

Law & Governance

End of Year Report - Year 4

MENDIP DISTRICT COUNCIL
TAUNTON DEANE BOROUGH COUNCIL
WEST SOMERSET COUNCIL



SHAPE
PARTNERSHIP
SERVICES

April 2019

Authors: David Clark, Lesley Dolan
Document Name: LAW & GOVERNANCE Report – Year 4
Document Number: 03
Effective Date: 1 April 2019
Date due for review:
Responsible for review: Head of Partnership
Version:

Version control

Number	Effective Date	Reviewer	Comments (e.g. details of any policies being replaced)

Dissemination

Name or Team	Method	Date	Version

Publication of current version

	Location	Date of Publication

Approvals for current version

Name	Date of Approval

TABLE OF CONTENTS

- 1. EXECUTIVE SUMMARY**
- 2. POLICY & STRATEGIC CONTEXT**
- 3. EVIDENCE BASE – CASE WORK**
 - 3.1 Cases by category
 - 3.2 Cases by authority
 - 3.3 Cases by category for Mendip District Council Referrals for 2018-19
 - 3.4 Cases by category for Taunton Deane Borough Council Referrals for 2018-19
 - 3.5 Cases by category for West Somerset District Council Referrals for 2018-19
 - 3.6 The nature of evolving Casework
 - 3.6.1 Time spent on Projects
- 4 CLIENT SATISFACTION**
 - 4.1 Group Manager – Law & Governance Services
 - 4.2 Client Manager for TDBC/WSC
 - 4.3 IAA Management Meetings
 - 4.4 Client Meetings
 - 4.5 Lessons from Year 2
 - 4.6 Marketing and Growth Plan
- 5. Case Management System (CMS) & IT UPDATE**
 - 5.1 CIVICA Update
- 6. PARTNER CONTRIBUTIONS**
 - 6.1 Partner costs
 - 6.2 Annual inflationary increase
- 7. STAFF MATTERS**
 - 7.1 Case Management System
 - 7.2 Staff Structure
 - 7.3 Staff Training
 - 7.4 Operations Forum
 - 7.5 Locums

8. LAW AND GOVERNANCE TEAM STRUCTURE

9. FUTURE DEVELOPMENT

9.1 Staffing Levels

9.2 Second client satisfaction survey

9.3 Performance Indicators

9.4 Competitive Advantage

9.5 Growth plan and income generation opportunities

9.6 Marketing Plan

9. RECOMMENDATIONS

Appendix 1.1 : Table of Fee Earner time apportioned per Client

Appendix 1.2 : Table of Fee Earner time apportioned per Work Type

Appendix 2: Schedule of Market charging rates

1. EXECUTIVE SUMMARY

Our Shared Vision

To create a dedicated service to support public and third sector clients with specialist and cost-effective advice

Law & Governance is now in the fifth year of its 5-year business plan. It was the first SHAPE Partnership Service to come into being and has now been joined by the Building Control Partnership which was launched in March 2016.

Mendip District Council continues to maintain its “host authority” status within the Partnership and satellite offices continue to be maintained within our partners’ premises at The Deane House (TDBC) and West Somerset House (WSC).

Law & Governance staff work across the partnership offices as required by the work.

It is to be noted that work profiles have changed and may continue to do so as a result of many factors influencing the strategic direction of travel of the partners namely but not limited to –

- the coming into being of Somerset West and Taunton Council to replace Taunton Deane Borough Council and West Somerset Council
- the Local Government elections at the beginning of May 2019.
- the more commercial approach being taken in relation to corporate assets, and
- the transformation agenda of the individual partners.

Key achievements to date include:

- Supporting TDBC and WSC to enable these partners to be stood down on the March 2019 and for the new, authority Somerset West and Taunton to stand in their place on the 1 April 2019
- Continued support to our partners in major projects/initiatives
- Successful application of the new tools and powers under the Anti-Social Behaviour, Crime and Policing Act 2014, to secure Closure Orders (x2) for TDBC and Public Space Protection Orders (PSPOs) (x3) for MDC
- Supporting all partners in preparation for GDPR
- Supporting the streamlining of enforcement powers (MDC)
- Expanding our customer base and the variety of work commissioned

Key priorities for the next 12 months include:

- Continued support for the new Authority.
- Commissioning a client satisfaction survey.
- To work with the Assets Team at Somerset West and Taunton to streamline the commissioning of work and processes thereafter.
- Implementing a growth and marketing plan.
- Reviewing and recasting the partnership so that it continues to support the strategic direction of the partner authorities moving forward.

RECOMMENDATIONS:

- Endorse progress made to date.
- Endorse the development of growth and marketing plans that includes promotional activities, identifying new clients and exploring opportunities for income generation.
- Review and recast the partnership so that it continues to support the strategic direction of the partner authorities moving forward.

2. POLICY & STRATEGIC CONTEXT

In accordance with the Business Case approved by all three partner authorities in February 2015, a new single legal practice (“the Shared Legal Service”) was established and went live with effect from 1 April 2015. .

The objectives of this tri-Council project were as follows:

- Delivery of a 10% and 15% budget saving for WSC and TDBC respectively;
- The creation of a flexible resilient model, with a ‘critical mass’ of expertise;
- Provision of enhanced efficiency and effectiveness; and,
- Agreeing a minimum initial period of five years, subject to a service review at the end of Year 4.

We are now in the third phase of the five-year business plan, the “Growth Phase”, which includes a review and appraisal of expansion and/or growth strategies, as well as the development of a second business case.

In order to continually assess and deliver demand management, an in-depth review has been undertaken of the service’s operation. The results of that review are set out in the following Chapters of this Report.

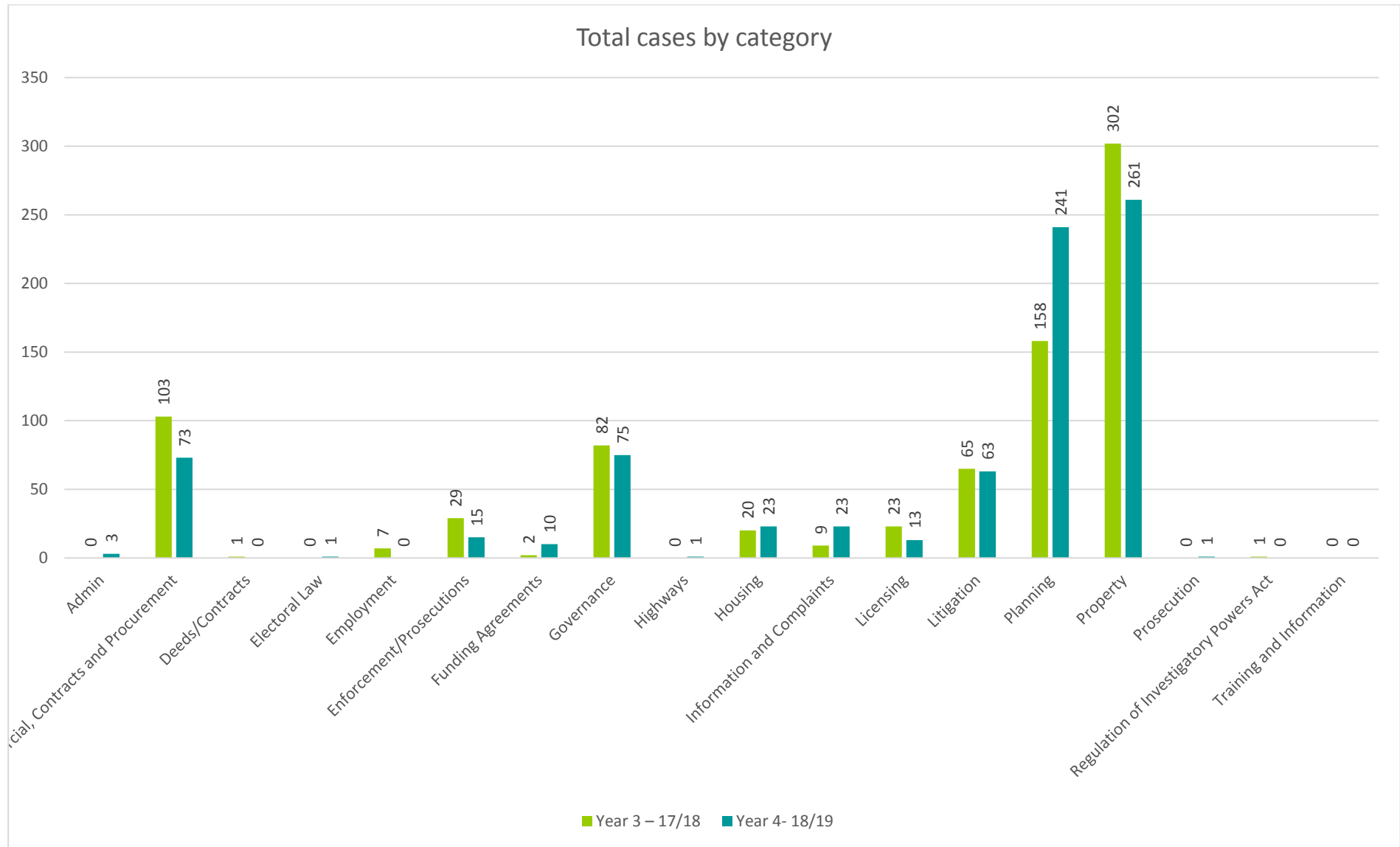
3. EVIDENCE BASE – CASE WORK LAW & GOVERNANCE YEAR 3 TO YEAR 4

3.1 Cases by category for Year 3 to Year 4

<i>Category</i>	Year 3 – 17/18		Year 4- 18/19	
	<i>Number</i>	<i>%</i>	<i>Number</i>	<i>%</i>
Admin	-	0	3	0.37
Commercial, Contracts and Procurement	103	12.84	73	9.09
Deeds/Contracts	1	0.12	0	0
Electoral Law	0	0	1	0.12
Employment	7	0.87	0	0
Enforcement/Prosecutions	29	3.62	15	1.87
Funding Agreements	2	0.25	10	1.25
Governance	82	10.22	75	9.34
Highways	0	0	1	0.12
Housing	20	2.49	23	2.86
Information and Complaints	9	1.12	23	2.86
Licensing	23	2.87	13	1.62
Litigation	65	8.1	63	7.85
Planning	158	19.7	241	30.01
Property	302	37.66	261	32.5
Prosecution	-	0	1	0.12
Regulation of Investigatory Powers Act	1	0.12	0	0
Training and Information	0	0	0	0
TOTALS	802	100	803	100

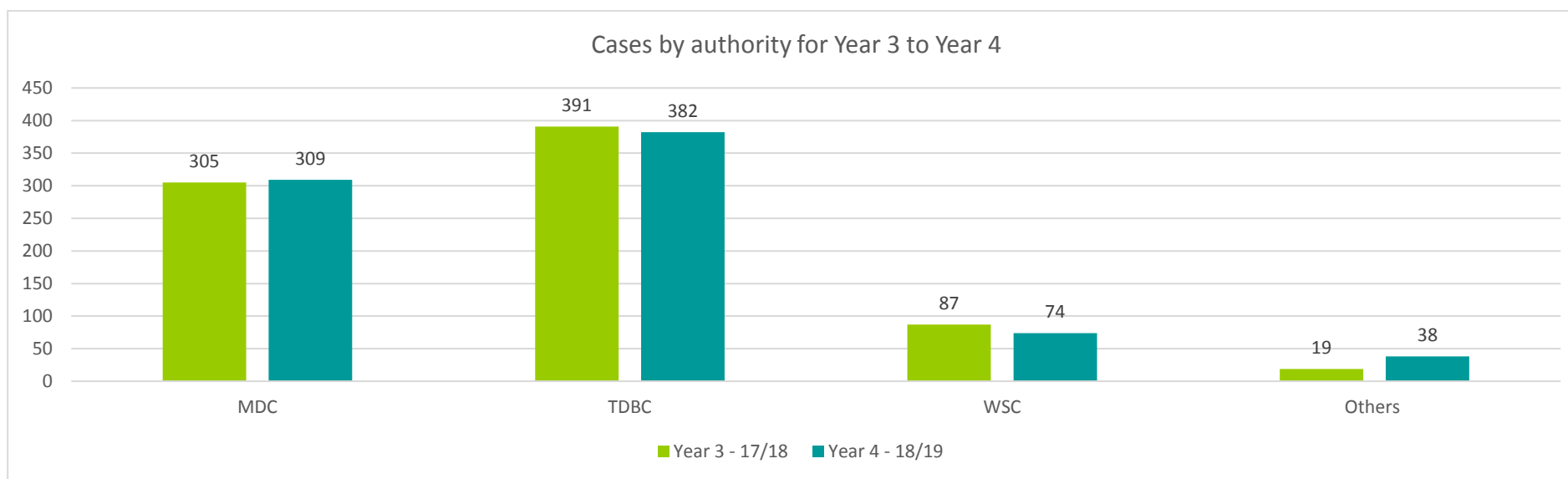
Commentary

Whilst the total number of referred cases remains constant, there are variations in the diversity of cases as indicated in the above table. The biggest increase in the number of referred cases relates to Planning followed by information and complaints and then funding agreements. Referrals have decreased in the categories of Commercial, Contracts & Procurement, Enforcement & Prosecutions, Licensing and Property. The reasons for these changes are unclear.



3.2 Cases by authority for Year 3 to Year 4

Authority	Year 3 – 17/18		Year 4- 18/19	
	Number	%	Number	%
MDC	305	38.03	309	38.48
TDBC	391	48.75	382	47.57
WSC	87	10.85	74	9.22
Other	19	2.37	38	4.73
TOTALS	802	100%	803	100%

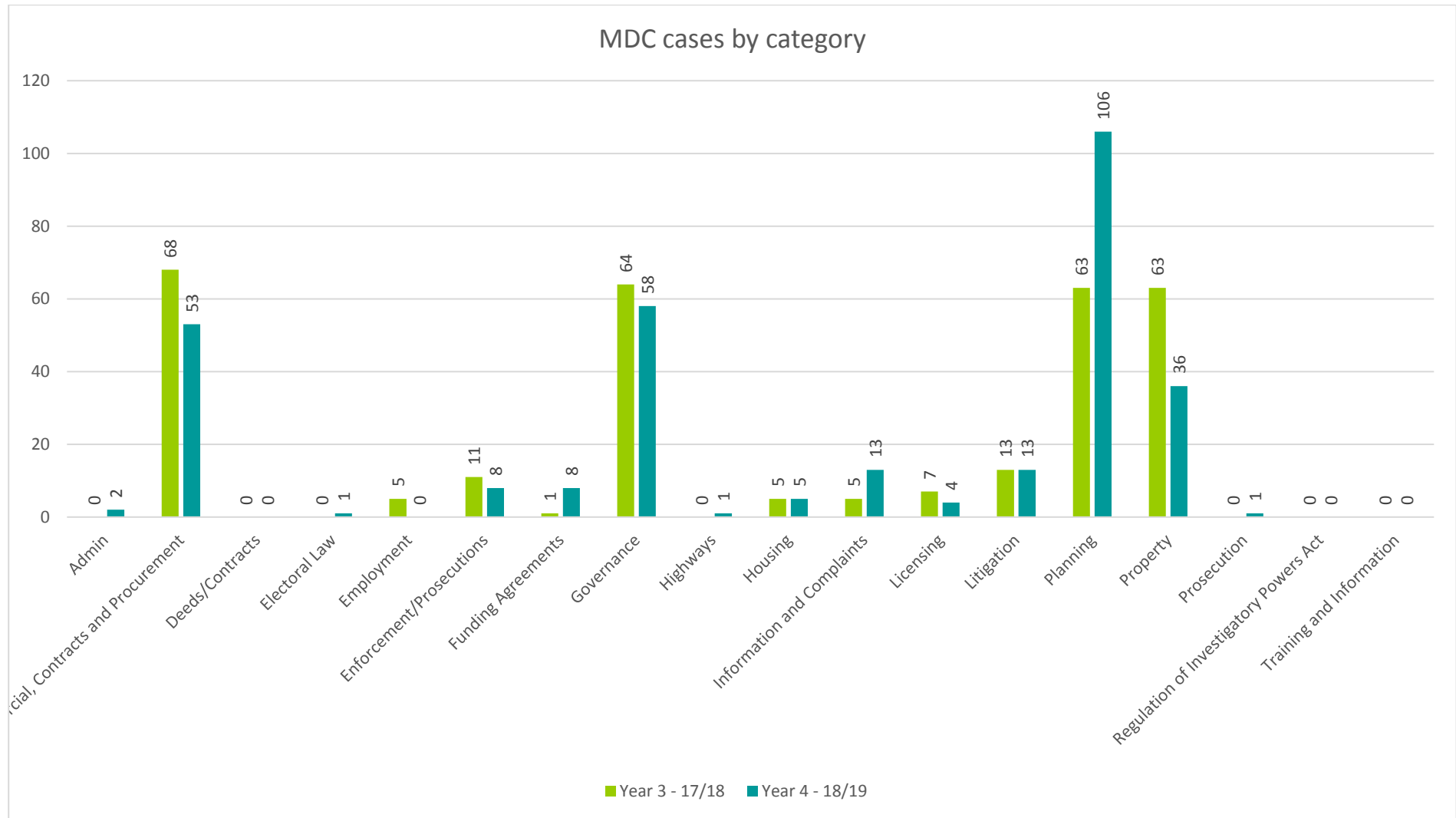


Commentary

The 'Other' Category in the above table relates to new clients. Whilst the Marketing and Growth Plan is not yet fully implemented it is bearing fruit as new clients have been taken on board – new commissions have been received from South Somerset District Council, Mid-Devon Council, Somerset County Council (Section 38 Agreements), East Hampshire District Council and Havant Borough Council.

3.3. Cases by category for Mendip District Council for Year 3 to Year 4

Category	Year 3 – 17/18		Year 4- 18/19	
	<i>Number</i>	<i>%</i>	<i>Number</i>	<i>%</i>
Admin	-	0	2	0.65
Commercial, Contracts and Procurement	68	22.3	53	17.15
Deeds/Contracts	0	0	0	0
Electoral Law	0	0	1	0.32
Employment	5	1.64	0	0
Enforcement/Prosecutions	11	3.61	8	2.59
Funding Agreements	1	0.33	8	2.59
Governance	64	20.98	58	18.77
Highways	0	0	1	0.32
Housing	5	1.64	5	1.62
Information and Complaints	5	1.64	13	4.21
Licensing	7	2.3	4	1.29
Litigation	13	4.26	13	4.21
Planning	63	20.66	106	34.3
Property	63	20.66	36	11.65
Prosecution	-	0	1	0.32
Regulation of Investigatory Powers Act	0	0	0	0
Training and Information	0	0	0	0
TOTALS	305	100%	309	100%

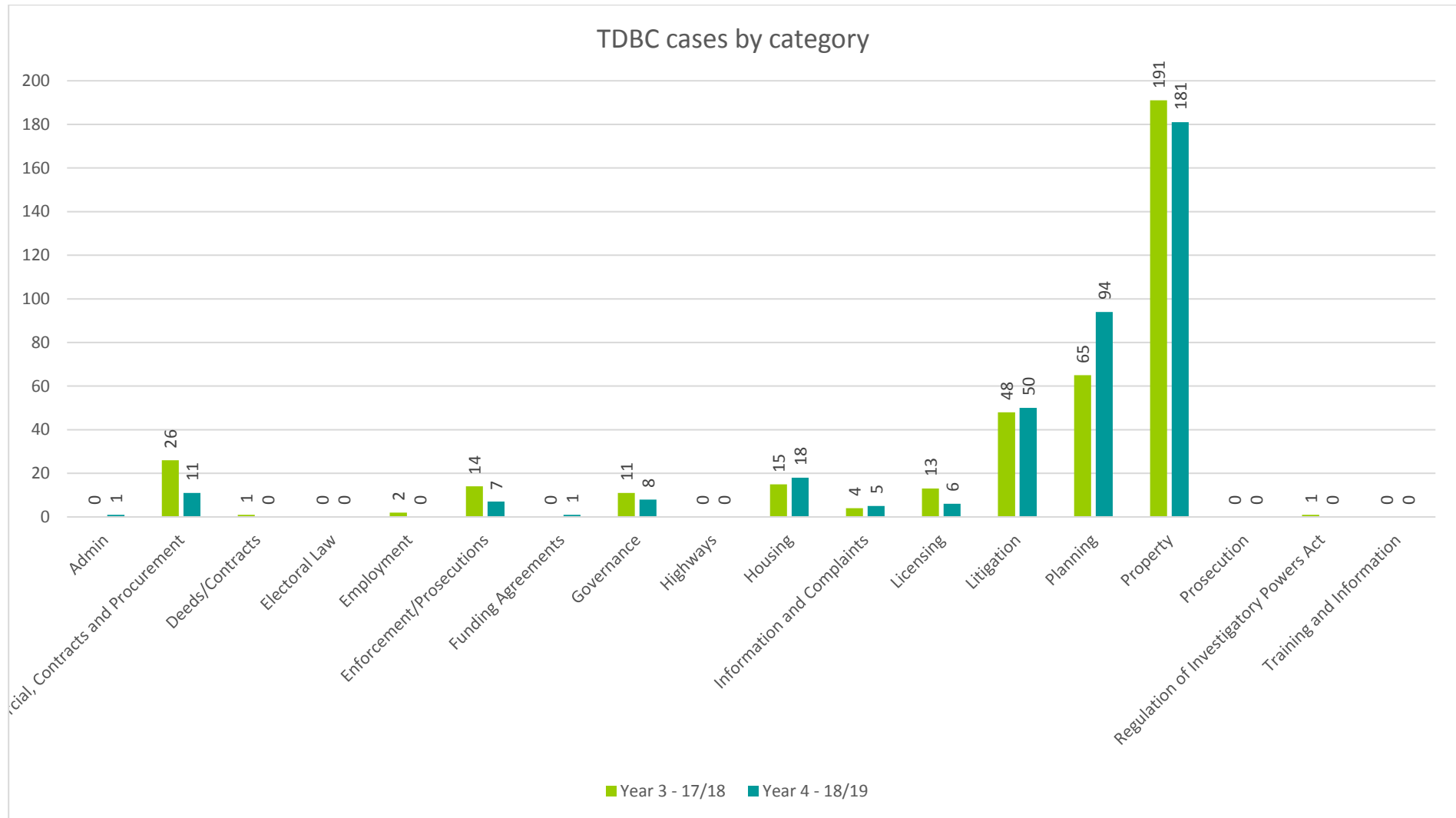


Commentary

The area that has shown the biggest increase in referrals is Planning. Funding Agreements also show an increase from Year 3 with Property entertaining a slight fall.

3.4. *Cases by category for Taunton Deane Borough Council for Year 3 to Year 4*

Category	Year 3 – 17/18		Year 4- 18/19	
	<i>Number</i>	<i>%</i>	<i>Number</i>	<i>%</i>
Admin	-	0	1	0.26
Commercial, Contracts and Procurement	26	6.65	11	2.88
Deeds/Contracts	1	0.26	0	0
Electoral Law	0	0	0	0
Employment	2	0.51	0	0
Enforcement/Prosecutions	14	3.58	7	1.83
Funding Agreements	0	0	1	0.26
Governance	11	2.81	8	2.09
Highways	0	0	0	0
Housing	15	3.84	18	4.71
Information and Complaints	4	1.02	5	1.31
Licensing	13	3.32	6	1.57
Litigation	48	12.28	50	13.09
Planning	65	16.62	94	24.61
Property	191	48.85	181	47.38
Prosecution	-	0	0	0
Regulation of Investigatory Powers Act	1	0.26	0	0
Training and Information	0	0	0	0
TOTALS	391	100	382	100

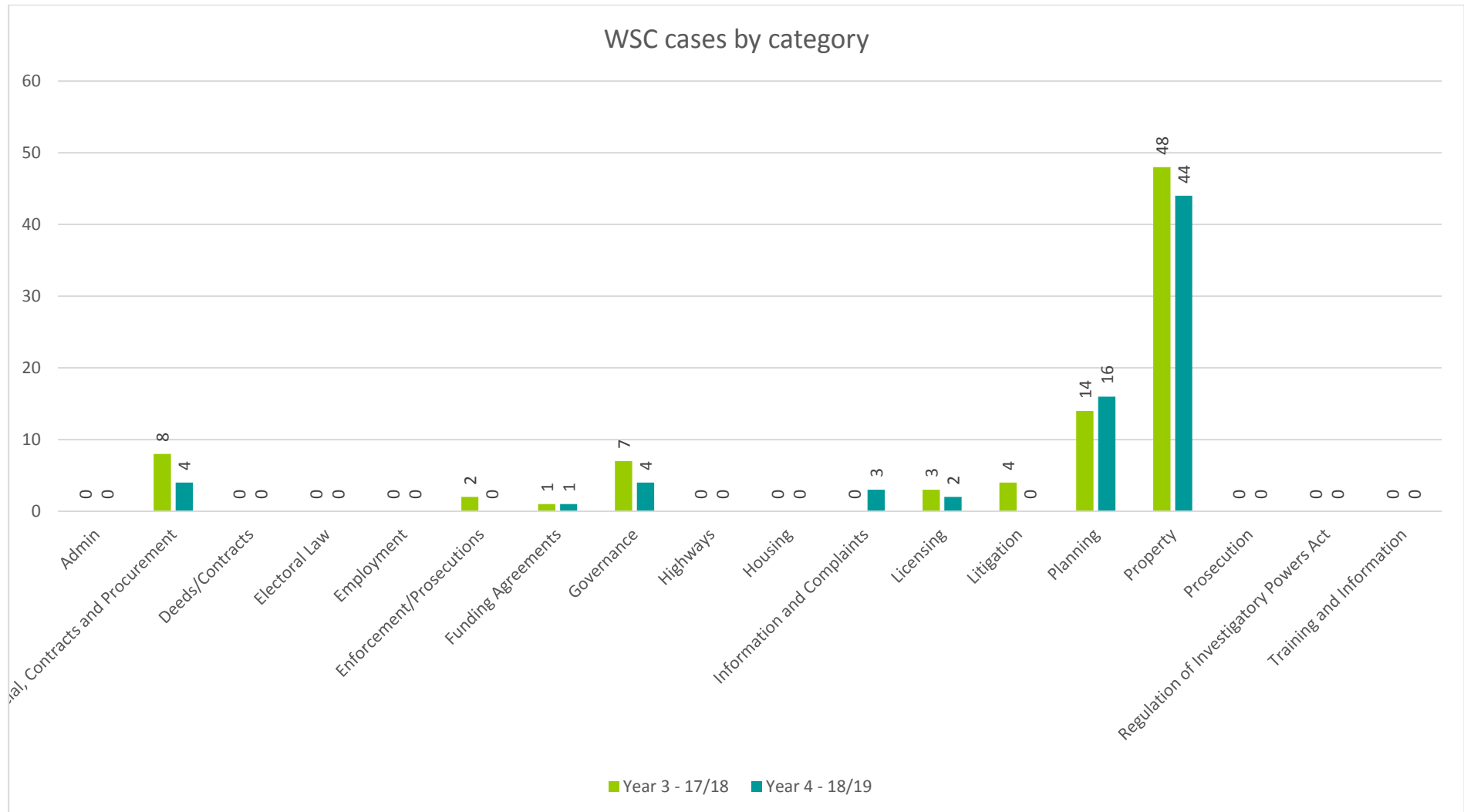


Commentary

TDBC like MDC has shown a big increase in Planning referrals. Increases are also showing in Housing and Litigation referrals.

3.5. *Cases by category for West Somerset District Council for Year 3 to Year 4*

Category	Year 3 – 17/18		Year 4- 18/19	
	<i>Number</i>	<i>%</i>	<i>Number</i>	<i>%</i>
Admin	0	0	0	0
Commercial, Contracts and Procurement	8	9.2	4	5.41
Deeds/Contracts	0	0	0	0
Electoral Law	0	0	0	0
Employment	0	0	0	0
Enforcement/Prosecutions	2	2.3	0	0
Funding Agreements	1	1.15	1	1.35
Governance	7	8.05	4	5.41
Highways	0	0	0	0
Housing	0	0	0	0
Information and Complaints	0	0	3	4.05
Licensing	3	3.45	2	2.7
Litigation	4	4.60	0	0
Planning	14	16.09	16	21.62
Property	48	55.17	44	59.46
Prosecution	-	0	0	0
Regulation of Investigatory Powers Act	0	0	0	0
Training and Information	0	0	0	0
TOTALS	87	100	74	100



Commentary

Although Planning referrals have increased the general trend in most categories shows a decrease

The Table at Appendix 1 shows an analysis of how fees earners time is apportioned across the partnership.

3.6 ***The nature of evolving Casework***

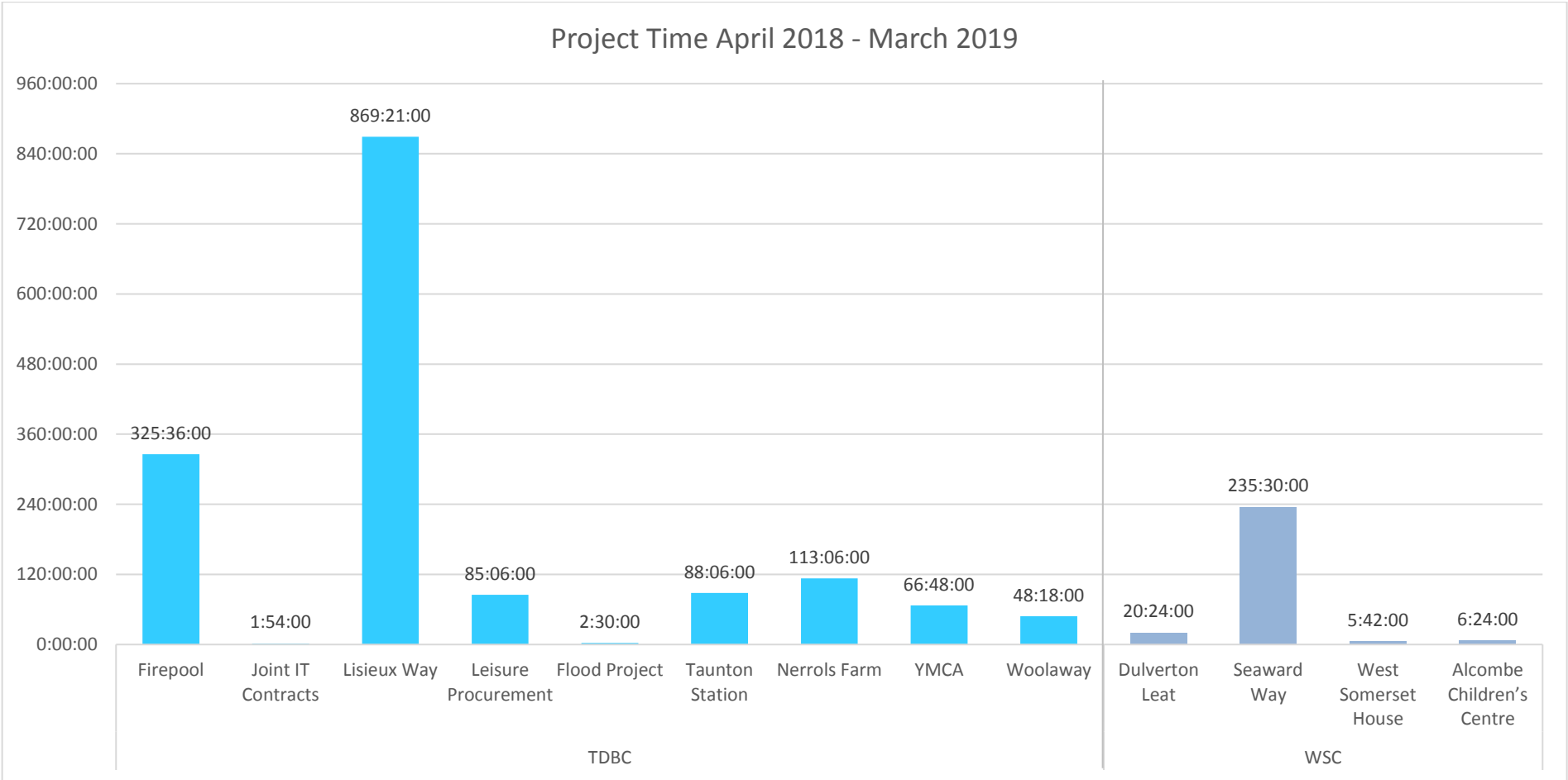
It is evident that emerging case types are changing across the partnership reflecting the individual partner's Transformation and Growth agendas. Many instructions now relate to growth projects such as –

- Firepool
- Firepool – Hotel
- Dulverton Leat
- Lisieux Way
- Leisure procurement
- Taunton Station
- Flood
- IT
- Nerrols Farm
- YMCA
- Alcombe Children's Home
- West Somerset House
- Seaward Way
- Justice Lane
- Saxonvale
- Morlands
- Commercial Road

These are complex strategic projects. Please see Figure 3.6.1 for a breakdown of time spent on each project.

In addition, legal support has been being sought and provided by way of a 'check and challenge' exercise in regard to Code of Conduct complaints connected the Monitoring Officer for TDBC/WSC. As is the case for complex commercial cases, work of this nature is specifically excluded under the IAA and has been provided in the spirit of the partnership. If this support continues to be required, then this should be included in the required discussions regarding the future and remit of the partnership and its associated design.

Figure 3.6.1: Time spent on projects



4. CLIENT SATISFACTION

4.1 *Group Manager - Law & Governance Services*

The shared legal services falls within the Law & Governance Group at MDC which is headed up by David Clark as Group Manager. Acknowledging the staff transformation programme and the fact that there were many new officers at TDBC/WSC who had had no exposure to the shared service, a soft relaunch of it was implemented in February 2019, David Clark and Lesley Dolan, the Business Services Manager, gave a presentation to the Senior Leadership Team at TDBC including the new Chief Executive, James Hassett. It is intended to cascade this soft relaunch to the next level of management.

4.2 *Client Manager for TDBC/WSC*

The Head of Function, Performance and Governance has taken up the role of Client Manager on the client side for the Partnership and several informal catch up meetings have taken place between her and the Business Services Manager during her weekly visits to The Deane House.

4.3 *IAA Management Meetings*

An inaugural meeting has taken place between the newly appointed Client Manager (Head of Function – Performance and Governance), the Group Manager – Law and Governance Services and the Law & Governance Business Services Manager. In furtherance of the provision of the Inter Authority Agreement for the Partnership, these officers will continue to meet on a quarterly basis with a view to discussing the provision of the shared service and any issues that arise that cannot be resolved between officers. They will seek to refine the partnership and continue to seek continuous improvement so that the aspirations of all partner authorities are appropriately supported.

4.4 *Client Meetings*

4.4.1 As well as Shape having lawyers largely based and working out of Taunton the Business Services Manager continues work at The Deane House at least once a week and it is proposed that there will be a re-commitment to the programme of regular meetings undertaken in the 1st and 2nd year of partnership. Meetings have already been programmed in with the MO and the Strategic Procurement Specialist. Meetings with the Interim Asset Manager will continue to be diarised on a regular basis.

The intention of these meetings is to enable the Business Services Manager to assess the service and to discuss how improvements can be achieved and how the shared legal service can continue to meet

the needs of its clients. Similar meetings are to be arranged with clients at MDC.

- 4.4.2 Following discussion with the team, it was decided to discontinue the monthly “surgery” at West Somerset House on the basis that client officers were able to approach and meet with Shape Legal staff at any time.

4.5 ***Lessons from preceding years***

The following lessons stand out –

- Early engagement with the shared service is vital in order to provide a cost-efficient satisfactory outcome for the client.
- Increasingly more than ever pragmatic solutions are required in addition to providing the client with advice about the legal position.
- Good communication and progress reports at all stages of a matter is essential to achieving the desired outcome for the client.

4.6 ***Marketing and Growth Plan***

The marketing plan continues to support the goal of establishing the brand of the Shared Legal Service both internally and externally. The intention is to develop new income opportunities whilst maintaining a high level of service for existing clients. Potential external clients are currently being identified and opportunities explored. An external specialist has been commissioned to assist in the production of a growth and marketing plan and to consider the model of delivery.

5. CMS and IT UPDATE

- 5.1 The CIVICA CMS system went live on the 22 August 2016. We are continuing to develop the database with workflows together with templates/precedents being fed into the workflows.
- 5.2 All Law & Governance workstations in the TDBC/WSC satellite offices have now been fitted with an Ethernet cable to enable direct access to the internet. This has resolved the persistent outages experienced by users when attempting to log on remotely to MDC systems via unstable Wi Fi in these locations.
- 5.3 All our current work groups and work types (carried over from SharePoint) have now been re-created in CIVICA CMS.
- 5.4 Access to reliable printing services when working from Deane House continues to be a source of frustration.

6. Partner £ contributions

6.1 The Partner costs for 2018-19 were agreed as follows.

a) TDBC

TDBC contract cost £303,153

Invoicing 12 x £25,262.75

b) WSC

WSC contract cost £62,945

Invoicing 12 x £5,245.42

6.2 The annual inflationary increase to Partner contributions is calculated as follows:

- The salaries element to be inflated by the annual LGA Pay award (2%)
- All other costs to be inflated by the difference in February RPI

6.3 The Partner contributions are based upon volume of work and a review of the evidence base for Year 4 suggests that volume of casework continues at the same rate as in Year 3. Subject to review and agreement by the partners, it is proposed that the subscription rate for Year 5 remains as per Year 4 subject to the inflationary increases detailed in 6.2 above.

7. STAFF MATTERS

7.1.1 Case Management System

The Civica Legal Case Management System has been in operation since August 2016. During March 2019, the teams' new System Administrator and an existing Super User have received a refresher one-day training session on System Admin. End users have also had a one-day refresher training session.

- 7.1.2 All new case referrals are input and progressed through the case management system. Pre-existing casework at the Go-Live date continues to be progressed through SharePoint.

7.2 Staff /Structure Update

- 7.2.1 The current structure is shown in the chart below.

- 7.2.2 The post of Principal and Property Lawyer, despite several efforts to recruit, remains vacant. The Group Manager and the Business Services Manager are currently implementing a re-designation of this post.

- 7.2.3 To provide interim cover in respect of property work and to provide a resource in connection with asset-based projects, a locum has been engaged.

- 7.2.4 When the legal shared service was first created a view was taken that the service would require the administrative support of more than 1 FTE. The possibility of recruiting a Modern Apprentice was explored to support the Senior Legal Administrator however attempts to recruit to this role have been unsuccessful. With the introduction of the CIVICA Case Management System the pressure on legal administration has increased exponentially and it has become apparent that an experienced administrator would be more beneficial to the team.

The role of the Senior Legal Administrator currently far exceeds the capacity of one FTE. In addition, the time sensitive nature of some of the work puts excessive pressure on the team. On top of this work continues to fully embed the CIVICA Case Management System.

An integral part of the 5-year business plan is to grow the service to generate additional income streams via new projects and new clients. The growth and marketing plan will identify new clients and potential new income streams for example Parish Councils. All this will impact of the level of administrative support that will be required over the next 6 to 12 months the Business services Manager will be monitoring demand and capacity to establish where additional resources may be needed to deliver the best possible service.

7.3 **Staff Training**

MDC has paid £792 for training for the legal staff for the period 2018/19. This includes CPD training.

The shared service subscribes to an annual season ticket for training providers CLT (£650) and MBL Seminars (£100) this enables training courses to be booked through these organisations at reduced cost.

The shared service also has an annual subscription of £470 to the LGTP, training program provided by VWV Solicitors (Veal Wasbrough Vizards LLP). Training workshops are offered 4 times a year and membership of this programme enables to 3 delegates to attend the entire training programme without further charge.

In addition, a subscription is maintained for all the lawyers to one of the leading on-line providers of legal reference material (statutory provisions, case precedent and good practice guidance etc.).

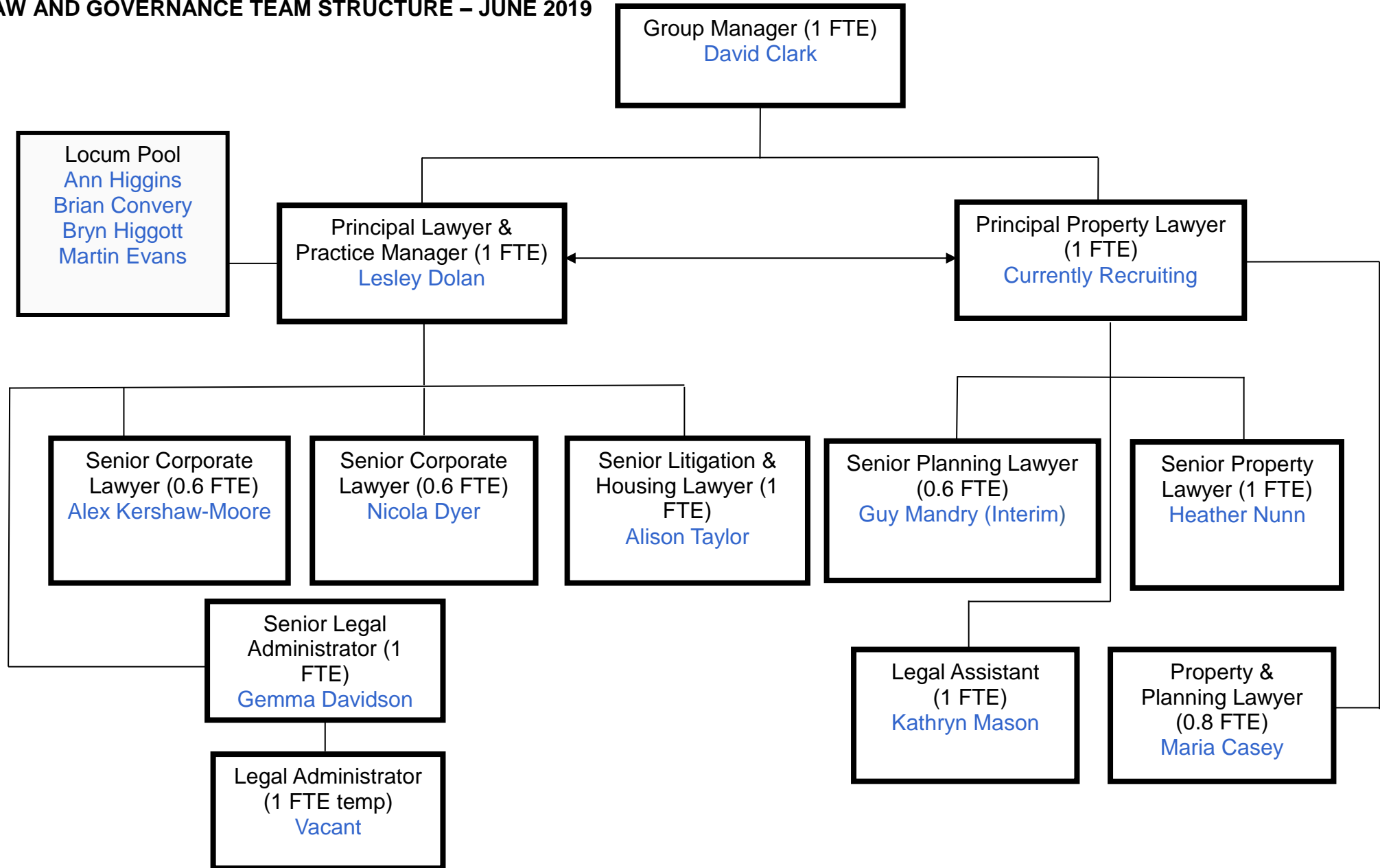
7.4 **Operations Forum**

The Law and Governance team meet once a month. These monthly meetings are proving very beneficial to the continued development of the shared service.

7.5 **Locums**

In addition to the locum referred to above in paragraphs 7.2.3, the service continues to engage three locum lawyers; two dealing exclusively with Section 106 Agreements and related planning matters and the third dealing with property and land matters. Following the departure of the Senior Planning Lawyer (P/T) in January 2019 a part time locum Planning lawyer (0.6 FTE) has been engaged until the permanent post can be filled.

8. LAW AND GOVERNANCE TEAM STRUCTURE – JUNE 2019



9. FUTURE DEVELOPMENT

9.1 ***Staffing Levels***

It is proposed to review staffing levels following completion of the of the recruitment program and if needs be look at a further restructure at that time.

9.2 ***Second Client satisfaction survey***

This will be carried out in Year 5. It will ask clients how Law & Governance has worked for them and invite suggestions for what enhancements could be introduced.

9.3 ***Performance indicators & Service Standards***

The Key Performance Indicators are currently being reviewed and service standards developed.

9.4 ***Competitive advantage***

Information provided by the management accountant details the true hourly rate of the Business Services Manager, the Senior Lawyer and the Lawyer positions.

The Civil Justice Council publishes a Guideline for Hourly Rates (the "GHR") which is a useful reference point budgeting and managing costs. Originally intended to assist judges in their assessment of costs as a result of the Woolf reforms and the implementation of the Civil Procedure Rules, they have since become widely-accepted as a guideline for the recoverable hourly rate for different grades of fee earner in the different regions of England and Wales.

The existing GHR has been in place since 2010 and amendments were made in October 2014, these continue to apply. Under the GHR, National Grade 2 and 3 have the same rates and these apply to the Shared Legal Service. These rates range from £111 per hour for trainees up to £201 per hour for very senior/experienced solicitor.

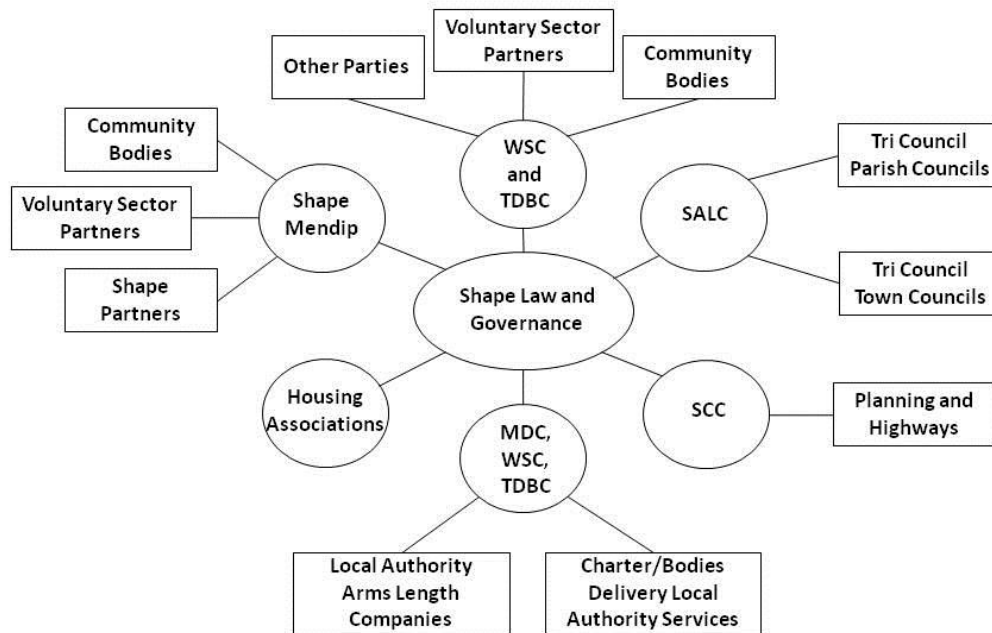
The Shared Legal Service is currently operating within these guidelines. A comparison of rates has been made with the market.

Full details of rates are reproduced at **Appendix 2**.

9.5 ***Growth plan and income generation opportunities***

The service needs to explore income generation opportunities where it can operate without moving into private sector market. The spider diagram below suggests different options for consideration.

INCOME GENERATION OPPORTUNITIES
WITHOUT MOVING INTO PRIVATE SECTOR MARKET



Local authorities have the opportunity to recover costs from third parties or generate income by doing third party work. Under the Local Authorities (Goods and Services) Act 1970, local authorities have powers to act for others. This Act enables local authorities to:

- supply goods or materials;
- provide any administrative, professional or technical service;
- use vehicles, plant or apparatus and appropriate staff; and
- undertake works of maintenance

for other local authorities and a list of other organisations designated as being 'public bodies' by further Acts of Parliament and Statutory Instruments, for example, educational establishments, housing associations, "community associations" and health bodies.

Section 1(3) goes on to state that "*any agreement... may contain such terms as to payment or otherwise as the parties consider appropriate*". This has been interpreted by the courts in the *British Educational Supplier v Yorkshire Purchasing Organisation case (1997)* to mean that a profit can be generated from those activities. Clearly the public body commissioning the services may need to procure, however this may be less of a concern for the providing local authority. In any event, the legal service is not a priority service and would not require full OJEU procurement - so rates are market driven by what a willing buyer is prepared to pay.

There are many more powers, particularly following the introduction of the Local Government Act 2003, which created another landmark with the introduction of new broader charging and trading powers in sections 93/95. These powers are additional - enabling authorities to charge whenever they have a power to provide a service and are not under a duty. Likewise, where there is a desire to trade for a commercial purpose in that function. If there are existing powers to charge and trade elsewhere then the 2003 Act would signpost to those other powers to charge and trade respectively.

9.6 A marketing plan will be developed in parallel with the growth plan.

See Paragraph 4.6

10. RECOMMENDATIONS

- Endorse progress made to date.
- Endorse the development of growth and marketing plans that includes promotional activities, identifying new clients and exploring opportunities for income generation.
- Review and recast the partnership so that it continues to support the strategic direction of the partner authorities moving forward.

Appendix 1:1 Chargeable time per Fee Earner and Client for Year 4

	Ann Higgins	Alex Kershaw-Moore	Alison Taylor	Brian Convery	Bryn Higgott	Caroline Doyle-Wiaczek ¹	Carol Taylor ²	Chris Simmonds ³	Ed Hardy ⁴	Guy Mandry ⁵	Heather Nunn	Kathryn Mason	Lesley Dolan	Maria Casey	Martin Evans	Nicola Dyer ⁶	Nick Hill ⁷	TOTAL
MDC	259:12	590:18	34:06	152:48	53:36	538:36	20:24	51:48	27:36	10:48	106:48	11:54	200:00	79:48	389:30	56:36	104:48	2688:36
TDBC	143:06	166:06	572:42	175:36	1665:30	130:00	3:42	129:24	158:12	96:12	557:24	240:06	151:00	631:36	938:30	45:00	137:06	5941:12
WSC	27:36	64:36	59:30	128:30	284:36	26:48		3:00	6:12	50:24	160:42	9:06		73:06	78:00	0:48	5:30	978:24
SCC				992:36							0:30	0:12			0:30		0:12	994:00
SS		25:42				5:06										8:12		39:00
SWT		10:18				344:48										0:48		355:54
OTHER		3:30	9:42			15:30						0:12	60:00					88:54
TOTAL	429:54	860:30	676:00	1449:30	2003:42	1060:48	24:06	184:12	192:00	157:24	825:24	261:30	411:00	784:30	1406:30	111:24	247:36	11086:00

¹ Between the dates: 1/10/18 - 31/3/19

² Between the dates: 1/4/18 – 17/12/18

³ Between the dates: 4/2/19 - 31/3/19

⁴ Between the dates: 3/12/18 - 3/2/19

⁵ Between the dates: 7/1/19 - 31/3/19

⁶ Between the dates: 1/4/18 – 2/4/18 and 7/1/19 – 31/3/19

⁷ Between the dates: 1/3/18 – 8/1/2019

Appendix 1.2 Table of Fee Earner time apportioned per Work Type

	Ann Higgins	Alex Kershaw-Moore	Alison Taylor	Brian Convery	Bryn Higgott	Caroline Doyle-Wiaczek ⁸	Carol Taylor ⁹	Chris Simmonds ¹⁰	Ed Hardy ¹¹	Guy Mandry ¹²	Heather Nunn	Kathryn Mason	Lesley Dolan	Maria Casey	Martin Evans	Nicola Dyer ¹³	Nick Hill ¹⁴	TOTAL
Commercial, Contracts and Procurement		261:24	0:24		368:00	440:18					1:06		100:00			31:12		1202:24
Corporate Policy Advice		0:18			0:06								35:00					35:24
Debt Recovery			20:06													13:36		34:06
Enforcement/ Prosecutions		37:36								75:18			81:00		22:30	3:24	9:12	229:00
Governance		121:48	18:18	23:42	9:12	518:12	10:06				18:24	11:00	50:00	7:30		10:30	7:00	805:42
Highways		1:30																1:30
Housing		26:30	141:06			0:12						0:06				0:06		168:00
Information and Complaints		1:24	9:42		2:06	48:06							60:00		60:30	5:54	3:06	190:48
Licensing		34:54										0:36	40:00			8:00		83:30
Litigation		272:48	462:24			53:18						3:00	45:00	34:18	22:30	33:12	6:48	933:18
Planning	429:54	42:36	3:00	1425:48		0:12	0:54			82:06		2:12		190:06	649:48	4:42	219:36	3050:54

⁸ Between the dates: 1/10/18 - 31/3/19

⁹ Between the dates: 1/4/18 – 17/12/18

¹⁰ Between the dates: 4/2/19 - 31/3/19

¹¹ Between the dates: 3/12/18 - 3/2/19

¹² Between the dates: 7/1/19 - 31/3/19

¹³ Between the dates: 1/4/18 – 2/4/18 and 7/1/19 – 31/3/19

¹⁴ Between the dates: 1/3/18 – 8/1/2019

TOTAL	429:54	860:30	676:00	1449:30	2003:42	1060:48	24:06	184:12	192:00	157:24	825:24	261:30	411:00	784:30	1406:30	111:24	247:36	11086:00
Training and Information						0:30	9:24				0:12			2:48		1:54		14:48

Appendix 2 - Shared Legal Service Hourly Rates

Support Staff Recharges calculated on 2019/20 Figures

2016/2017 figures shown in brackets

Post Title	Hourly Rate £
Business Services Manager	36.09 (35.69)
Senior Lawyer	32.81 (31.86)
Lawyer	31.95 (30.68)
Legal Assistant	21.17(18.98)

Shared Legal Services' External Charging Rates with effect from 1 April 2019

	1 April 2016 (£)	1 April 2017 (£) (with CPI inflationary increase applied)	1 April 2019 (with CPI inflationary increase applied)
Hourly rate for Individuals	120	137	140
Hourly rate for "commercial work"	180	190	194

Comparative Hourly Rates

Grade of post	Bevan Brittan	Ashfords	Thrings	Special Hourly Rate for MDC (Bevan Brittan & Ashfords)
Partner	295	325	285	210
Senior Associate	-	-	-	-
Associate	185	200	215	175
Senior Solicitor	-	-	-	-
Solicitor	175	175	200	160
Legal Executive & Senior Paralegal	-	-	-	-
Trainee Solicitor	-	120	-	110
Paralegal	-	75	-	75
Legal Assistant	-	-	-	-
Trainee Solicitor	-	-	-	-