

### Appendix 1: LGSS Law/P&C Service Improvement Plan (Updated 19.09.2017)

	Action	Comment	Target Date	RAG
1	Formulate, agree and implement service level agreements (SLA) specific to each CFA service area, encapsulating the division of responsibilities between lawyer and CFA client officer.	<p><b>Children’s social care</b> - draft SLA approved by PC Heads of Service, Assistant Director and Quentin Baker (Director of LGSS Law Ltd). Now awaiting feedback following meeting between Lou Williams (Director Children’s Services) and Prity Patel (Head of Children, LGSS Law Ltd).</p> <p><b>Adult social care</b> – Duncan Dooley-Robinson, Head of Adults (LGSS Law Ltd) sent draft SLA sent to PC Heads of Service for approval. Awaiting feedback.</p> <p><b>Commissioning</b> – Fiona McMillan, Head of Districts (LGSS Law Ltd) presented the draft SLA at the Commissioning Management Team. Commissioning is now setting up a sub-group to determine the areas that need to be covered in the SLA.</p> <p><b>Property Acquisitions and Academy Conversions</b> – Michaela McMurtrey, Principal Lawyer (LGSS Law Ltd) has prepared a draft which has now been updated by contracts lawyers to include commercial transfer agreements. This draft has been sent to Hazel Belchamber for approval.</p> <p><b>Education/School Admission Appeals</b> – An SLA in place since 2014 is out of date and needs review. Ruksana Munir, Principal Lawyer (Litigation) has sent a revised draft to relevant PC Head of Service.</p> <p><b>Education/Prosecutions:</b> Darren Marshman-Stewart, Principal Lawyer (Litigation) has prepared a draft.</p> <p><b>Litigation - general civil:</b> Satinder Sahota, Head of Litigation, LGSS Law, has prepared a draft.</p> <p><b>Youth, Housing and Communities</b> – Emma Cooper, PC Project lead for SLA, to met Assistant-Director who said that no SLA was required at present.</p> <p>Once drafts are agreed for the respective areas of work, they will be collated into one Service Level Agreement that covers the provision of legal services by LGSS Law to Cambridgeshire County Council People and Communities.</p>	01-09-17	R

2	LGSS Law to establish regular Case Tracker (MI) reporting mechanism for S.31 cases	<p>Case Tracker for S. 31 cases and PLO cases owned and updated by LGSS Law and sent to Paul Finon (CFA Court Practice Development Manager) at least every 14 days.</p> <p>Duncan Dooley-Robinson, Head of Adults (LGSS Law Ltd) and Adults Heads of Service are considering whether an equivalent tracker for adults matters should be introduced.</p> <p>None of the other PC areas has requested a case tracker; it is more relevant to child protection because of the volume of cases and the importance of meeting court deadlines.</p>	03-07-17	G
3	LGSS Law to review and agree a billing/invoicing format to ensure that CFA client is provided with sufficient information regarding expenditure on legal fees and other legal costs such as disbursements to enable it to identify and monitor the spend.	The required changes to client care letters, costs estimates, invoicing and the way in which disbursements are charged have all been implemented.	01-08-17	G
4	LGSS Law to devise additional Finance Management Information in order to inform CFA of average spends for different types of cases and to ensure continued value for money.	<p>Monthly time costs breakdown sent to Fiona Van Den Hout (legal budget holder) and Roger Brett, shown as split between different matter types (S. 31 proceedings; PLO; LPM; other).</p> <p>Disbursements invoiced weekly.</p> <p>Further input required from other P&amp;C service directors to develop management information.</p>	01-09-17	G
5	CFA to devise scheme of authorisation setting out the parameters of authority for the various officers or posts within the team. In particular, authorisation for use of counsel, experts and for revising initial estimates for costs.	<p>Costs and time estimate sent to relevant district safeguarding manager (for Children's social care matters) at the start of each case; revised estimates also notified.</p> <p>Awaiting clarification from service leads in other areas of PC on authorisation and who is nominated to authorise expenditure such as disbursements: counsel, experts and for revising initial estimates for costs</p>	01-09-17	G
6	LGSS Law to formalise its Business Partner arrangements resulting in greater	LGSS Law Principal Lawyers to ensure team structure charts are sent to Client leads in each PC service area.	01-08-17	G

	clarity as to whom within LGSS Law clients can liaise with and escalate service matters to. This will include the provision of information to clients regarding the LGSS Law senior team and their responsibilities.	Client care letter for each case (sent to instructing officer) includes details of relevant LGSS Law managers/ supervisors.		
7	CFA to review the architecture of its client cost/budget centres with a view to more closely reflecting the existing structures so as to facilitate reporting and costs monitoring.	Current invoicing format (costs split for 4 areas) has been agreed between Fiona Van Den Hout (for Children's social care) and LGSS Law. Further details / changes to structure / cost codes or budget centres awaited from PC for services other than Children's social care.	TBA	G
8	LGSS Law to implement a revised system of payment for disbursements to provide client with more information regarding the cost and service received. Client provided with scanned copy of invoice and invoiced for cost.	Disbursements invoiced to CFA weekly. LGSS Law provide CFA with scanned invoice from external supplier (and summary spreadsheet for all cases); CFA transfer funds to enable LGSS law to make payment.	03-07-17	G
9	LGSS Law to continue recruitment drive in order to achieve:- i) Additional capacity ii) A greater proportion of permanent employees and iii) A greater number of paralegal staff.	Child care - Additional capacity achieved through use of locum lawyers and paralegals, pending permanent appointments. LGSS Law child care team now comprises 6.8 FTE lawyers, 1.6 FTE principal paralegals, 4 paralegals and 1 trainee solicitor. Adults – managers agreed with LGSS Law ASC lead Duncan Dooley-Robinson that legal team capacity is adequate. LGSS Law has recently appointed 3 permanent heads of service (Children, Adults and Litigation).	ongoing	G
10	LGSS Law to develop and implement a pro forma to be completed by all CFA clients when requesting legal advice.	Draft pro-forma sent to PC managers for approval for Children's social care. Adults pro-forma already in use. LGSS Law (Practice manager) devising generic pro-forma which other PC services may adopt. Pro-formas for all PC service areas to be considered and if necessary completed as part of the SLA drafting process.	01-08-17	R
11	LGSS Law and CFA to develop communications around the legal offer:	Link to <a href="http://www.lgsslaw.com">www.lgsslaw.com</a> on Camweb, highlighted on Daily blog on 1.8.17. LGSS Law Operations to have a centralised system recording the training lawyers are providing and ensuring that training is marketed to client teams. Principal Lawyers and	01-09-17	G

	<ul style="list-style-type: none"><li>i) Increase LGSS Law presence on Camweb, e.g. an LGSS Law Page and/or link to the LGSS Law website.</li><li>ii) Better advertising of the legal training available to teams in CFA.</li><li>iii) Improved visibility of structure charts/team lists and contacts in LGSS Law.</li></ul>	LGSS Law Service Heads to request they ascertain from their clients if there is additional training that LGSS Law can provide which would be helpful to their teams.		
--	---	--	--	--