivery of the Service in accordance with the targets set out in the White Paper E Government – A Strategic Framework For Public Services In the Information Age. | Development of the Council’s strategy for E Government. | Corporate strategy on e Government.   | By 2005/06 | Strategic Development  |
| K Progress is being made on the strategy.  |   |   |            |  |