



ORBIS PUBLIC LAW JOINT COMMITTEE

MONDAY, 16 OCTOBER 2017

11.30 AM THE COWDRAY ROOM, WEST SUSSEX COUNTY COUNCIL, COUNTY HALL
NORTH, HORSHAM, RH12 1XH

MEMBERSHIP - Councillor Tim Oliver (Chair)
Councillors David Elkin, Les Hamilton and Jeremy Hunt

A G E N D A

- 1 Apologies for absence
To receive apologies for absence.
- 2 Declarations of Interest
Members and officers are invited to make any declarations of personal or prejudicial interests that they may have in relation to items on the agenda and are reminded to make any declarations at any stage during the meeting if it then becomes apparent that this may be required when a particular item or issue is to be considered.
- 3 Minutes of the previous meeting (*Pages 1 - 6*)
To agree the minutes of the last meeting as a correct record of the meeting.
- 4 Urgent Matters
Items not on the agenda which the Chair of the meeting is of the opinion should be considered as a matter of urgency by reason of special circumstances.
- 5 Orbis Public Law Business Plan (*Pages 7 - 26*)
For the Orbis Public Law Joint Committee to be aware of the early achievements of the partnership, the aims and ambitions for its future and the planning for how they may be realised.
- 6 Progress Update - Presentation
A presentation by the Director of Law and Assurance, WSCC.
- 7 Any other business
- 8 Date of next meeting
The next meeting of the Orbis Public law Joint Committee will be held in March 2018 (date to be confirmed).

PHILIP BAKER
Assistant Chief Executive
County Hall, St Anne's Crescent
LEWES BN7 1UE

Published 4 October 2017

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Agenda Item 3

MINUTES of the meeting of the **ORBIS** Public Law Joint Committee held at 11.30 am on 20 January 2017 at Members' Conference Room, County Hall, Surrey County Council, Kingston-upon-Thames.

These minutes are subject to confirmation by the Committee at its meeting on Monday, 10 July 2017.

Elected Members:

- * Councillor David Elkin
 - * Councillor Richard Burrett (WSCC)
 - * Councillor Les Hamilton (BHCC)
 - * Councillor Denise Le Gal (SCC) (Chair)
- *=In attendance

In attendance

Abraham Ghebre-Ghiorghis, Executive Lead Officer for Strategy, Governance and Law, Brighton and Hove City Council

Ann Charlton, Director of Legal, Democratic and Cultural Services, Surrey County Council

Philip Baker, Assistant Chief Executive, East Sussex County Council

Tony Kershaw, Director of Law, Assurance & Strategy, West Sussex County Council

Graham Friday, Interim Orbis Public Law Finance Lead

Emma Nash, Orbis Public Law Project Manager, East Sussex County Council

Joss Butler, Committee Assistant, Surrey County Council

1/17 APOLOGIES FOR ABSENCE [Item 1]

None received.

2/17 MINUTES OF THE PREVIOUS MEETING [Item 2]

The minutes of the previous meeting held on 31 October 2016 were agreed.

3/17 DECLARATIONS OF INTEREST [Item 3]

There were none.

4/17 PROCEDURAL MATTERS [Item 4]

a MEMBERS' QUESTIONS [Item 4a]

There were none.

b PUBLIC QUESTIONS [Item 4b]

There were none.

5/17 SHARED LEGAL SERVICES AGREEMENT [Item 5]

Declarations of interest:

None

Witnesses:

Abraham Ghebre-Ghiorghis, Executive Lead Officer for Strategy, Governance and Law, Brighton and Hove City Council

Ann Charlton, Director of Legal, Democratic and Cultural Services, Surrey County Council.

Philip Baker, Assistant Chief Executive, East Sussex County Council

Tony Kershaw, Director of Law, Assurance and Strategy, West Sussex County Council

Graham Friday, Interim Orbis Public Law Finance Lead, East Sussex County Council

Key points raised during the discussion:

1. The Committee received an introduction to the report from officers and highlighted that the Shared Legal Services Agreement (SLSA) would form the key principals of a true partnership between each Local Authority and would set the framework on how to operate. Officers confirmed that there were three outstanding areas to be finalised in the agreement which consisted of the staff management protocol, Orbis Public Law joint operating budget and the ongoing discussions with the insurance market regarding the refinement of the indemnity and liability paragraphs.
2. Members asked for clarification regarding the inability to terminate the SLSA agreement within the first three years, and when the three year period would begin. Officers confirmed the three year period would begin when the agreement is signed, which was expected on 1 April 2017 and therefore would conclude on 1 April 2020.
3. A discussion was had around a technical issue regarding the accountability of each Local Authority and how the agreement could ensure avoidance of internal partnership claims. It was stated that the wording would be reviewed to ensure that each Local Authority would not seek money from another Local Authority in the partnership. The discussion was concluded with officers stating that work was still ongoing and that Members would be updated of the outcome.
4. Officers informed the Committee that there was an ongoing issue regarding how claims would be processed and which Partner accepts

what liability. It was highlighted that a shared approach as currently envisaged within the draft agreement would be complex to administer, especially given the current variation of excess limits provided by each insurance provider. Officers agreed to update the Committee at the next meeting.

Actions/ further information to be provided:

For the Interim Orbis Public Law Finance Lead, East Sussex County Council to give an update on the establishment of appropriate insurance arrangements at the next meeting.

RESOLVED:

That the Orbis Public Law Committee noted the content of the SLSA between Brighton & Hove City Council (BHCC), East Sussex County Council (ESCC), Surrey County Council (SCC) and West Sussex County Council (WSSC).

6/17 ORBIS PUBLIC LAW BUDGET 2017/18 [Item 6]

Declarations of interest:

None

Witnesses:

Abraham Ghebre-Ghiorghis, Executive Lead Officer for Strategy, Governance and Law, Brighton and Hove City Council

Ann Charlton, Director of Legal, Democratic and Cultural Services, Surrey County Council.

Tony Kershaw, Director of Law, Assurance and Strategy, West Sussex County Council

Graham Friday, Interim Orbis Public Law Finance Lead, , East Sussex County Council

Key points raised during the discussion:

1. The Officer introduced the report to the Committee and stated that there were clear financial objectives to combine each of the Local Authorities resources and purchasing power to increase savings throughout the partnership. The Officer went on to highlighted that the report identified costs that were in common and that could be included in the Orbis partnership.
2. A Member of the Committee referenced the report which stated that there was legal activity and associated expenditure that had not yet been captured and asked for an example of what these would be referring to. The Officer explained that an example would be work completed on property transactions and that these issues would be further considered during the shadow year.
3. Members of the Committee questioned the missing figure for training for West Sussex County Council (WSSC) in the Appendix A of the

report. Officers confirmed that there was no training budget for WSCC as funding was provided by a central corporation budget and that CDP was also arranged through external parties.

4. A discussion was had around the frequency of meetings in which it was agreed for the Orbis Public Law Committee to hold a formal public decision making meeting every six months, and an informal private update meeting quarterly.

Actions/ further information to be provided:

For the Orbis Public Law Committee to hold a formal public decision making meeting every six months, and an informal private update meeting quarterly.

RESOLVED:

That the Orbis Public Law Committee note the content of the SLSA between Brighton & Hove City Council (BHCC), East Sussex County Council (ESCC), Surrey County Council (SCC) and West Sussex County Council (WSCC).

7/17 REVIEW OF ADVOCACY FOR CHILDCARE PROCEEDINGS [Item 7]

Declarations of interest:

None

Witnesses:

Abraham Ghebre-Ghiorghis, Executive Lead Officer for Strategy, Governance and Law, Brighton and Hove City Council

Ann Charlton, Director of Legal, Democratic and Cultural Services, Surrey County Council.

Philip Baker, Assistant Chief Executive, East Sussex County Council

Tony Kershaw, Director of Law, Assurance and Strategy, West Sussex County Council

Key points raised during the discussion:

1. The Officer introduced the report and informed Members that various work was underway to integrate and identify a single advocacy team to improve cost effectiveness and efficiency. The Officer highlighted that they would be attending a work stream meeting to update and accelerate work being carried out.
2. A discussion was had regarding if officers believed proceedings would be completed by April 2017. Officers explained that although they aim to complete work for April 2017, due to increased workload and pressures, it would be clearer following the attendance of the work stream meeting.
3. Members of the Committee referred to next steps section in the report and asked if it was still foreseeable to make a decision on the establishment of an advocacy unit and related external costs at the next Orbis Public Law Joint Committee meeting. Officers confirmed

that at the current rate it would be decided by April and aim to be implemented this year.

Actions/ further information to be provided:

None.

RESOLVED:

The Orbis Public Law Joint Committee noted progress being made in carrying out a review of advocacy for childcare proceedings across the Orbis Public Law (OPL) partners.

8/17 COMMERCIAL PATHFINDER PROJECT [Item 8]

Declarations of interest:

None

Witnesses:

Abraham Ghebre-Ghiorghis, Executive Lead Officer for Strategy, Governance and Law, Brighton and Hove City Council

Ann Charlton, Director of Legal, Democratic and Cultural Services, Surrey County Council.

Philip Baker, Assistant Chief Executive, East Sussex County Council

Tony Kershaw, Director of Law, Assurance and Strategy, West Sussex County Council

Key points raised during the discussion:

1. Officers introduced the report and informed Members that the report set out the proposal for integration to create a single, resilient and cost effective commercial legal service. It was highlighted that during integration it was officers aim to align office manuals and create shared contract templates to fully support integration.
2. Members sought clarification of the graph provided in the report which at a snap shot in time, showed all open legal matters, graded by complexity (ABC) and which role within the team is undertaking each – Lawyer, Paralegal or trainee. Members went on to suggest including a graph which illustrated the target for OPL would aim understanding.
3. Officers explained that there were ongoing discussion regarding marketing partnership's services to other public sector bodies. Officers assured the Committee that they would continue to keep them updated on the progression of marketing services.

Actions/ further information to be provided:

None.

RESOLVED:

The Orbis Public Law Joint Committee noted the approach to integrating the commercial areas of law (property, contracts, procurement and major projects).

9/17 DATE OF NEXT MEETING [Item 9]

The Committee noted that its next meeting would be held on 10 July 2017.

Meeting ended at: 12.51 pm

Chair

BRIGHTON AND HOVE CITY COUNCIL, EAST
SUSSEX COUNTY COUNCIL, SURREY COUNTY
COUNCIL AND WEST SUSSEX COUNTY
COUNCIL



ORBIS PUBLIC LAW JOINT COMMITTEE

DATE: 16 OCTOBER 2017

LEAD OFFICERS: ABRAHAM GHEBRE-GHIORGHIS (EXECUTIVE LEAD OFFICER FOR STRATEGY, GOVERNANCE AND LAW, BHCC),
ANN CHARLTON (DIRECTOR OF LEGAL, DEMOCRATIC AND CULTURAL SERVICES, SCC),
PHILIP BAKER (ASSISTANT CHIEF EXECUTIVE, ESCC);
AND
TONY KERSHAW (DIRECTOR OF LAW AND ASSURANCE, WSCC).

SUBJECT: ORBIS PUBLIS LAW BUSINESS PLAN

PURPOSE OF REPORT:

For the Orbis Public Law (OPL) Joint Committee to be aware of the early achievements of the partnership, the aims and ambitions for its future and the planning for how they may be realised.

Introduction

Since launching OPL in 2016 much joint working and a number of pathfinder projects have been underway and considerable progress has been achieved. OPL is now in a position to build from these. This is captured in the appended business and action plan.

Recommendations:

It is recommended that the Orbis Public Law Joint Committee notes the approach and plan for the development of the Partnership.

Reason for Recommendations:

To ensure Members have oversight of the design and plans for the delivery of Orbis Public Law.

Contact Officer: Emma Nash, OPL Project Manager

Appendices: Orbis Public Law Business Plan

Sources/background papers: None

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Orbis Public Law Business Plan

September 2017

By OPL Joint Management Board



Contents

- 1.0 Introduction
- 2.0 Objectives
- 3.0 The story so far
- 4.0 Progress towards the vision
- 5.0 Financial environment
- 6.0 Action plan
- 7.0 Success factors
- 8.0 Conclusion

1.0 Introduction

- 1.1** The business case for Orbis Public Law (OPL), the legal services partnership between Brighton & Hove City Council and the County Councils of East Sussex, Surrey and West Sussex, was approved early 2016. The business case recommended that:
- A Joint Committee is set up for Orbis Public Law; and
 - A business case is developed for Orbis Public Law Ltd as an Alternative Business Structure to work alongside the Joint Committee model.
- 1.2** This business plan builds from the original business case and sets out the early achievements of the partnership alongside the aims, ambitions and future plans for OPL. The plan provides the Executive Board and Members of the Joint Committee with a platform for monitoring.
- 1.3** With a combined net operational budget of £10m and workforce of 250 (160 Solicitors and Legal Executives); OPL aims to become a significant public sector shared service.
- 1.4** OPL has a vision to be a single, resilient, sustainable cost effective legal service with a public service ethos with an ability and ambition to grow.
- 1.5** A number of pathfinder projects have been established over the last year and OPL is now in a position to build from these.
- 1.6** By April 2019/20 OPL plans to have achieved a level of integration and collaborative working that is delivering the aims of the partnership.

2.0 Objectives

- 2.1** Each of the four Council's legal teams face similar issues: increasing financial challenges and fewer resources means that it is harder to manage growing demand and provide the increasingly specialised legal service that Councils rely upon. Individually, each Council currently struggles to recruit and retain legal staff in certain critical areas. The size and approach of OPL will provide an effective vehicle to attract and retain excellent staff who share OPL's aspirations and ethos.
- 2.2** The needs from the OPL partners are captured in four objectives; which when achieved will result in the creation of a sustainable model with the ability to grow.
- 2.3 OPL Objectives:**
- Enhance the value of service to our authorities,
 - Improve resilience,
 - Reduce the net cost of legal services and

- Increase opportunities for staff and their development.

2.4 The vision and ambition for OPL is underpinned by the following design principles:

- Optimum integration to achieve best value whilst working to the parameters of a Joint Committee structure
- Deliver against savings targets for constituent authorities
- Focus on enabling and adding value to the customer
- Share knowledge and reduce duplication
- Future proof the Partnership
- Maximise organisational self-sufficiency and resilience
- Delivering legal services in the most effective way; taking a risk based approach to managing demand
- Develop and operate with a commercial mind-set
- Exploit technology to improve performance and manage caseloads.

3.0 The story so far

3.1 The implementation is a staged approach, beginning with greater collaboration and working to an integrated service by 2019/20.

3.2 OPL is being co-designed by colleagues within Legal Services with Project and Practice Management support. This is being managed within existing service budgets. Project Governance arrangements are in place and a copy of the structure is provided in Appendix 1.

3.3 This staged approach to achieving the objectives started with the following projects and workstreams over the last year:

- **Childcare advocacy** – to secure greater internal resources to meet demand
- **Commercial law** – to provide a model for integrated working
- **Work sharing** - to embed a practice of working across boundaries
- **People and culture** - to focus on the needs of and contribution from our staff

- **Practice and case management** – to achieve shared resources and ways of working
- **Governance** – to ensure we have the means to deliver our ambitions
- **Alternative Business Structure** – to analyse whether OPL will benefit from developing a business case for Orbis Public Law Ltd as an ABS

3.4 Childcare advocacy - The aim of the project is to reduce the sums paid to external advocates for childcare proceedings by increasing the amount of advocacy work which is delivered out in-house. Legal Services cannot easily influence the growth in demand for child protection cases but using our own advocates offers a better value solution. For 2016/17 OPL collectively spent £1.848m on external advocates. Data captured through this project shows that an in-house advocate, after costs saves approximately £30,000 per annum compared to instructing counsel to do the same work. The analysis concludes that by employing 4 additional advocates to reduce our reliance on counsel, and allowing for the cost of an advocate clerk, OPL could make savings of over £100,000 a year.

3.5 Commercial law – Commercial law includes property, procurement, contracts and major project legal work. The aim of this project is to model how the four services can work together, and capture lessons for other areas. This work is being referred to as the Commercial Pathfinder project. Across our authorities we possess a significant pool of talent in a field where it has historically proven difficult for individual teams to recruit and retain talent. In recent years our teams have also seen a significant increase in the volume of technical and complex projects requiring specialist knowledge. Sourcing this work externally is very expensive. Commercial work lends itself to inter-authority collaboration and opportunities to generate external income.

3.6 Work sharing – Recently, work has started to be shared across the partnership. A progressive plan to increase the exchange and capture lessons is well underway.

3.7 People and culture - People are at the heart of what we do and interactions and relationships between teams is vital. The staff workstream has helped to keep staff informed and involved and supporting people through change. Joint recruitment and joint professional training brings colleagues together. Teams are sharing good practice, precedents and work issues and a 'phone a friend' culture has been established. Staff forums are a key link between teams and the Joint Management Board. Staff have been consulted on the process that enables staff from the four authorities to work for each other. A one team, one culture approach has started with the co-designing of the following OPL customer focused values and behaviours.



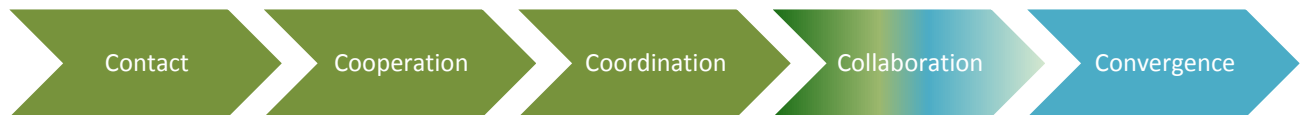
3.8 Practice and case management - Practice management underpins the partnership and the team are very busy aligning practice procedures, business processes, case management standards and systems as well as developing the joint OPL Office Manual. Since launching OPL, a new case management system has been implemented in all OPL authorities and as of September 7th 2017 all partners are now operating this same system, Prescient Plus. This move has been vital as a platform to promote shared working.

3.9 Governance – To ensure the four authorities work together with authority and commitment at all levels and that all processes are in place for OPL to operate lawfully; ensuring compliance with the Law Society and Solicitors’ Regulation Authority (SRA). Such processes are set-out in the business case and in the shared legal services agreement.

3.10 Alternative Business Structure - At the beginning of the journey OPL proposed developing and processing an application to the Solicitors Regulation Authority (SRA) for Orbis Public law Limited as an Alternative Business Structure (ABS). A workstream was created to review the requirements to establish the ABS and whether such a vehicle is necessary. The ABS required significant set-up costs and ongoing regulation and OPL will only pursue this model if it is required and makes financial sense. At this stage of the project OPL doesn’t plan to proceed with developing the business case as it is believed that the shared service can meet its objectives without creating a separate legal practice. As a result, it is not included in the business plan save to the extent required to retain it as an option.

4.0 Progress towards the vision

4.1 OPL recognises that this is a journey which involves good liaison and communication both with staff and customers. By April 2019/20 OPL plans to have achieved a level of collaborative working and integration that is delivering the aims of the partnership. This model is well illustrated in a 5Cs model.



4.2 Achieving collaboration will see partners working together to achieve the shared vision, process alignment and standardisation, joint projects and shared partner resources.

4.3 Achieving convergence will see a single OPL team and culture; using a single resource pool, common processes, standards and infrastructure.

4.4 Different aspects of the shared service are developing through incremental steps and at a different pace. As at September 2017; OPL are comfortably at the coordination stage and moving into collaboration through the alignment of processes and specific work streams and projects detailed in section 3.0.

4.5 In designing OPL; we have broken down the key components and set-out what OPL will look like throughout the journey. This acts as the blue print for OPL.

OPL BLUEPRINT	
COMPONENT	OUTPUT
Governance and leadership	<ul style="list-style-type: none"> – Governed by a Joint Committee. – Sponsored and owned by the Monitoring Officers from each partner. – Underpinned by a shared legal service agreement.
Services	<ul style="list-style-type: none"> – Work shared across the teams. – Centres of expertise emerging and teams organised and integrated in disciplines. – Sovereign authority local needs identified and continued to be supported. – Work delivered at the correct and lowest level (within risk profiles).
People and culture	<ul style="list-style-type: none"> – OPL values and behaviours embedded; one culture. – Single recruitment process. – Continuing engagement with all staff.
Practice Management and IT	<ul style="list-style-type: none"> – Discipline based legal services; processes and documents aligned to aid efficiency, reduce duplication and deliver best practice. – All staff working from a single case management system and processes. – Single office manual and Lexcel assessment.

	<ul style="list-style-type: none"> - A OPL Practice Management team. - Single set of OPL Key Performance Indicators.
Finance	<ul style="list-style-type: none"> - A period of shadow budgets to monitor the operational budget and determine the model for pooled budgets. - A pragmatic inter-billing process established to support the sharing of work. - Savings; the responsibility of each individual partner and OPL will identify what can be achieved collectively and agreed in a financial efficiencies plan. - Longer term a pooled operational budget and savings targets.
External work	<ul style="list-style-type: none"> - A sustainable income and marketing strategy that maintains the public sector ethos of OPL and provides the ability to grow.
Location	<ul style="list-style-type: none"> - Four existing locations however staff are able to work flexibly at any OPL office. - Centres of expertise developed working across all sites.

5.0 Financial Environment

- 5.1** A number of financial principles have been developed to guide the development of the OPL detailed financial operations.
- 5.2** OPL will work to achieve a joint operational budget which will be used to make strategic decisions on staffing requirements, costs, savings and income generating opportunities. The net cost to each partner will be based on a system of Agreed Contribution Rates (ACR) which will reflect the planned resource commitment of each partner for the year ahead. OPL's operational arrangements will seek not to impose any additional resource or costs on other central or support services deployed by any of the Partners e.g. OPL will seek to achieve best value and establish the most effective and efficient solutions by working with support services of the partners.
- 5.3** OPL will be classified as a separate 'taxable person' and therefore VAT incurred on related costs and external income will need to be identified and accounted for separately using the prescribed registration process.
- 5.4** Budgets will be regularly monitored and the ACR's will be periodically reviewed (at least annually) to reflect the actual resource position. At the end of each financial year, a reconciliation will be completed that will determine the financial transactions required between the Partners to align the net costs of the Partnership with the actual ACR for that year. This will minimise the cost of making inter authority transactions during the year.
- 5.5** Individual Partners will maintain their own insurance policies, which will each cover all the Partner's resources and activities. All claims relating to the work of the Partners will be settled by the Partner who either:
- employs the staff who caused the claim to arise in respect of Employer liability claims,
 - was the lead partner in any contractual relationship undertaken on behalf of the Partnership in respect of liability claims; or
 - is the Partner suffering the loss in respect of Fidelity guarantee claims.
- 5.6** For 2017/18 and 2018/19 OPL has agreed to implement these principles to the extent needed to enable a shadow operational budget arrangement rather than a fully joint budget to be used, supported by a shared service legal agreement. Processes have been established to monitor the shadow budgets and lessons captured.

5.7 OPL will establish and maintain a financial efficiencies plan created around opportunities and efficiencies and compare this against the existing expectations of each partner. The starting point for the development of the plan is the 2017/18 budgets and ACRs set for the shadow year as follows.

Orbis Public Law Operation Budget - 2017/18					
	BHCC	ESCC	SCC	WSCC	Total OPL OB
	£'000	£'000	£'000	£'000	£'000
Staffing	2,290	1,744	3,443	3,572	11,049
Non Staffing	79	82	138	105	404
Gross Expenditure	2,369	1,826	3,581	3,678	11,453
Total Income	-362	-281	-400	-338	-1,381
Net Expenditure	2,007	1,545	3,181	3,340	10,072
ACR	20%	15%	32%	33%	100%

*ACR – Agreed Contribution Ratio for the shadow year

5.8 The largest expenditure on other legal activity outside the operational budget is on external Counsel for child care proceedings. There are different approaches to funding external Counsel across the partners. As a result, this is not included in the OPL operational budget. Instead, the benefits, which would still be shared, can be achieved by co-managing and monitoring the spend. Pooling the budgets would not deliver additional efficiencies but help share the risk, which may need to be looked at again in the context of plans for joint budgets. Benefits will still be achievable for each Council as demonstrated with the advocacy project. Employing more internal resource will mean that the cost of OPL will increase however this will be more than offset by the reduced cost of using external advice in the budgets of each partner.

OPL Child protection Counsel spend (£'000s)	2014/15	2015/16	2016/17
OPL	1,262	1,708	1,848

5.9 The savings targets for each authority are the responsibility of each individual partner prior to the establishment of a joint operating budget in 2019/20. It is expected however that OPL through delivering its action plan will support them which focuses on:

- Income and Marketing Strategy
- Delivering cost efficiencies through collaborative and integrated working – for both the operational and non-operational legal spend.
- Absorbing the increased demand for legal services within the current budget.

6.0 Action plan

OPL is working to achieve the following action plan.

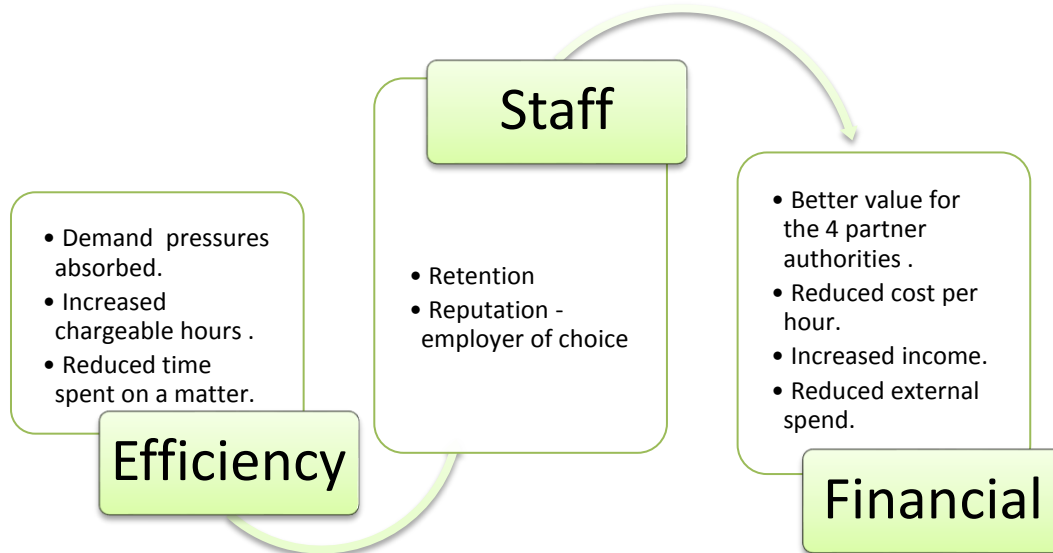
OPL ACTION PLAN					
REF	ACTION / PROJECT	DESCRIPTION	BENEFIT	ACTION OWNER	DUE DATE
1	Financial efficiencies plan	To prepare the financial efficiencies plan which will deliver OPL's ambitions.	Value for money – efficiency and savings targets set.	Joint Management Board	Mar'18
2	Finance project	To create the mechanisms and timeline for a joint operational budget.	Robust financial controls for the partnership.	Susan Smyth – OPL Finance Lead.	Shadow year monitoring started
3	Income strategy	A phased approach to developing an income and marketing strategy; with the objective to reduce the cost of legal services for the public sector.	Reduced reliance on budgets from the constituent Councils, ultimately reducing the cost of legal services.	Philip Baker – Assistant Chief Executive, ESCC	Mar '18
4	Advocacy project	To establish a shared resource to increase internal advocacy capacity.	£100,000 per annum reduction in external spend based on annual saving of 4 advocates less new costs.	Sarah Baker, Legal Services Manager, SCC	Mar '18– and then scope / strategy reviewed.
5	Digital court project	To work with courts on the digital reform programme.	Analysis underway, with current estimates i.r.o. £100,000.	Adrian Conley, Practice Manager BHCC	Mar '18 (dependent on Courts)

6	Commercial law	To achieve a level of integrated working to increase resilience and more effective use of resources.	To provide a model for integration or collaborative working. Saving in external legal spend as specialist services are developed in house.	Elizabeth Culbert, Head of Legal Services, BHCC	Mar '18
7	Systems and Practice	Single office manual - to achieve common and shared resources and ways of working. To develop the case management system including introducing flow files to reduce resource spent on a matter.	Some cashable but mainly non – to provide the process and procedures to support integration. Reduced cost of non-staffing resources e.g. law libraries, case management, training. Reduced staff time.	Andrea Kilby, OPL Business Development Manager	Dec '18
8	Work sharing across the partnership	To embed processes for ensuring that work is carried out at the appropriate location so as to improve the integration of the service and develop centres of excellence.	Absorbing increased demand without increasing service cost. Single lawyer / paralegal officer acting on the same matter for the 4 authorities. Saving in external legal spend as specialist services are developed in house. Identifying areas of expertise / specialism.	Operational Heads of Legal Services from all partners	Starting Sept '17

9	Culture and behaviour	To embed the values and behaviours of staff and managers for the most effective achievement of the shared aims.	Clarity around expectations of staff and managers. Staff engagement. Attract staff to OPL.	Operational Heads of Legal Services from all partners	Mar '18 and ongoing
10	Recruitment strategy	To develop a recruitment strategy and approach to retaining and attracting staff; particularly in difficult to recruit areas.	Specialist in-house services developed. Retain key staff. Provides the ability to grow.	Operational Heads of Legal Services from all partners	Mar '18
11	Legal services framework	To set-up a framework contract for instructing external lawyers whilst having the ability to control costs.	Delivers integration. Service improvements. Savings.	Andrea Kilby, OPL Business Development Manager. Orbis Procurement.	Dec '17 for the strategy and then implementation following acceptance of this.

7.0 Success factors

7.1 To achieve its objectives, the success of OPL will be managed through 3 key areas and targets captured through the financial efficiencies plan and in establishing a single set of OPL Key Performance Indicators:



8.0 Conclusion

8.1 The business plan focuses on a phased set of actions to develop progress towards the longer term goals of the partnership. As specific achievements are delivered an assessment will be made of the whole plan to see whether the longer term aims and the actions for attaining them require adjustment. That oversight of progress will be undertaken with a regular assessment of the financial principles and challenges as well as any partnership risks.

Appendix 1 - Project Governance and delivery as at July '17

Joint Committee

- Oversee the delivery of the services delivered jointly through the Orbis Public Law partnership of the Councils.
- Recommend proposals to meet the annual budget for OPL, set by each of the Councils.
- Approve the OPL Business Plan and performance measures.
- Monitor the OPL Business Plan and performance of OPL.
- Make recommendations to the constituent authorities regarding revisions to the Terms of Reference of the Orbis Public Law Joint Committee.

Executive Board

- Accountable for the project.
- Provides clear leadership and ensures alignment to strategic direction.
- Delegates decision making to ensure decisions are dealt with at the lowest appropriate level.
- Authorises funding.
- Resolves strategic issues.
- Takes ownership of action points.
- Ensures strategic alignment with the wider Orbis where relevant.

Joint Management Board (JMB)

- Executive Board plus Operational Heads of Legal Services
- Function as the Joint Management Team for OPL
- Bring senior Managers into some Executive Board conversations and decisions.
- Consider the impact of OPL strategic direction on the current day-to-day and the best way to implement.
- Ensure continued pace and focus on the priority projects.
- Ensure consistent and coordinated implementation of deliverables.

- Ensure consistent and open communication with staff.

Project Board

- Monitors the workstreams and projects and reports to the JMB.
- Manages dependencies between workstreams and resolves risks and issues escalating where required
- Ensures new working practices are embedded into the organisation to realise benefits.
- Provides assurance for operational stability throughout delivery.

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