Business Case for Organisational Change in accordance with the Organisational Review Policy (Appendix R) as Amended

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| **Division:** | Legal, Registrars & Coronial |
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| **Service:** | Legal Services |
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| **Prepared by:** | Kamal Adatia(Lead Manager) |
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| **Date:** | 23rd May 2013 (updated 12th July 2013) |

Executive Summary

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| **Key Purpose of the Review:**1. To achieve budget savings from the staffing budget of circa £424,000
2. To realign the non-management tiers of the staff within the Legal Division in accordance with the Phase 1 Review, and thereby to complete the modernisation of the service.

The Review has been undertaken in two phases, with Phase 1 affecting the Heads of Law and Solicitor Team Leader posts (8.81 FTE posts to 5.0 FTE Principal Solicitor posts), and Phase 2 affecting the remainder of the staff (comprising legal fee earning staff as well as administrative staff). Phase 1 was completed in early 2013 and implemented from 1st March 2013. Phase 2 affects 64.21 FTE staff and will be implemented by 1st September 2013. |
| **Main Proposals:**1. Key areas of work are to re-aligned according to the outcomes of the Phase 1 Review
2. Posts to be deleted comprise – (i) Non-solicitor Team Leader; (ii) Senior Solicitor; (iii) Principal Legal Officer; (iv) ABSO Team Leader; (v) Debt Officers (3 different posts); (vi) Control Team Officer;
3. Changed or new posts will comprise – (i) Supervisory Solicitor; (ii) Supervisory Legal Executive; (iii) Practice Manager; (v) Trainee Solicitor; (vi) Paralegal
4. The Legal Officer post will be considerably redefined
5. Deletion of all Career Grades
6. FTE professional staff will be reduced from 45.21 to 44.61. FTE administrative staff will be reduced from 19 to 6 though this calculation is based on the classification of “paralegals” as professional staff above. The total establishment will reduce from 64.21 (of which only 60.09 are filled) to 50.61
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| **Process to be followed:**Consultation on the proposals will take place with staff and unions in accordance with the Organisational Review Policy**Planned/Expected Outcomes:**1. Achieving savings of £424,000
2. Re-aligning staffing structures to match the outcomes of the Phase 1 Review
3. Rationalisation of some of the work currently undertaken by the Legal Division such that non-legal transactional work is reabsorbed by client departments
4. Absorption of work into the Legal Division which is currently undertaken by external law firms at much greater cost
5. Modernisation of ways of working within the Legal Division
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**1. Introduction, Background and Scope**

**1.1 Introduction**

 This paper sets out the proposed case for change within the Legal Division to reflect the changing requirements of clients, and to reflect budget pressures.

 The proposals for the staffing re-structure within each section are set out at:

* Appendix 2(ii) and Appendix 4(a) to (f), and
* Pages 9 to 15

**1.2 Background**

 The Legal Division underwent a Best value Review in 2005, but has not experienced a root-and-branch review since the acquisition by the City of Unitary Status in 1997. Over that time the legal landscape has changed dramatically, for example:

* New areas of law have emerged (e.g. social support for people from abroad; Information Governance law; Public Health functions, Academies)
* Radically new ways of working have emerged (e.g. paperless files, virtual meetings; online resources that have replaced traditional legal libraries and ways of undertaking research/drafting; voice recognition and other emerging technologies)
* Casework has in general become more complex and thereby more sophisticated, often meaning that it is inefficient for one lawyer to undertake all of the legal tasks on any given file.
* Client expectations have changed, with a shift away from transactional legal work to more complex specialist advice and representation
* The dynamic of the relationship between lawyers and clients has increasingly shifted from arms-length post-proposal advice to integrated cross-cutting project working, and thereby an increasing emphasis on working in partnership rather than a monolithic model of project delivery
* The Council has moved to a Mayoral Executive model of governance, this has meant that decision making is more direct and there is increased commitment of immediate time to the process of “decision making”
* Unprecedented budgetary pressures have stemmed from the reduced funding of Local Authority functions by central government
* Across almost all areas of law there is now greater need to manage risk (rather than avoid it) and a concomitant rise in scrutiny and challenge of decisions/proposals.

The Legal Division proposed in 2011/12 30% cuts (along with all other Divisions) to its budget, amounting to £1.064m over three years. The application of these cuts was weighted in favour of making £1.032m savings in 2011/12, with the remainder (£32,000) to follow by 2013/14. By the end of the financial year 2011/12 the Division had made £761,000 of savings, largely by “banking” vacant posts. In 2012/13 £50,000 was saved by changing our online library resource provider, and £144,000 from the Phase 1 Review of senior management. Overspends have therefore been accumulated in 2011/12 and 2012/13. Whilst the Legal Division was (uniquely) insulated from further savings targets for 2013/14 the cumulative impact of previous years’ overspends has meant that in each of the last two financial years Corporate reserves or surpluses from other Divisions have had to be utilised to meet that shortfall. The £424,000 target is not therefore comprised wholly of unmet savings from the corporate 30% exercise. Over the last three years numerous additional business pressures have added to the burden (e.g. JE appeals; market increments; career grade progressions; income not clawed-back from clients; down-turn in some formerly traded work etc)

**1.3 Scope of Review**

 During Phase 1 of the Review two tiers of management were aligned into one new tier and the realignment of legal functional areas followed. Phase 2 requires review of the staffing that currently falls under each of the five new functional areas.

 Appendix 1 sets out those staff incorporated into this Review

# 2. The function and purpose of the area to be reviewed

 The legally qualified staff within the scope of this Review undertake the following functions:

* Provision of legal advice to client Divisions in all aspects of the Council’s front line statutory and non-statutory functions, as well as the provision of specialist advice to other “support” teams (e.g. Human Resources, Procurement etc)
* Provision of legal representation in Courts and Tribunals on litigious matters where the Council acts as complainant or defendant or third party
* Provision of expert advice to ensure that the legal framework under which the Council operates adheres to principles of lawfulness (“vires”) and good governance.

 Matters are handled on either an individual case-by-case basis, or in the context of multi-partner complex project work.

Income is recovered largely through client Divisions funding a core non-traded budget each year, or on the basis of “traded” files where lawyer time is billed in real terms each month.

The Phase 2 review also incorporates administrative staff who underwent a Review in 2011. The proposals envisage deletion of the bulk of the Administration & Business Support Officer posts and realignment of these functions to provide more dedicated legal support to front-line lawyers.

**3. Summary of the Existing Situation**

* The Phase 1 Review addressed the overlap between the Heads of Law and Team Leaders, both in terms of their operational and their managerial responsibilities. There remain ‘Non-solicitor Team Leaders’ who were not scoped into the Phase 1 Review but whose job roles need to be redefined in light of the new structure at management level
* The Job Evaluation exercise in 2010 rendered meaningless the distinction between the tiers of ‘Senior Solicitor’ and ‘Solicitor’. These roles need to be revisited
* The post of ranging from ‘Principal Legal Officer’ to ‘Legal Officer’ incorporates staff of vastly differing levels of expertise, through a career grade process that does not necessarily reflect business need. There is a need to revisit these job roles, and to align them more directly with the functions that those staff are required to fulfil for their functional areas (and thereby their client Divisions)
* There are no ‘Trainees’ within the Division, a matter which (i) represents an important symbolic loss to any high quality legal practice; (ii) denies us an opportunity to shape and nurture our own talent; (iii) overlooks an important professional resource for delivering some of the needs of the client. It is recognised that there will be temporary (two year) rolling posts, and that retention of Trainees beyond the two years will be wholly dependent upon vacancy/recruitment dynamics at any given point.
* The level of administrative support within the five functional areas does not aspire to meet the need of those front line lawyers, which is for highly competent administrative support combined with an ability to undertake lower level legal work independently**.** The structure needs revisiting to reflect (i) at the higher end the skills-set required to support an increasingly sophisticated and business orientated legal entity; (ii) at the administrative level a changing work environment which means that lawyers should be far more autonomous in how they deliver their work on a day-to-day basis. It is therefore proposed that the A&BSO function is altered and that those administrative staff (covering team based Legal Assistants and relevant centrally based A&BSOs) as well as Legal Officers at Band 6 will be “matched” to the new ‘paralegal’ function and that a much smaller core of A&BSO posts will be retained in a central team.

 The table below provides a summary of the current establishment and salary costs of those in the scope of the Review:

|  |  |
| --- | --- |
| Total FTE in scope | 64.2 |
| Current vacancies | 4.12 |
| Headcount | 73 |
| Total Costs | £2,385,017 |

**4. The reasons for the proposed change**

 Change is required in order to better achieve the following aims:

* To facilitate a direct and coordinated client service through better alignment of teams to the client base, and thereby better coordination of customer care
* To evolve flexible ways of working that are adaptive to (i) client need; (ii) evolving corporate priorities and (iii) the changing legal landscape
* To strengthen the individual accountability of the professional staff by having greater clarity over (i) supervisory; (ii) management; (iii) performance related issues
* To target the legal resource to providing support to clients on matters which call for legal expertise, and to devolve lower level transactional work back to clients, or to other corporate teams
* To make budgetary savings

**5. The proposal in detail**

 Appendix 3 displays the current structure of the Division following implementation of the Phase 1 Review

 Appendices 4a-4f display the proposals for each of the five functional areas of law

 The following posts will be deleted:

1. Non-solicitor Team Leader
2. Senior Solicitor
3. Principal Legal Officer
4. \*A&BS Team Leader
5. \*Debt Officers
6. Control Team Officer

The following post(s) will remain substantially unchanged:

1. Solicitor - Band 10

The following posts will be created, with the current ‘working assumptions’ made as to indicative banding (subject to any necessary Evaluation):

1. Supervisory Solicitor - Band 11
2. Supervisory Legal Executive - Band 10
3. Legal Executive - Band 9
4. Practice Manager - Band 9
5. Trainee Solicitor - Band 4
6. Paralegal - Band 4

 The following post will be significantly redesigned:

1. \*Legal Officer - Band 6

\* The Debt Officers comprise three posts (i) Principal Legal Officer (Debt); (ii) Senior Enforcement Officer; (iii) Enforcement Officer. All will be deleted and absorbed into the posts described at (ix), (x) or (xiv) above

\* At Corporate level, there is a plan to centralise I.T. Applications Support, meaning that the development and support of the Solcase Legal Case Management system would no longer be undertaken in-house, but by the team based in the I.T. Division. This has significant implications for the A&BS Team Leaders who currently have this type of work within their profile because the funding for this work will have to transfer out to the I.T. Division along with the job duties

\* The current ‘Legal Officer’ post spans a career grade from Band 3 through to Band 9. The skills-set within this range will be realigned to the posts of Legal Executive (at the high-range) and Legal Officer (at the mid-range) to better reflect business need, with assimilation and matching entitlements as explained in the following section

 The new structure will therefore comprise the following roles:

Eligibility for assimilation and matching is dependent not only upon current post title, but also current job role. Post filling is therefore dependant on the work which is currently being undertaken by an employee and current staff within the structure will only assimilate or match to posts in the new structure that undertake the same or similar work. For example, lawyers will only assimilate or match to posts in the new structure which undertake work of the same discipline as their current post (e.g. not all solicitors will get an automatic “assimilate” to a solicitor role in the new structure – the drfat post filling list will set out the accurate assumptions made).

1. **Supervisory Solicitor** - will have a minimum of 3 years PQE. They will have supervisory responsibility. Supervisory responsibility will capture work allocation, 1:1s, approving leave and work supervision. These comprise ‘day-to-day’supervisory functions. Matters as disciplinary, grievance, capability, and annual appraisal rightly constitute ‘overarching’management accountability, and these will remain with the Principal Solicitors. It is not envisaged that every section will require Supervisory Solicitors
2. **Solicitor** - will be similar to the current job description, though with a “work stream lead” function made explicit, to underline the point that solicitors should be undertaking the most complex work (below Principal Solicitors) and that the “supervisory” element of the higher graded Supervisory Solicitor post is *function* related not *expertise* related
3. **Supervisory Legal Executive** - will have a minimum of 3 years PQE and have supervisory responsibility as defined above. Not every section will require a Supervisory Legal Executive
4. **Legal Executive** - will be fully qualified Legal Executives and undertaking solicitor level work. They most closely align to our Principal Legal Officers in the current structure
5. **Practice Manager** - will be tasked with managing the Division as a modern business entity and will accordingly take responsibility for (i) ensuring our core business requirements are met (ICT, administrative support, business planning, performance management framework); (ii) budget mapping and planning; (iii) marketing as well as other areas
6. **Legal Officer** - will undertake legal work below solicitor level
7. **Trainee Solicitor** - three Trainees will form part of the core establishment of the Social Care & Safeguarding, Employment, Education and Civil Litigation and Regulatory areas
8. **Paralegal** - will be a non-qualified role but will undertake lower level legal work as well as administrative work. The approximate split of legal work to administrative work will be 60:40. The former will include both undertaking low level transactional legal work independently, as well as supporting qualified lawyers on their complex case work. They will also however be expected to provide the bulk of the administrative resource for their particular section
9. **A&BS Officer** – we will retain some ABS Officers at Band 2, 3 and 4. Details are attached in the Appendices

It is anticipated that the alignment of current staff to the posts in the new structure will (subject to consultation and any necessary job evaluation) be as follows:

1. The **Supervisory Solicitor** post will be a “match” for the current Senior Solicitor and Solicitor posts
2. The **Solicitor** post will be an “assimilate” for the current Senior Solicitor and the Solicitor posts
3. The **Supervisory Legal Executive** post will be a “match” for both the current Non-Solicitor Team leader and Band 9 Principal Legal Officer [including the PLO (Debt) officer] posts.
4. The **Legal Executive** post will be an “assimilate” for the current Band 9 Principal Legal Officer [including the PLO (Debt) officer] posts, and a “match” for the current Non-Solicitor Team leader posts.
5. The **Practice Manager** post will be an “match” for the current Band 7 A&BS Team Leader post
6. The **Legal Officer** post will be an “assimilate” for the current Band 6 and Band 7 Legal Officer posts, including the Enforcement Officer and Senior Enforcement Officer posts.
7. The **Trainee Solicitor** post will be a new post but recruitment for this will initially be ring-fenced to the relevant “appropriate group of employees”, comprising legally qualified staff who have passed the LPC
8. The **Paralegal** post will be a “match” for both the current Band 6 Legal Officers and A&BS Officers (Bands 2, 3 and 4) and Control Team officer
9. The **A&BS Officer** posts will be an “assimilate” for current A&BS Officers

The Council’s organisational Review Policy can be accessed here: <http://www.leicester.gov.uk/your-council-services/council-and-democracy/key-documents/conditions-of-service/appendices/appendix-l-to-z/appendix-r-organisational-review-policy/>

**Proposals for each of the five functional areas are as follows:**

**Social Care & Safeguarding**

The Childcare Pre-proceedings Team will comprise of 1 Supervisory Solicitor, 1 Solicitor, 1 Trainee Solicitor and 1 Legal Officer. The Supervisory Solicitor shall be responsible for all work allocation and day to day supervision of this team.

This team will undertake all work up to the First Court hearing. The team will cover all Legal Planning Meetings and Pre-Proceedings work to include - advising clients on assessments, pre-action letters and issuing proceedings and if required attend case conferences/ strategy meetings. They will deal with Special Guardianship reports and discharge of Care order applications and advise the client on general advice matters. They will support the clients in liaising with third party solicitors, agencies and Courts when required. The team will remain an on-going support to the client in respect of private law applications and provide representation if required. They provide support on disclosure requests to include representation at Public Interest Immunity hearings.

They will be involved in the designing and development of policies and procedures to include training and assist in supporting the Principal Solicitor in respect of Coroner’s cases and Safeguarding issues.

The Childcare Court Team will comprise of 1 Supervisory Solicitor, 3.5 Solicitors and 2 paralegals. The Supervisory Solicitor shall be responsible for all work allocation and day to day supervision of this team.

This team will deal with all issued proceedings work and represent the client at all levels of Courts. The team will predominately focus on advocacy and all steps leading up to Interim and Final hearings including preparation, research and drafting. They will be supported by an assigned paralegal in dealing with case management and clerking. The team will deal with any matters arising from emergency advice requests to include advising the client and attending any subsequent hearings. Non urgent advice will be dealt with by the Pre proceedings team.

They will be involved in advising on the design and development of policies and procedures to include training.

The Adult Social Care Team will comprise of 1 Solicitor and 0.5 paralegal. The Principal Solicitor will be the lead lawyer in this field and therefore all supervision and work allocation will be the responsibility of the Principal Solicitor.

This team will deal with all matters relating to Adult Social Care to include advocacy and representation at Court hearings. They will advise on all aspects of Community care law to include assessments, Mental Health, Human Rights & Safeguarding. The team will be supported by a paralegal who may be required to support work within the child care teams from time to time.

The team will be involved in advising on the design and development of policies and procedures to include training

**Commercial & Contracts**

The section will comprise 5.75 FTE permanent staff made up of 3.75 FTE Solicitors; 1 Legal Officer; 1 Paralegal. There will also be 0.75 FTE Solicitor Public Health (temporary)

The Commercial and Contracts Team supports all Council Divisions and the work comprises providing public procurement and contract advice. General commercial legal advice includes IP, company, charity and trust, information law, events/ festivals, bye-laws and special projects (eg Rugby World Cup), state aid, joint ventures, partnering, collaboration agreements and construction contracts. From 1st April 2013 the Health and Social Care Act 2012 transferred public health functions, formerly undertaken by the NHS, to Local Authorities. The Commercial and Contracts Team now support the Director of Public Health and their section. The Team also supports the grant funding work of the Council, both incoming grant funding (e.g. as a result of successful funding bids such as ERDF, Growing Places, RGF, Fit for Work etc) and distribution of grant funding to organisations.

The work aligns with the Council’s procurement strategy and initiatives (eg the Mayor’s Economic Action Plan) and responds to the Council’s commercial activity.

The proposed structure envisages the following:

Principal Solicitor (Commercial and Contract) - will be responsible for the allocation and supervision of work and be the lead lawyer in this discipline and manage the team, as well as fulfilling a strategic role, and support the Legal Management Team.

3.75 FTE Solicitors – will undertake the full range of work in the team. It is likely that there will be ‘leads’ for particular areas of specialism. The Solicitors will be expected to supervise and support from time to time the Legal Officer and Paralegal.

Legal Officer – will undertake legal work below solicitor level. Ths will comprise in the main work involving the use and application of industry standard contracts, but where complexity (e.g. non-standard contracts or clauses, complex procurement / contractual advice) requires they will be supported by the Solicitors and Principal Solicitor. When they have capacity the Legal Officer will also undertake other non-complex legal work of the Commercial and Contract Team. When required, the post-holder will oversee the paralegal (e.g. ascertaining progress of work, checking work providing examples of previous cases and the Council’s procedures).

Paralegal – will undertake lower level legal work as well as administrative work and, where necessary, will be supervised by the Solicitors

**Employment, Education and Litigation**

This area will have 1 Supervisory Solicitor, 1 Supervisory Legal Executive, 3 Solicitors, 1 Legal Executive, 4.5 Legal Officers, 2 Paralegals and 1 Trainee Solicitor.

This area of the service will cover much of the work previously undertaken by the employment, civil litigation and debt enforcement teams. It will also deal with the education work previously undertaken in the community services law team, including school appeals. The proposed structure for this area is designed to provide as much flexibility as possible to meet changing demands both now and in the future. This flexibility will not only be achieved by lawyers undertaking a greater range of work but by cross team working where appropriate. This will not only operate within this area but will also apply to the housing work undertaken in the Regulatory area of the service.

Employment/Education

The former employment team will absorb the education work previously undertaken by the community services law team in addition to continuing to undertake employment work. The Team Leader/Senior Solicitor post with management responsibility for the employment team was deleted in Phase 1 of the legal services review. Employment work will therefore be supervised by the Principal Solicitor who will be the lead lawyer in this field. All supervision and work allocation will therefore be the responsibility of the Principal Solicitor. Two employment solicitors will also undertake education work, one as a supervisor. The Supervisory Solicitor will supervise education work and will not only be responsible for supervision and work allocation but will also act as the lead lawyer in this field with support from the Principal Solicitor. The Supervisory Solicitor will also supervise school appeals which will be undertaken by a Legal Officer and the Paralegal with support from the solicitors undertaking education work as and when required.

Civil Litigation

The current civil litigation and debt enforcement teams will be combined. The post of Team Leader will be deleted. A Supervisory Legal Executive will supervise and allocate all work in this area for all posts with the exception of the solicitor post undertaking insurance work (see below) who will be supervised by the Principal Solicitor. The Supervisory Legal Executive will act as the lead lawyer in the civil litigation area. All lawyers will be expected to undertake the full range of work falling within this area with the exception of the solicitor undertaking employment and litigation, who will only undertake litigation work to assist capacity within this area, and the solicitor undertaking insurance work. Some of the housing work previously undertaken by the civil litigation team will be transferred to the Regulatory area of the service. Primarily, housing management and environmental health work will be undertaken mainly by the housing lawyers in the Regulatory area of the service. In terms of housing management, this refers to possession proceedings under the Housing Act 1985. Support will also be provided by the housing lawyers in respect of homelessness and allocations. Some element of cross team working is envisaged as mentioned above.

A new solicitor post has been created to undertake insurance work previously externalised. This post will be funded from the savings that bringing this work in house will achieve and not from the legal services budget

**Regulatory**

The Regulatory Section will comprise 2.61 fte solicitors specialising in criminal litigation, 1 fte solicitor specialising in housing, 1 fte Legal Executive specialising in housing and 1 fte Trainee Solicitor. This is a total of 5.61 fte

This area of Legal services will undertake all of the work previously within the remit of the Regulatory Team as well as Governance and some elements of Housing and Environmental Health work previously undertaken in the Civil Litigation Team. The Regulatory workload will be as follows:

Governance

This will be undertaken by the Principal Solicitor, in her role supporting the City Barrister & Head of Standards. The consequence for the area will be that the Principal Solicitor will have a reduced capacity for prosecution cases which will have to be picked up by the prosecutions solicitors.

Prosecutions

The prosecutions solicitors will conduct all stages of the litigation process from initial advice up to and including advocacy at trial in respect of the full breadth of regulatory services provided by the authority and all types of fraud.

Licensing

This work was transferred into the regulatory team in 2010 without any additional resources being provided. This work will now be absorbed by all of the prosecutions solicitors.

Housing

Some of the housing work previously undertaken by the civil litigation team will be transferred to this area of the service. This is to provide the authority, which has a significant housing stock with an identifiable unified expertise in respect of housing management. This way of working should better enable the service to adapt to legislative changes as well as changes in practice.

This work will encompass housing management such as council house possession proceedings under the Housing Act 1985 on all grounds including anti-social behaviour. It will include advice on all features of tenancy management, again including anti-social behaviour. Lawyers with a housing specialism in the Regulatory area will deal with any allegations of disrepair in respect of council properties and provide support to the lawyers dealing with civil litigation in respect of homelessness and allocations. The work would involve advising on private sector housing and cases in the Residential Property Tribunal.

**Capital**

This area will have 1 Supervisory Legal Executive, 1.5 Solicitors, 2.5 Legal Executives, 1 Legal Officer, 1 Paralegal and 2 ABS Officers (Land Charges)

The scope of the Capital section is

* Public projects
* Town and Country Planning
* Highways, Traffic, Transport
* Property
* Non contentious housing (including housing related grants)
* Markets Charter
* Associated administrative law and governance
* Local Land Charges

The Section is particularly aligned to and responsive to the capital programme of the Council, both in terms of the commercial realisation of projects (land assembly, project agreements) but also to the raising of capital monies upon which the capital programme largely depends (this is achieved through land sales). The Section also responds to the development of the local economy, and affordable housing through planning applications, highways agreements, planning agreements, strategic land sales, workspace and incubator leasing projects and other transactions supporting private sector economic development.

The Non Solicitor Team Leader post is to be deleted. A new post is being created that will carry assigned day to day management activities only, plus supervisory tasks in respect of property lawyers. This reflects the business case for the Phase 1 review which made it clear that the Principal Lawyer will directly manage the staff within their section, having operational accountability for the day-to-day delivery of the legal service to clients and professional responsibility for the staff employed.

The work of the section, in particular with public projects, involves involvement in the Council’s major project and programme management structures and there will therefore be a need to provide for a legal workstream lead, to draw together and be responsible to project managers, for the various strands of legal work. These may be across the legal sections. Provision is now made for this explicitly in the Solicitor job description.

The hierarchy will be simplified by removing the lower levels of the legal officer career grade and replacing with the post of “paralegal”. This also reflects current practice in private sector public law teams and will simplify recruitment.

The proposal for Land Charges reflects the fact that the team is to be included within the capital section, and that the new IDOX system will reduce officer time in accessing information of a separate planning applications system. Proposals for future transfer of local land charges functions to the Land Registry are still at a very early stage so have not been factored in, although this could be a future development.

The section will be expected to work flexibly, so that capacity can be maximised

**Practice Support**

Structure

1 x Practice Manager

2 x A&BS Officer (grade 4)

1 x A&BS Officer (grade 2)

Practice Manager

* Full management responsibility
	+ Recruitment and selection
	+ Work allocation and supervision
	+ Staff development, performance management, 1-2-1 and annual appraisal
	+ Absence management
	+ Disciplinary, grievance and capability
* Financial Management of the Business Unit
	+ Cost centre manager
	+ Financial systems and procedures
	+ Approved Procurement Officer
* Practice Development
	+ ICT Strategy – development and implementation
	+ ICT Systems – security, administration and maintenance
	+ Online resources and legal library
	+ Records Management
	+ Explores new ways of working
* Health, Safety, Risk and Compliance
	+ Audit – point of contact
	+ Business Continuity Plan
	+ Complaints and plaudits – point of contact
	+ Fire Evacuation
	+ Incident Reporting
	+ Risk Assessments
	+ Risk Register
* Accommodation
* Shared Services / Trading and use of Agency staff
	+ Adecco
	+ Marketing
	+ Service Level Agreements
* Divisional Returns
	+ Service Improvement and Efficiency Plan / Department Delivery Plan
	+ Freedom of Information Requests

2 x A&BS Officer (grade 4)

* Finance
	+ Raise purchase orders for the supply of goods and services
	+ Process invoices for payment
	+ Deal with payment queries
	+ Raise Customer invoices
	+ Write cheques for Court payments
	+ Reconcile bank accounts for HMCTS (cheque) and Land Registry (direct debit) payments
	+ Post non-automated disbursements onto SolCase ledger, e.g. Land Registry, Companies House, translations, printing, travel.
	+ Reconcile General Ledger with SolCase disbursements
	+ Pay in income
	+ Prepare debtor statements of account
	+ Administrate petty cash float
* ICT
	+ Submit Access Requests to central I.T.
	+ Create new and maintain existing users of service-specific applications, e.g. SolCase, BigHand and Oyez forms
	+ Troubleshoot I.T. problems - first point of contact
	+ Create new and maintain existing users of online resources, e.g. Westlaw, Lawtel, PLC, Land Registry, Companies House.
	+ Extract management information and reports from various systems
	+ Produce copies of CDs/DVDs containing legal evidence
	+ Assist with the production of family networks/trees using specialist software
* Billing
	+ Runs monthly bill, issues to Client finance team and raises invoices for external charges
	+ Submits journal to Accountancy for internal recharges
	+ Deals with charging queries
	+ Maintains Client database

1 x A&BS Officer (grade 2)

* Covers all collections and deliveries, as necessary, to include DX post, Court run, finance paying in, electronically produced cheques
* Helps with opening, sorting and distribution of post
* Leads on scanning, to include incoming post and file closures
* Records maintenance, to include Corporate archive, looseleaf updates, legal library, Leases, Licences, Agreements, Deeds
* Responsible for stationery stock levels

**6. The impact of the proposed change**

**6.1 Service delivery**

The Phase 1 Review already realigned the functional areas of law more closely, and more relevantly, with client need. Phase 2 sees the concomitant reconfiguration of legal and administrative staff to those areas.

 The scale of the savings means, inevitably, that efficiencies alone are not going to yield the savings and a sizeable reduction of resource available to meet client need, in real terms, is envisaged. This means that the Division will need to more actively “gate keep” and prioritise what it does for client Divisions. Client Divisions and Legal will have to engage in dialogue to better manage expectations. There is considerable expertise within client Divisions which is capable of absorbing a proportion of the work that is currently sent to Legal. There is a role for consistently high standard training to be developed in conjunction with client Divisions, to ensure that non-legal yet complex work can be effectively and confidently handled by clients.

**6.2 The workforce**

 See above and Appendices

**7. Financial implications**

See Appendix 6 for an estimate of the breakdown of the proposed saving, amounting to £424,000 based on current working assumptions about post grading

**8. Implementation Plan**

**8.1 Proposed timeline**

(subsequently amended and communicated to all staff on 28th June 2013 as follows):

* Deadline for comments on draft Business Case        -     12th July 2013
* JE Panel                                                              -     17th July 2013
* Issue final JD & Grade plus proposed Post Filling list-     22nd July 2013
* Deadline for submitting Notice of Appeal                -     26th July 2013
* Deadline for submitting appeal submissions            -     9th August 2013
* Management response to appeal submissions         -    16th August 2013
* Appeals                                                               -    27th Aug to 6th Sept
* Post filling (i.e. selection exercises)                        -     9th Sept to 20th Sept
* Issue final Post Filling list & redundancy letters        -    25th September 2013
* Deadline for appeals against notice of redundancy   -    10th October 2013
* Implementation                   -   14th Oct (if no appeals) or 4th Nov (if appeals)

**8.2 Resources**

* Lead Manager - Kamal Adatia
* HR -
* Finance -

**8.3 Consultation**

Consultation will take place with all recognised Trade Unions. Trade Union representatives will be invited to an initial review meeting during which they will hear from the Review Lead the proposed changes and the rationale for these. Trade Union representatives will have the opportunity to ask questions at this stage.

Trade Union representatives will be invited to attend all staff consultation meetings and will be entitled to accompany any individual employees to one to one meetings. These will be convened, where needed, between staff members and the relevant Principal Solicitor.

**8.4 Equalities**

 An Equality Impact Assessment is attached at Appendix 7

**8.5 Risks, Issues and Dependencies**

 The Division is already carrying significant “overspends” of owing to the fact that this Review has been delayed and therefore the savings have not been credited to the financial years 2011/12 & 2012/13 as planned. The longer this persists by way of delay in implementing this Review, this overspend will be repeated and compounded by further overspend.

**9. Governance, Information and Communications**

**9.1 Governance arrangements**

 The Review at Phase Two will be managed by the City Barrister & Head of Standards, taking appropriate professional advice where necessary.

**9.2 Information and Communications**

Business case proposals will be issued to employees prior to an initial consultation meeting. All employees will be invited to attend consultation meeting(s), which will be convened according to need. The Principal Solicitors will be the key contact for their staff on a day-to-day basis

Communication channels will be open throughout the review. Employees will be able to e-mail (legal-review@leicester.gov.uk) and will be issued with relevant updates by e-mail. An Insite Page will be created to act as a channel whereby relevant information is shared (updated versions of the Business Case, FAQs etc). Principal Solicitors will be the key contact for staff on a day-to-day basis, and will be responsible for ensuring that absent staff are kept informed of proposals.

**Appendices**

**App 1 - Employees in scope**

**App 2(i) & (ii) - Pre & Post Review Employee Data**

**App 3 - Pre Review Structure Chart**

**App 4(a)-(f) - Proposed Post Review Section Structure Charts**

**App 5a-k - Job Descriptions (\*Post Review roles):**

1. **- Supervisory Solicitor**
2. **- Solicitor**
3. **- Supervising Legal Executive**
4. **- Legal Executive**
5. **- Practice Manager**
6. **- Legal Officer**
7. **- Trainee**
8. **- Paralegal**
9. **- A&BSO bands 2, 3 & 4**

**\*** All Job Descriptions for the current posts (Pre Review) are available to view on the Insite page: <http://insite.council.leicester.gov.uk/resources-department/legal-services>

**App 6 - Financial methodology**

**App 7 - EIA (Equality Impact Assessment)**

**Appendix 1**

**EMPLOYEES IN SCOPE**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | Employee Name | Post Title/Level | Grade  | Employment Status  | Length of Continuous LCC Service  |

**Total Headcount: 69**

**Appendix 2(i)**

**PRE REVIEW EMPLOYEE DATA**

**Pre-Review**

|  |  |
| --- | --- |
| Total FTE | 64.2 |
| Current vacancies | 4.12 |
| FTE in Post | 60.08 |
| Number of posts/staff scoped in | 73  |
| Total Costs | £2,385,017 |

**By Division**

|  |  |  |  |
| --- | --- | --- | --- |
| **POST** | **TITLE** | **FTE** | **GRADE** |
|  | ***Professional Staff*** |  |  |
| R4120BR4220B | Team Leader (Legal Executive) | ***2*** | 11 |
| R4131AR4131B | Solicitor | ***23.28*** | 10 |
| R4111BR4730R4111CR4716AR4111DR4716B | Principal Legal OfficerPrincipal Legal Officer (Debt)Legal OfficerSenior Enforcement OfficerLegal OfficerEnforcement Officer***Total*** | 6.49131.853.594***19.93*** | 997766 |
|  | ***Total FTE for Professional staff*** | ***45.21*** |  |
| R7043R4711AR7044BR7044CR7044D | ***A&BS Staff***A&BS Team LeaderControl OfficerA&BS Officer A&BS Officer A&BS Officer***Total FTE for Support staff*** | 213103***19*** | 75432 |
|  | ***Grand Total*** | ***64.21*** |  |

**By Section**

|  |  |  |  |
| --- | --- | --- | --- |
| **POST** | **TITLE** | **FTE** | **GRADE** |
|  | ***Professional Staff*** |  |  |
| R4131A/BR4111BR4111CR4111D | ***Social Care & Safeguarding***SolicitorPrincipal Legal OfficerLegal OfficerLegal Officer***Total*** | 90.6111***11.61*** | 10976 |
| R4131A/BR4111BR4111CR4111D | ***Commercial & Contracts***SolicitorPrincipal Legal OfficerLegal OfficerLegal Officer***Total*** | 4.910.5910.59***7.09*** | 10976 |
| R4220BR4131A/BR4111BR4730R4716AR4716BR4111D | ***Employment, Education & Litigation***Team Leader (Legal Executive)SolicitorPrincipal Legal OfficerPrincipal Legal Officer (Debt)Senior Enforcement OfficerEnforcement OfficerLegal Officer***Total*** | 13.961.4111.8541***14.22*** | 111099766 |
| R4131A/BR4111B | ***Regulatory***SolicitorPrincipal Legal Officer***Total*** | 3.411***4.41*** | 109 |
| R4120BR4131A/BR4111BR4111CR4111D | ***Capital***Team Leader (Legal Executive)SolicitorPrincipal Legal OfficerLegal OfficerLegal Officer***Total*** | 122.8811***7.88*** | 1110976 |
|  | ***Total FTE for Professional staff*** | ***45.21*** |  |
| R7043R4711AR7044BR7044CR7044D | ***A&BS Staff***A&BS Team LeaderControl OfficerA&BS OfficerA&BS OfficerA&BS Officer***Total FTE for Support staff*** | 213103***19*** | 75432 |
|  | ***Grand Total*** | ***64.21*** |  |

**Appendix 2(ii)**

**POST REVIEW EMPLOYEE DATA**

|  |  |
| --- | --- |
| Total FTE | 50.61 |
| Total Costs | £1,938,869 |

**By Division**

|  |  |  |  |
| --- | --- | --- | --- |
| **POST** | **TITLE** | **FTE** | **GRADE** |
|  | ***Professional Staff*** |  |  |
|  | Supervising SolicitorSolicitorTrainee Solicitor***Total*** | 318.113***24.11*** | 11104 |
|  | Supervising Legal ExecutiveLegal ExecutiveLegal Officer***Total*** | 24.57.5***14*** | 1096 |
|  | Paralegal | ***6.5*** | 4 |
|  | ***Total FTE for Professional staff*** | ***44.61*** |  |
|  | ***A&BS Staff***Practice ManagerA&BS Officer (incld. Land Charges)A&BS Officer (incld. Land Charges)A&BS Officer***Total FTE for Support staff*** | 1311***6*** | 9432 |
|  | ***Grand Total*** | ***50.61*** |  |

**By Section**

|  |  |  |  |
| --- | --- | --- | --- |
| **POST** | **TITLE** | **FTE** | **GRADE** |
|  | ***Social Care & Safeguarding***Supervising SolicitorSolicitorLegal OfficerTrainee SolicitorParalegal***Total*** | 25.5112.5***12.00*** | 1110644 |
|  | ***Commercial & Contracts***SolicitorLegal OfficerParalegal***Total*** | 4.511***6.5*** | 1064 |
|  | ***Employment, Education & Litigation***Supervising SolicitorSolicitorSupervising Legal ExecutiveLegal ExecutiveLegal OfficerTrainee SolicitorParalegal***Total*** | 13114.512***13.5*** | 1110109644 |
|  | ***Regulatory***SolicitorLegal ExecutiveTrainee Solicitor***Total*** | 3.6111***5.61*** | 1094 |
|  | ***Capital***SolicitorSupervising Legal ExecutiveLegal ExecutiveLegal OfficerParalegalA&BS Officer (Land Charges)A&BS Officer (Land Charges)***Total*** | 1.512.51111***9*** | 10996443 |
|  | ***Total FTE***  | ***46.61*** |  |
|  | ***A&BS Staff***Practice ManagerA&BS Officer (Band 4)A&BS Officer (Band 2)***Total FTE for Support staff*** | 121***4*** | 942 |
|  | ***Grand Total*** | ***50.61*** |  |

**Appendix 3**

**PRE REVIEW DIVISION STRUCTURE**

City Barrister and Head of Standards

Principal Solicitor (Employment, Education & Litigation)

Principal Solicitor (Capital)

Principal Solicitor (Regulatory)

Principal Solicitor (Commercial & Contracts)

Principal Solicitor (Social Care and Safeguarding)

Central Practice Support

2 FTE A&BS Team Leaders

re

2 FTE Solicitors

3.41 FTE Solicitors

3.96 FTE Solicitors

4.91 FTE Solicitors

9 FTE Solicitors

1 FTE Non-Solicitor Team Leader

1 FTE Non-Solicitor Team Leaders

Grade 9 Legal Officer

2.88 FTE

Grade 9 Legal Officers

0.61 FTE

Grade 9 Legal Officer

0.59 FTE (vacant)

Grade 9 Legal Officer

1 FTE

Grade 9 Legal Officer

2.41 FTE

Grade 7 Legal Officer

1 FTE

Grade 7 Legal Officer

1.85 FTE

1.85 FTE

Grade 7 Legal Officer

1 FTE

1 FTE1

Grade 7 Legal Officer

1 FTE

Grade 6 Legal Officer

1 FTE

1 FTE1

Grade 6 Legal Officer

5 FTE

1 FTE1

Grade 6 Legal Officer

0.59 FTE

1 FTE1

Grade 6 Legal Officer

1 FTE

1 FTE1

1 FTE Control Officer

Grade 4 support

3 FTE

Grade 2 support

3 FTE

Grade 3 support

10 FTE

**Appendix 4(a)**

CHILD CARE

ADULT SOCIAL CARE

COURT TEAM

Solicitor

PRE-PROCEEDINGS TEAM

Supervisory Solicitor

Paralegal

Supervisory Solicitor

**KEY**

Solicitor

Solicitor

Solicitor

**2 FTE**

**5.5 FTE**

Solicitor

**1 FTE**

 Solicitor

**1 FTE**

Legal Officer

Trainee

**2.5 FTE**

**T = 12.00**

Paralegal

Paralegal

**Appendix 4(b)**

Paralegal

Legal Officer

Solicitor

Solicitor

Solicitor

Public Health Solicitor

0.75

(Funded for 13/14)

Solicitor

**KEY**

**3.75 FTE**

**0.75 FTE**

**1 FTE**

**1 FTE**

**T = 6.50**

**Appendix 4(c)**

Supervisory Legal Executive – Litigation

Trainee

Solicitor

Insurance

(Funded for 13/14)

Solicitor

Employment & Litigation

Solicitor

Employment & Education

Supervisory Solicitor

Employment & Education

 ………..

Paralegal

Legal Executive

**KEY**

Legal Officer Litigation

Paralegal School appeals

Legal Officer Employment & Education

**1 FTE**

**2 FTE**

Legal Officer Litigation

**2 FTE**

**1 FTE**

Legal Officer Litigation

**4.5 FTE**

Legal Officer Litigation

**2 FTE**

**1 FTE**

**T = 13.5**

**Appendix 4(d)**

Trainee

Solicitor (Prosecutions, Licensing and General Regulatory)

Solicitor Prosecutions,Licensing and General Regulatory)

Solicitor (Prosecutions, Licensing and General Regulatory)

Solicitor

(including Housing & ASB)

Legal Executive (including Housing &

ASB)

**KEY**

**1 FTE**

**1 FTE**

**3.61 FTE**

**1 FTE**

**1 FTE**

**1 FTE**

**1 FTE**

**T = 5.61**

**Appendix 4(e)**

Solicitor

Solicitor

Legal Officer

Supervisory Legal Executive

**KEY**

**1.5 FTE**

**1 FTE**

**2.5 FTE**

**1 FTE**

Paralegal

A&BSO Land Charges

A&BSO Land Charges

Legal Executive

 Legal Executive

Legal Executive

**1 FTE**

**2 FTE**

**T = 9.00**

**Appendix 4(f)**

ABSO

(Band 4)

ABSO

(Band 4)

ABSO

(Band 2)

Practice Manager

**KEY**

**1 FTE**

**3 FTE**

**T = 4.00**

**Appendix 5a**



**Job Description**

|  |  |
| --- | --- |
| **Post Title:** SUPERVISORY SOLICITOR | **Post Number:**RXXXX |
| **Date:**May 2013 |
| **Department:**Corporate Resources & Support | **Division / Branch:**Legal Services |
| **Section:**Social Care & Safeguarding; Commercial & Contracts; Employment, Education & Litigation; Regulatory; Capital | **Responsible to:**Principal Solicitor |

|  |
| --- |
| **Overall Purpose of this Post:**To perform the duties involved in providing a comprehensive legal service to the Council  |
| **Major Objectives:** These will include, as appropriate, those that reflect key corporate priorities, for example, Cultural Diversity, Social Justice, Environmental Quality and Economic Prosperity. |
| 1. To provide and secure high-quality legal services for the Council and other agreed public bodies in the areas of [*insert section/disciplines*]
2. To give positive supervision to the [*insert section*] staff in order to effectively and efficiently to meet the objectives at (1).
3. To support the Principal Solicitor to ensure the provision of quality, client focussed and cost effective legal services
4. To ensure that the service provided meets the Council’s standards on project management and to provide project assurance as required.
5. To ensure that the Council’s Equal Opportunities Policy is properly adhered to in the management of the team and the carrying out of its functions.
 |
| **Summary of job tasks:** The tasks listed are, generally, only those taking at least 10% of the post holder's time. |
|  | Supervision1. **To undertake day to day supervisory tasks as allocated in respect of the [*insert section*] lawyers in order to achieve the highest professional standards and in accordance with City Council policies and procedures.**

1. **To use information technology to ensure that time and costs allocated to transactions across the section are effectively monitored and controlled.**
2. **To manage external relationships in order to facilitate the provision of high quality legal services.**
3. **To represent the Division on regular basis at corporate meetings reporting back to higher management and carrying through assigned tasks.**
4. **To undertake such other tasks as may be allocated by the Principal Solicitor as appropriate to the post**

Duties as a Legal Professional1. **To handle personally the most sensitive and/or complex matters for the City Council and other agreed public bodies, including negotiations, drafting, provision of advice, strategy, litigation, advocacy and closing transactions (as appropriate).**
2. **To attend committee, sub-committee, working groups, other relevant City Council meetings and other meetings as may be required.**
3. **To give training presentations on legal matters to officers and members of the City Council and other Local Authorities, as required.**
4. **To deputise and cover for the relevant Principal Solicitor as and when required.**
5. **To be flexible so as to work in all disciplines at levels appropriate to the post holder and in cross cutting project teams as required.**

General1. **To undertake such tasks appropriate to the post holder to facilitate the effectiveness, efficiency and economy of the Legal Services Division and meet the challenges of a best value authority.**
 |
|  |  |

|  |
| --- |
| Is this post classified as politically restricted, as in the Local Government and Housing Act 1989, eithera) because of Its salary level? *, or* Yes  **[X]** No b) because the post holder is required regularly to advise the Council and itsCommittees, or communicates with the media on behalf of the Council? Yes **[X]** No  |
| Is this post subject to exemption from The Rehabilitation of Offenders Act 1974? Yes No **[X]** |

**Appendix 5b**



# Job Description

|  |  |
| --- | --- |
|  **Post Title:** SOLICITOR  | **Post No:** R 4131 |
| **Date:** May 2013 |
| **Department:** Corporate Resources & Support | **Division / Branch:**Legal Services |
| **Section(s):**Social Care & Safeguarding; Commercial & Contracts; Employment, Education & Litigation; Regulatory; Capital | **Responsible to:**Principal Solicitor |

|  |
| --- |
| **Overall Purpose of this Post:** To perform the duties involved in providing a comprehensive legal service to the Council |
| **Major Objectives:** These will include, as appropriate, those that reflect key corporate priorities, for example, Cultural Diversity, Social Justice, Environmental Quality and Economic Prosperity |
| 1. **To provide high quality legal services to the Council and other public bodies if required.**
2. This post will be in the *[insert Team or Section]* and the post holder may be required to work within one of the other legal sections detailed in the summary of job tasks overleaf.
3. To ensure these services are provided in accordance with standards required by client departments and other recipients of the service in a manner which is purposive, meets client need and achieves corporate priorities in a changing legal landscape
4. **To assist in the supervision and training of trainee solicitors and less experienced staff.**
5. **To be flexible so as to work in other disciplines and in multi-disciplinary project teams as required/appropriate, acting as work-stream lead if needed.**
6. **To undertake such tasks appropriate to the post holder to facilitate effectiveness, efficiency and economy of the Legal Services Division and meet the challenges of a best value authority.**
7. **To ensure that the Council’s equal opportunities policy is properly adhered to in the carrying out of the tasks of the post.**
 |
| **Summary of job tasks:** The tasks listed are, generally, only those taking at least 10% of the post holder's time.1. **To advise, negotiate and act as advocate as required and to have conduct of hearings**
2. **To advise and service committees, joint committees, panels, advisory bodies and working parties as required.**
3. **To draft agreements, contracts, pleadings and other legal documents as required.**
4. **To assist in the appointment and instruction of external solicitors, barristers and other advisors and to monitor their performance**
5. **To give presentations/training on legal matters to officers, members and the public as required.**
6. **To deputise and cover for the Principal Solicitor and/or Supervisory lawyer as required when s/he is not available.**
7. **To keep up to date with and provide advice on legal issues.**
8. **To assist in the training and supervision of less experienced staff, including trainee solicitors.**
 |

|  |
| --- |
| Is this post classified as politically restricted, as in the Local Government and Housing Act 1989, eithera) because of Its salary level? *, or* Yes  **[X]** No b) because the post holder is required regularly to advise the Council and itsCommittees, or communicates with the media on behalf of the Council? Yes **[X]** No  |
| Is this post subject to exemption from The Rehabilitation of Offenders Act 1974? Yes No **[X]** |

**Appendix 5c**



**Job Description**

|  |  |
| --- | --- |
| **Post Title:** SUPERVISORY LEGAL EXECUTIVE | **Post Number:**RXXXX |
| **Date:**May 2013 |
| **Department:**Corporate Resources & Support | **Division / Branch:**Legal Services |
| **Section:**Social Care & Safeguarding; Commercial & Contracts; Employment, Education & Litigation; Regulatory; Capital | **Responsible to:**Principal Solicitor |

|  |
| --- |
| **Overall Purpose of this Post:**To perform the duties involved in providing a comprehensive legal service to the Council  |
| **Major Objectives:** These will include, as appropriate, those that reflect key corporate priorities, for example, Cultural Diversity, Social Justice, Environmental Quality and Economic Prosperity. |
| 1. To provide and secure high-quality legal services for the Council and other agreed public bodies in the areas of [*insert section/disciplines*]
2. To give positive supervision to the [*insert section*] staff in order to effectively and efficiently to meet the objectives at (1).
3. To support the Principal Solicitor to ensure the provision of quality, client focussed and cost effective legal services
4. To ensure that the service provided meets the Council’s standards on project management and to provide project assurance as required.
5. To ensure that the Council’s Equal Opportunities Policy is properly adhered to in the management of the team and the carrying out of its functions.
 |
| **Summary of job tasks:** The tasks listed are, generally, only those taking at least 10% of the post holder's time. |
|  | Supervision1. **To undertake day to day supervisory tasks as allocated in respect of the [*insert section*] lawyers in order to achieve the highest professional standards and in accordance with City Council policies and procedures.**
2. **To use information technology to ensure that time and costs allocated to transactions across the section are effectively monitored and controlled.**
3. **To manage external relationships in order to facilitate the provision of high quality legal services.**
4. **To represent the Division on regular basis at corporate meetings reporting back to higher management and carrying through assigned tasks.**
5. **To undertake such other tasks as may be allocated by the Principal Solicitor as appropriate to the post**

Duties as a Legal Professional1. **To handle personally the most sensitive and/or complex matters for the City Council and other agreed public bodies, including negotiations, drafting, provision of advice, strategy, litigation, advocacy and closing transactions (as appropriate).**
2. **To attend committee, sub-committee, working groups, other relevant City Council meetings and other meetings as may be required.**
3. **To give training presentations on legal matters to officers and members of the City Council and other Local Authorities, as required.**
4. **To deputise and cover for the relevant Principal Solicitor as and when required.**
5. **To be flexible so as to work in all disciplines at levels appropriate to the post holder and in cross cutting project teams as required.**

General**To undertake such tasks appropriate to the post holder to facilitate the effectiveness, efficiency and economy of the Legal Services Division and meet the challenges of a best value authority.** |
|  |  |

|  |
| --- |
| Is this post classified as politically restricted, as in the Local Government and Housing Act 1989, eithera) because of Its salary level? *, or* Yes  **[X]** No b) because the post holder is required regularly to advise the Council and itsCommittees, or communicates with the media on behalf of the Council? Yes **[X]** No  |
| Is this post subject to exemption from The Rehabilitation of Offenders Act 1974? Yes No **[X]** |

**Appendix 5d**



# Job Description

|  |  |
| --- | --- |
|  **Post Title:** **LEGAL EXECUTIVE** | **Post No:** RXXXX |
| **Date:** May 2013 |
| **Department:** Corporate Resources & Support | **Division / Branch:**Legal Services |
| **Section(s):**Social Care & Safeguarding; Commercial & Contracts; Employment, Education & Litigation; Regulatory; Capital | **Responsible to:**Principal Solicitor |

|  |
| --- |
| **Overall Purpose of this Post:** To perform the duties involved in providing a comprehensive legal service to the Council |
| **Major Objectives:** These will include, as appropriate, those that reflect key corporate priorities, for example, Cultural Diversity, Social Justice, Environmental Quality and Economic Prosperity |
| 1. **To provide high quality legal services to the Council and other public bodies if required.**
2. This post will be in the *[insert Team or Section]* and the post holder may be required to work within one of the other legal sections detailed in the summary of job tasks overleaf.
3. To ensure these services are provided in accordance with standards required by client departments and other recipients of the service in a manner which is purposive, meets client need and achieves corporate priorities in a changing legal landscape
4. **To assist in the supervision and training of trainee solicitors and less experienced staff.**
5. **To be flexible so as to work, at a level appropriate to the post, in other disciplines and in multi-disciplinary project teams as required/appropriate, acting as work-stream lead if needed.**
6. **To undertake complex/demanding work including some at highest complexity**
7. **To undertake such tasks appropriate to the post holder to facilitate effectiveness, efficiency and economy of the Legal Services Division and meet the challenges of a best value authority.**
8. **To ensure that the Council’s equal opportunities policy is properly adhered to in the carrying out of the tasks of the post.**
 |
| **Summary of job tasks:** The tasks listed are, generally, only those taking at least 10% of the post holder's time.1. **To advise, negotiate and act as advocate as required and to have conduct of hearings**
2. **To advise and service committees, joint committees, panels, advisory bodies and working parties as required, and at a level appropriate to the post**
3. **To draft agreements, contracts, pleadings and other legal documents as required.**
4. **To assist in the appointment and instruction of external solicitors, barristers and other advisors and to monitor their performance**
5. **To give presentations/training on legal matters to officers, members and the public as required, at a level appropriate to the post.**
6. **To deputise and cover for the Supervisory lawyer as required when s/he is not available.**
7. **To keep up to date with and provide advice on legal issues.**
8. **To assist in the training and supervision of less experienced staff, including trainee solicitors.**
 |

|  |
| --- |
| Is this post classified as politically restricted, as in the Local Government and Housing Act 1989, eithera) because of Its salary level? *, or* Yes No**[X]** b) because the post holder is required regularly to advise the Council and itsCommittees, or communicates with the media on behalf of the Council? Yes No**[X]**  |
| Is this post subject to exemption from The Rehabilitation of Offenders Act 1974? Yes No **[X]** |

**Appendix 5e**

**Job Description**

|  |  |
| --- | --- |
| **Post Title:**  **PRACTICE MANAGER** | **Post Number:**R4500 |
| **Date:** May 2013 |
| **Department:**Corporate Resources & Support | **Division / Branch:**Legal Services |
| **Section:**Social Care & Safeguarding; Commercial & Contracts; Employment, Education & Litigation; Regulatory; Capital | **Responsible to:**City Barrister & Head of Standards |
| **Overall Purpose of this Post:**To ensure that the Legal Services Division receives an effective support service that assists the Legal Management Team in managing the performance of the Division |
| **Major Objectives:** These will include, as appropriate, those that reflect key corporate priorities, for example,’ Cultural Diversity’, ’Social Justice’, ‘Environmental Quality’ and ‘Economic Prosperity’. |
| 1. **To take the lead role in developing the legal practice as a centre of excellence**
2. **To manage the Practice Support function**
3. **To ensure that the administrative, ICT and financial and other support needs of the Division are met.**
4. **To support the work of the Legal Management Team in managing Legal Services as an effective business unit.**
5. **To lead on such tasks aimed at achieving this objective, such as shared services strategy, relevant accreditation, business planning, marketing, procurement, ICT System, Best Value, performance management, Service Level Agreements and other tasks as determined by the Legal Services Division Management team**
6. **To manage the quality of ICT across the division to meet and enhance service provision**
7. **To take the initiative in implementing LCC Equal Opportunity employment policies and practices.**
8. **To promote a working environment free of harassment and discrimination.**
9. **To implement the City Council’s environment protection policies and practices.**
 |
|  |

|  |
| --- |
| **Summary of job tasks:** The tasks listed are, generally, only those taking at least 10% of the postholder's time. |
|  |  Manages allocated staff, material and financial resources in support of business & management teams.1. **Leads the Business Planning process for Legal Services and markets the department’s services to internal and clients**
2. **Leads on the Development of partnership working and the shared services strategy**
3. **Leads on the procurement of goods and services for the division**
4. **Leads on the development and implementation of strategies/policies across the division**
5. **Identifies, develops and implements sustainable service improvements.**
6. **Prepares the Division for the achievement of LEXCEL (if relevant), and ensures continual accreditation.**
7. **Prepares and maintains Trading Agreements and Service Level Agreements, including negotiation and client management.**
8. Manages Legal Services Division budgets
9. **Project manages a range of projects.**
10. **Undertakes performance management duties for the Division.**
11. **Co-ordinates recruitment procedures for the Division, participating in panels as required.**
12. **Participates as a member of Legal Services Management Team, supporting the work of the Division in any relevant capacity as required by the Divisional Director - Legal Services.**
 |

|  |
| --- |
| Is this post classified as “politically restricted”, as in the Local Government and Housing Act 1989, eithera) because of its salary level? *, or* Yes Nob) because the postholder is required regularly to advise the Council and itsCommittees, or communicates with the media on behalf of the Council? Yes No  |
| Is this post subject to exemption from The Rehabilitation of Offenders Act 1974?  Yes No  |

**Appendix 5f**



# Job Description

|  |  |
| --- | --- |
| **Post Title:** LEGAL OFFICER | **Post No:** RXXXX |
| **Date:** May 2013 |
| **Department:** Corporate Resources & Support | **Division / Branch:**Legal Services |
| **Section(s):**Social Care & Safeguarding; Commercial & Contracts; Employment, Education & Litigation; Regulatory; Capital | **Responsible to:**Principal Solicitor |

|  |
| --- |
| **Overall Purpose of this Post:** To perform the duties involved in providing a comprehensive legal service to the Council |
| **Major Objectives:** These will include, as appropriate, those that reflect key corporate priorities, for example, Cultural Diversity, Social Justice, Environmental Quality and Economic Prosperity |
| 1. **To provide high quality legal services to the Council and other public bodies if required.**
2. This post will be in the *[insert Team or Section]* and the post holder may be required to work within one of the other legal sections detailed in the summary of job tasks overleaf.
3. To ensure these services are provided in accordance with standards required by client departments and other recipients of the service in a manner which is purposive, meets client need and achieves corporate priorities in a changing legal landscape
4. **To assist in the supervision and training of less experienced staff.**
5. **To undertake such tasks appropriate to the post holder to facilitate effectiveness, efficiency and economy of the Legal Services Division and meet the challenges of a best value authority.**
6. **To ensure that the Council’s equal opportunities policy is properly adhered to in the carrying out of the tasks of the post.**
 |
| **Summary of job tasks:** The tasks listed are, generally, only those taking at least 10% of the post holder's time.1. To oversee and assist paralegal and administrative staff within the team
2. To undertake full range of legal advice in assigned discipline to meet corporate priorities
3. To provide functional legal input (research, drafting) in assigned discipline at a level appropriate to the post
4. To act on behalf of the Council – this may be by way of appearing as advocate on behalf of the Council, having conduct of protective processes, conducting negotiations, making disclosures etc.
5. To demonstrate an understanding and application of the Council’s governance requirements, together with general public law principles
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| Is this post classified as politically restricted, as in the Local Government and Housing Act 1989, eithera) because of Its salary level? *, or* Yes No**[X]** b) because the post holder is required regularly to advise the Council and itsCommittees, or communicates with the media on behalf of the Council? Yes No**[X]**  |
| Is this post subject to exemption from The Rehabilitation of Offenders Act 1974? Yes No **[X]** |

**Appendix 5g**



# Job Description

|  |  |
| --- | --- |
|  **Post Title:** **TRAINEE SOLICITOR** | **Post No:** R4999 |
| **TRAINEE SOLICITOR**  | **Date:** May 2013 |
| **Department:**Corporate Resources & Support | **Division / Branch:**Legal Services |
| **Section:**Social Care & Safeguarding; Commercial & Contracts; Employment, Education & Litigation; Regulatory; Capital | **Responsible to:**Principal Solicitor |

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| **Overall Purpose of this Post:** To receive practical training and to acquire the legal skills to enable the post holder to qualify and practice as a solicitor. |
| **Major Objectives:** These will include, as appropriate, those that reflect key corporate priorities, for example, Cultural Diversity, Social Justice, Environmental Quality and Economic Prosperity |
| **1. To carry out the duties contained within the Training Contract.****2. To complete satisfactorily the Professional Skills Course during the course of the Training Contract.****3. To ensure these duties are undertaken in accordance with standards required by client departments and other recipients of the service.****4. To be flexible so as to work in all disciplines at levels appropriate to the post holder and with supervision, as appropriate, and with colleagues in multi-disciplinary project teams as required.****5. To undertake such tasks appropriate to the post holder to facilitate effectiveness, efficiency and economy of the Legal Services Division and meet the challenges of a best value authority.****6. To ensure that the Council’s equal opportunities policy is properly adhered to in the carrying out of the tasks of the post.**  |
| **Summary of job tasks:** The tasks listed are, generally, only those taking at least 10% of the post holder's time. |
|  | **1. The post holder will spend 8 months working in each of the following sections, under the supervision of the relevant Principal Solicitor, undertaking tasks appropriate to the post:**1. **Social Care & Safeguarding**
2. **Employment, Education & Litigation**
3. **Regulatory**

**2. The post holder will undertake tasks appropriate to the post including:**1. **Advising, negotiating and acting as advocate as required.**
2. **Advising and servicing committees, joint committees, panels, advisory bodies and working parties as required.**
3. **Drafting agreements, contracts, pleadings and other legal documents as required.**
4. **Giving presentations of legal matters to officers, members and the public as required.**
5. **Keeping up to date with and provide advice on general public law issues.**
6. **Carrying our legal research**

**3. The post holder will assist with the work of the Team in which they are placed as required and provide support to colleagues in the Division as necessary.****4. The post holder will undertake such other legal duties as are assigned to them by the Principal Solicitor.** |

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| Is this post classified as politically restricted, as in the Local Government and Housing Act 1989, eithera) because of Its salary level? *, or* Yes No Xb) because the postholder is required regularly to advise the Council and itsCommittees, or communicates with the media on behalf of the Council? Yes No X |
| Is this post subject to exemption from The Rehabilitation of Offenders Act 1974? Yes No X |

**Appendix 5h**



# Job Description

|  |  |
| --- | --- |
| **Post Title:** PARALEGAL | **Post No:** RXXXX |
| **Date:** May 2013 |
| **Department:** Corporate Resources & Support | **Division / Branch:**Legal Services |
| **Section(s):**Social Care & Safeguarding; Commercial & Contracts; Employment, Education & Litigation; Regulatory; Capital | **Responsible to:**Principal Solicitor or Supervising Lawyer |

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| **Overall Purpose of this Post:** To support the provision of a comprehensive legal service to the Council |
| **Major Objectives:** These will include, as appropriate, those that reflect key corporate priorities, for example, Cultural Diversity, Social Justice, Environmental Quality and Economic Prosperity |
| 1. **To carry out a range of legal work in connection with the work of the [Section] within Legal Services**

1. **To provide administrative support to the [Section]**
2. **To be pro-active in implementing L.C.C Equal Opportunities Policy in carrying out the tasks of the post.**
3. **To promote a working environment free of harassment and discrimination.**
 |
| Summary of job tasks: The tasks listed are, generally, only those taking at least 10% of the post holder's time1. To provide specific legal assistance, through allocated tasks and a caseload appropriate to the post in the areas of [insert section/areas of law]
2. To provide general legal input as allocated (for example research, checking) in support of the work of the [Section]
3. To act on behalf of Council where appropriate – this may be by way of having conduct of processes, conducting routine negotiations, providing information etc.
4. To provide functional support to the [Section] for example file administration, information processing, statutory notification procedures, arranging meetings and transaction close arrangements

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| Is this post classified as politically restricted, as in the Local Government and Housing Act 1989, eithera) because of Its salary level? *, or* Yes No**[X]** b) because the post holder is required regularly to advise the Council and itsCommittees, or communicates with the media on behalf of the Council? Yes No**[X]**  |
| Is this post subject to exemption from The Rehabilitation of Offenders Act 1974? Yes No **[X]** |

**Appendix 5i**

**Job Description**

|  |  |
| --- | --- |
|  **Post Title:** **Administrative & Business Support Officer** | **Post Number:****R7044** |
| **Date** |
|  | **Division / Branch:** |
| **Section:** | **Responsible to:****ADMIN AND BUSINESS SUPPORT TEAM LEADER/ MANAGER IN SERVICE/CBSM in rare cases** |

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| **Overall Purpose of this Post:** To provide administrative and business support to the Council’s services, in accordance with systems, statutory procedures, legislation, corporate standards and policies.  |
| **Major Objectives:**These will include, as appropriate, those that reflect key corporate priorities and values. |
| 1. To provide consistent and flexible levels of administration and business support to the Council and service area in line with corporate standards.
2. To implement and promote Leicester City Council’s policies and procedures relating to all areas of employment and service delivery.
3. To maintain up to date and accurate records.
4. To ensure that any communication is clear and readily understood by the target audience.
5. To implement new processes, procedures and systems under the guidance and direction of the Administrative and Business Support Team Leader, service leads and/or Corporate Business Support Managers.
6. To be aware of Council processes, relevant changes in legislation and technology and how these affect the work of the service area.
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| **Summary of job tasks:** The tasks listed are, generally, only those taking at least 10% of the postholder's time. |
| 1. **Undertakes more complex administrative duties such as ordering equipment/ stationery supplies, reporting and rectifying faults and enquiries, management of a petty cash system, as required and budget monitoring.**
2. **Organises and co-ordinates meetings, takes minutes and tracks meeting actions for more complex meetings including those which are sensitive or confidential e.g. child protection cases.**
3. **Develops, produces and maintains service-specific processes, systems, databases and documents in line with corporate standards, protocols and emerging technology.**
4. **Compiles, analyses and interprets statistical and financial information. Assists manager/s to administer and monitor allocated financial cost centres, raise and process financial documentation, monitor budgets and report discrepancies.**
5. **Supports managers within the service and other staff in the co-ordination and production of service reports, presentations, spreadsheets and other documents to required timescales.**
6. **Assists with the induction, support, training and monitoring of Admin & Business Support Assistants as directed, prioritising and allocating work as appropriate, and monitoring and quality checking output.**
7. **Where directed, produces and circulates communication material including updates and notices, learning materials and e-communication such as updating intranet and internet sites where relevant.**
8. **Deals with complex customer enquiries and where applicable, provides reception cover including welcoming and signposting customers.**
 |
| Is this post classified as “politically restricted”, as in the Local Government and Housing Act 1989, eithera) Because of Its salary level? *, or* Yes  No ✓b) Because the postholder is required regularly to advise the Council and itsCommittees, or communicates with the media on behalf of the Council? Yes  No ✓  |
| Is this post subject to exemption from The Rehabilitation of Offenders Act 1974? Yes  No ✓ |

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| --- | --- | --- |
|  | **Job Requirements: Essential (E) or Desirable (D).** | E/D |
| **A. Training & Education** | See career grade |  |
| **B. Experience** | See career grade |  |
| **C. Equal Opportunity** | Must be able to recognise discrimination in its many forms and willing to put the Council's Equality Policies into practice.Must have a positive attitude to all staff, visitors, clients and the public and have an understanding of, and commitment to customer care. | EE |
| **D. Other Skills**  | Effective communication skills both verbally and in writingAbility to plan and organise own workloadAbility to learn and apply corporate systems and standardsAbility to take notes/minutes and track actions of meetingsAbility to work within a team environment and adopt a flexible approachAbility to work effectively under pressure, to meet tight deadlinesAbility to evaluate tasks and implement solutions for improvement | EEEEEEE |
| **E. Other Conditions** Including any hazardous or environmentally adverse conditions | Willing and able to work some unsocial hours as required.Willing and able to work at different locations across the city. | DD |

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| **Administration Career Progression Scheme - May 2011** |
| **This is a cumulative career grade. Criteria are indicative, not exhaustive, and will be reviewed periodically.** Career progression to the next grade is subject to assessment against competencies for that level and agreement by a senior manager. It is also dependant on the availability of work and /or roles at the appropriate level which is dependant on the overall budget.  |
| **Administration and Business Support Officer****Level D** | **Administration and Business Support Officer****Level C** | **Administration and Business Support Officer****Level B**  | **Administration and Business Support Officer****Level A** |
| **Overview of expectations at each level of the career grade** |
| Typical level D requirements:Typically someone with experience in basic administrative tasks. The person would follow instruction and provide assistance to more skilled staff, working as part of a team. The person would demonstrate basic literacy, numeracy and communication skills. | As level D plus typically:Typically someone with experience in the role and who has demonstrated skills and abilities which enable them to work on their own but still requires some direction by others.The person would be able to produce an acceptable standard of productivity on routine administrative activities. The person would demonstrate a good level of literacy, numeracy and communication skills. | As level C plus typically:Typically someone with comprehensive experience in admin who has demonstrated skills, knowledge and abilities to perform more complex admin tasks with little direction. The person would demonstrate the ability to direct or co-ordinate the tasks of admin staff at the lower levels of the career matrix, where directed. The person would demonstrate very good all round literacy, numeracy and communication skills, and be able to work to a high standard on complex administrative activities.  | As level B plus typically:Typically someone who has demonstrated an ability to routinely supervise tasks of admin staff at the lower levels of the career matrix and direct team members’ activities to achieve team objectives. This person is not required to line-manage staff.The person would demonstrate an ability to ensure others understand what is expected and to regularly allocate and quality assure work of admin staff at the lower levels of the career matrix. |
| **General** |
| Typical level D requirements:* Undertakes basic administrative duties including dealing with incoming/outgoing communications such as post and emails; copying, printing and collating documents; filing and archiving of electronic data or hard copy files, supporting with the upkeep of the office, e.g. ensuring the space is welcoming, organised and well maintained and that faults are reported.
* Assists in the organisation and administration of meetings including booking rooms.
* Takes basic notes and logs and tracks actions of routine, low risk, meetings, e.g. team meetings. Types up pre-written (e.g. hand written) minutes and/ or tracks actions only of meetings which include sensitive or confidential information, as required and under direction of more senior staff.
* The person would know about and follow corporate and service level policies and procedures.
 | As level D plus typically:* Takes and types up minutes and tracks meeting actions of general meetings, e.g. wider service/ divisional team meetings.
* Takes and types up minutes and tracks meeting actions of complex meetings, including those which are highly sensitive or confidential e.g. meetings with vulnerable customers/ service users, child protection conferences, under direction of more senior staff.
* Under direction, ensures discarded documentation is dealt with.
* Only where relevant, e.g. in smaller, out of city centre locations, deals with premises matters such as car parking and basic staff security issues, as directed.
* The person would have a good understanding of the relevant corporate and service level policies and procedures and be able to take responsibility for their actions.
 | As level C plus typically:* When required, assists with the support and monitoring of tasks of staff at the lower levels of the career matrix, where directed.
* Assists in the implementation of significant new processes or procedures under the guidance of managers, to improve ways of working within service areas.
* Assists managers within the service in the development of complex service/ divisional reports to required timescales.
* Administers processes for emergency planning, evacuation and accommodation issues, as required.
* Reports and monitors the rectification of more faults such as equipment failures.
* Ensures discarded documentation including confidential documentation is dealt with.
* Only where relevant, e.g. in smaller, out of city centre locations, deals with premises matters such as car parking and basic staff security issues.
* The person would have developed a comprehensive knowledge and understanding of the relevant corporate and service level policies and procedures.
 | As level B plus typically:* Routinely assists with the induction, support, training and monitoring of Admin staff at the lower level of the career matrix as directed, prioritising and allocating work as appropriate, and monitoring and quality checking output. (Please note, this post is not required to line manage staff).
* Leads on the implementation of significant new processes or procedures under the guidance of managers, to improve ways of working within service areas.
* Updates service-level procedures to reflect new policy and best practice.
* This person would have a sound knowledge of the relevant corporate policies and procedures surrounding staff supervision, and be able to support other admin staff at the lower levels of the career matrix.
 |
| **IT** |
| Typical level D requirements:* Assists in the production, formatting and layout of basic, non-complex documentation such as letters and simple spreadsheets, as directed. For example, ensures text of a template letter is placed appropriately and looks professional.
* Supports with basic IT admin tasks, e.g. accurate data entry/ input, or supporting with the maintenance of databases or inventory systems.
 | As level D plus typically:* Produces and formats general letters, reports, spreadsheets, presentations and other documentation, as directed.
* Maintains inventory and business support systems, service tracking and monitoring databases (to corporate standards).
 | As level C plus typically:* Produces and formats non-standard or more complex reports, presentations, spreadsheets and other documentation, including Mail Merge documents.
* Uses non-standard IT software regularly, e.g. MS project.
* When required, supports other staff with IT-based tasks and queries.
 | As level B plus typically:* Routinely supports staff, including admin staff at the lower levels of the career matrix with IT-related admin tasks and queries.
 |
| **Finance** |
| Typical level D requirements:* Assists in basic processing of financial documentation such as raising invoice requisitions, purchase orders and cheque requests, under guidance of more senior Admin staff and managers.
 | As level D plus typically:* Under direction, processes financial documentation e.g. ordering equipment supplies, placing purchase orders and updating budget monitoring sheets.
* Assists in compiling and formatting numerical and financial information for reports and statistical analysis, as directed.
 | As level C plus typically:* When required, supports cost centre managers and admin staff at lower levels of the career matrix with finance-related admin tasks and queries, as directed.
* Processes financial documentation e.g. ordering equipment supplies, placing purchase orders and updating budget monitoring sheets.
* Where required, monitors (not manages) accounts and cost centres, using the Council’s financial monitoring system, and reviews, investigates and reports discrepancies to manager/s and recommends corrective action as needed.
* Compiles, reviews, analyses and interprets statistical and financial information, as directed to report relevant findings for service, divisional and corporate purposes.
* Updates and maintains systems for e.g. imprest/ petty cash.
 | As level B plus typically:* Routinely supports cost centre managers and admin staff at lower levels of the career matrix with finance-related admin tasks and queries.
 |
| **Communication material** |
| Typical level D requirements:* Assists, where directed, in the circulation of communication material, including updates and notices, publicity and learning materials.
 | As level D plus typically:* Produces and circulates basic communication material such as updates or notices, under direction.
* Where required, updates e-communication channels such as intranet and internet sites, under direction.
 | As level C plus typically:* Updates e-communication such as intranet and internet sites.
* When required, supports staff, including admin staff at the lower levels of the career matrix on producing basic communication materials and updating e-communication channels.
 | As level B plus typically:* Routinely supports staff, including admin staff at the lower levels of the career matrix on producing basic communication materials and updating e-communication channels.
 |
| **Customer care** |
| Typical level D requirements:* Deals with basic customer enquiries e.g. requests around amenities and services provided.
* With supervision, appropriately handles/ passes on a challenging, abusive or complaint phone call without escalating the situation or compromising the Council’s position.
 | As level D plus typically:* Where applicable, provides reception cover, and appropriately deals with customers, including with general enquiries and, under guidance of more senior staff, sensitive/ confidential information.
* Appropriately decides how to/ whether to process or pass on a challenging, abusive or complaint phone call without escalating the situation or compromising the Council’s position.
* Tailors language or approach to respond to customer’s needs.
 | As level C plus typically:When required, deals with more complex or more sensitive enquiries/ problems and gives straightforward advice on standard documents, policies and procedures.  | As level B plus typically:Routinely leads on and/or supports admin staff at the lower levels of the career matrix on more complex customer enquiries. |
| **Skills, Knowledge & Experience** |
| Typical level D requirements:* Ability to work as part of a team and adopt a flexible approach.
* Ability to understand and work to corporate and service level systems and standards, e.g. Data Protection Act (DPA).
* Ability to understand and work to service area’s specific policies and procedures.
* Basic IT skills e.g. ability to enter data into an Excel spreadsheet, undertake simple formatting in MS Word and use the Council’s email system.
* Ability to work to deadlines.
 | As level D plus typically:* A good understanding of corporate and service-specific policies and procedures relating to employment and service delivery e.g. competency framework, DPA, code of conduct and EMAS.
* Substantial experience (i.e. more than one year) of working in an office environment and of using a PC with Microsoft Office.
* Sound competency with Microsoft Office, e.g. ability to maintain spreadsheets and databases and produce general documentation.
* Good knowledge of internet sites and insite pages relevant to the service.
* Ability to handle cash.
* Experience of dealing with customers at a basic level.
 | As level C plus typically:* Comprehensive knowledge of corporate and service level policies, procedures relating to areas of employment and service delivery.
* Knowledge or/ training in the Council’s financial monitoring system sufficient to monitor budgetary spend, under direction.
* Ability to monitor budgetary spend, with direction.
* Demonstrates a good level of analytical skill.
* Ability to produce and format reports, presentations, spreadsheets and other documentation, including Mail Merge documents.
* Ability to adapt easily to new systems or non-standard IT software, e.g. MS project.
* Ability to set up new systems and support other staff to implement new processes, tools, systems.
* Ability and appropriate knowledge & training to create effective communications including insite/ website pages.
* Ability to deal with more complex or more sensitive enquiries/ problems.
 | As level B plus typically:* Exercises initiative and judgement to determine solutions to the majority of admin problems.
* Very good literacy and numeracy skills, sufficient for the job tasks, demonstrated by the production of accurate and complex documentation.
* Ability to monitor (not manage) budgets.
* Experience of inducting and providing on the job training and basic task supervision to staff.
* Knowledge of induction and effective task supervision processes and techniques.
* Sound knowledge of the relevant HR policies and procedures surrounding task supervision.
* Ability/ experience of a sufficient level to confidently use and support staff/other users in the use of Council’s ICT systems and procedures e.g. MyView, RMS (if monitoring budget), Insite, Groupwise, Microsoft Office.
* Experience of petty cash handling and management of a system to manage petty cash, if required.
* Experience of dealing with and/or supporting admin staff at the lower levels of the career grade on more complex customer enquiries or complaints.
 |
| **Training/ Qualifications** |
| Typical level D requirements:* Effective communication skills both verbally and in writing.
* Literacy and numeracy sufficient for the job tasks.
 | As level D plus typically:* MS Word and Excel Essentials course certificates, or equivalent skills or ability.
 | As level C plus typically:* Good literacy and numeracy skills sufficient for the job tasks, i.e. GCSE level English and Maths or equivalent experience or ability.
* MS Word and Excel Intermediate course Certificates, or equivalent skills or ability, and basic competency MS PowerPoint.
* Insite/ LCC website editing training.
 | As level B plus typically:* MS Word and Excel Advanced course certificates, or equivalent skills or ability and intermediate competency in PowerPoint.
 |
| **Generic behavioural competencies** |
| Typical level D requirements:* Seeks to understand own job role.
* Works and uses resources efficiently to deliver objectives.
* Follows instructions from more senior staff.
* Ensures own work contributes to council objectives.
* Promotes the One Leicester values in behaviour (see below).
* Only takes on work within own capability.
* Uses training & development opportunities to expand knowledge and skills.
* Seeks advice from more experienced staff as required.
* Uses feedback constructively to develop self further.
* Learns from own and other’s experience.
* Does what they say they are going to do.
* Treats other fairly and with respect.
* Presents a positive image of the Council to others.
* Recognises and shows respect for different cultural needs.
* Networks with others to understand their role and work with them more efficiently.
* Presents self in a professional manner.
 | As level D plus typically:* Prioritises own work by gathering information and using knowledge and experience.
* Manages work load to enable space to deal with unexpected demands.
* Identifies and acts on own training needs to fulfil own job role.
* Keeps up to date with changing policies and procedures in relation to own job role.
* Has a positive attitude to change.
* Takes time to increase awareness of issues relating to own area of the council.
* Makes time to help others when needed.
* Deals with service users promptly or directs them to the appropriate resource.
* Understands the standards of behaviour expected of staff under the Council’s Code of Conduct.
* Challenges inappropriate behaviour.

  | As level C plus typically:* Plans to ensure resources are available to complete tasks.
* Engages with constructive views and challenges from others to ensure people feel listened to.
* Encourages others to contribute and share their views.
* Allows others time to get across their message, listens carefully and checks understanding with them.
* Builds relationships by sharing issues, information and knowledge.
* Checks to ensure that key messages have been delivered and understood.
* Engages with proposals constructively and rigorously to help agree way forward.
* Ensures customers are given correct information and are kept up to date with regular contact.
* Shares experience of best practice with others to help with their work.
 | As level B plus typically:* Promotes the Council to others and supports Council objectives.
* Ensures work is allocated to people with the necessary skills.
* Helps others understand what is required of them in their role.
* Gives balanced and constructive feedback in sufficient time for others to act on it.
* Involves others in decisions affecting them.
* Keeps others informed of issues that affect them.
* Communicates clear targets to others and seeks to ensure these are met.
* Identifies potential problems and takes action to avoid them happening.
* Promptly addresses causes of problems rather than their symptoms.
* Explores different options to solve problems using available resources.
* Identifies and raises poor performance of staff with the appropriate line manager. Where appropriate, offers guidance and training where areas of poor performance in staff have been identified.
* Gives up or takes on new responsibilities to help meet the needs of the Council.
* Motivates and positively encourages admin staff at the lower levels of the career grade to embrace change.
 |

**One Leicester Core Values (and footnotes in bold indicating expectations for staff behaviour in relation to these):**

1. **Driving out inequalities:** We will prioritise those people most in need and those activities that drive out inequalities between communities and individuals. Rather than just addressing the symptoms, we will prioritise the preventative activities that eliminate the root causes of inequality. We will tackle poverty and the causes of poverty in the city. **Staff behaving in ways that help ensure fair access to services and opportunities.**
2. **Delivering quality services:** We will focus on those activities that improve the quality of public services and other aspects of public life that affect the people of Leicester. We will challenge the way things are done so we can deliver better value for money and more effective and efficient services for the people of Leicester. **Staff behaving in ways that help develop them and their work to provide more efficient and more effective services**
3. **Delivering outcomes:** We will concentrate on those activities that deliver the right results for the people of Leicester – the things that will make a real and lasting difference to people’s lives. **Staff behaving in ways that help deliver the right outcomes to those who depend on them.**
4. **Having a customer focus:** We will improve the way we respond to the many different needs and concerns of our customers in every part of the city. We will ask the people that use our services how they want us to deliver those services and prioritise how we make our services accessible to all citizens – regardless of their circumstances. We want Leicester to be seen as a city that always tries to help its people**. Staff behaving in ways that help them understand the needs of those who depend on them.**
5. **Joining-up what we do:** We will ensure that the activities of all of the main agencies in the city are well co-ordinated, working to a common strategy and agenda. This will help us to work together more effectively for the benefit of the people of Leicester. At our best, the sum of our achievements will be greater than the parts. **Staff behaving in ways that help ensure their colleagues and themselves contribute to the shared vision of the council.**
6. **Being sustainable in everything we do:** We will prioritise those activities that take into account the social, economic and environmental needs of the people of Leicester and that do not compromise the needs of future generations. **Staff behaving in ways that help them use resources and provide services so that they contribute positively to current and future generations.**

**Appendix 6**

**FINANCIAL METHODOLOGY**

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| ***Current Structure*** |
| **Post Title** | **FTE** | **Salary** | **Pension** | **NI** | **Insurance** | **Total** |
| Team Leader(Legal Executive) | 2 | £77,922 | £14,026 | £6,584 | £1,558 | £100,090 |
| Solicitor | 23.27 | £865,461 | £155,783 | £73,131 | £17,309 | £1,111,684 |
| (Principal) Legal Officer / (Senior) Enforcement Officer | 19.93 | £574,073 | £103,333 | £44,763 | £11,481 | £733,650 |
| Admin & Business Support | 19 | £346,781 | £62,421 | £23,455 | £6,936 | £439,593 |
| **Total** | **64.2** | **£1,864,237** | **£335,563** | **£147,933** | **£37,284** | **£2,385,017** |
|  |
| ***Proposed Structure*** |
| **Post Title** | **FTE** | **Salary** | **Pension** | **NI** | **Insurance** | **Total** |
| Supervising Solicitor | 3 | £124,848 | £23,346 | £10,762 | £2,497 | £161,453 |
| Solicitor (total incl. £40k temp funding for Public Health) | 18.11 | £622,368 | £116,383 | £52,281 | £12,449 | £843,481 |
| Supervising Legal Executive | 2 | £76,084 | £14,228 | £6,392 | £1,522 | £98,226 |
| Legal Executive | 4.5 | £155,471 | £29,074 | £12,609 | £3,109 | £200,263 |
| Legal Officer | 7.5 | £184,845 | £34,567 | £13,310 | £3,697 | £236,419 |
| Trainee Solicitor | 3 | £64,557 | £12,072 | £4,647 | £1,290 | £82,566 |
| Paralegal | 6.5 | £124,319 | £23,248 | £7,956 | £2,487 | £158,010 |
| Admin & Business Support | 6 | £124,201 | £23,226 | £8,539 | £2,485 | £158,451 |
| **Total** (total incl. £40k temp funding for Public Health) | **50.61** | **£1,476,693** | **£276,144** | **£116,496** | **£29,536** | **£1,938,869** |
|  |
| **Saving** | **13.59** | **£387,544** | **£59,419** | **£31,437** | **£7,748** | **£446,148** |
| *Less* cost ofApplication Support |  | £18,700 |
| **Total Saving** | **£427,448** |

**Appendix 7**

**Equality Impact Assessment**

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| --- |
| **Name of service**  |
|  Legal Services |

**Date of assessment:**

|  |  |
| --- | --- |
| **Start date** | **Completion date** |
| 03 - 06 - 2013 | 31 -08 - 2013 |

|  |  |
| --- | --- |
| **Lead officer and Contact details** | Kamal Adatia – City Barrister & Head of Standards 5th Floor, A Block, New Walk Centre. Tel: 37 1401 |
| **List of other(s) involved** | Human Resources |

**Step 1: The business case for the organisational review**

|  |  |
| --- | --- |
| **1a.** | **What is the proposed service change?** |
| The Review seeks to realign the non-management tiers of staff within the Legal Division in accordance with the completed Phase 1 Review and thereby to complete the modernisation of the service. It also seeks to achieve budget savings of circa £424,000 and for the rationalisation of some of the work currently undertaken by the Legal Division such that non-legal transactional work is reabsorbed by client departments. |
| **b.** | **Who will it affect in terms of existing and potential service users and how will they likely be affected? Likely staff impacts are considered in Section 2.**  |
| There will be a positive impact for service users regardless of their protected characteristics as the proposals strengthen the management of the service’s functions with the aim of improving the service to our customers both existing and potential as the service will be modernised and realigned with the Phase 1 structure. |
| **c.** | **Is an EIA being done on the proposed service change? Yes or No.** YES**If yes, please attach completed EIA. If no, please attach the EIA screening questionnaire that has been completed for the proposed change.**  |

**Step 2: Current Staff complement**

|  |  |
| --- | --- |
| **2a.** | **Present a profile of current staff, by post, grade, and by protected characteristic.**  |
| See attached document. |
| **b.** | **Describe how the proposed service change will likely affect the current staff complement described above. Which staff will likely be affected by the proposed service changes and how will they be affected?**  |
| As per Phase 1, although it is proposed that there will be more staff numbers than posts available in this part of the Review, there will be no negative impact on the staff members due to their protected characteristics as they will all be treated fairly and consistently with those having to go through a selection exercise undergoing an objective and transparent assessment process. |
| **c.** | **What are the potential positive and negative impacts of the organisational review on staff? How can any negative impacts be reduced or removed? What is your action plan for achieving this as part of the organisational review process?**  |
| Positive Impacts: Better alignment of roles to the outcomes of the Phase 1 Review. The changes in the structure will enable the absorption of work into the Legal Division which is currently undertaken by external law firms at a much greater cost.  Negative Impacts: Potential redundancies - Consultation will take place with staff to identify ways in which compulsory redundancies can be avoided. Where staff are displaced the appropriate support will be provided by HR to staff affected to try and secure suitable alternative employment elsewhere in the Council. The Council’s Redeployment Policy will apply to those with qualifying service. Staff will also have access to the Outplacement Service along with the Council’s confidential counselling service Amica. As in any review uncertainty and fear may cause low staff morale. Every effort will be made to ensure staff are kept fully informed of the progress of the review and given the opportunity to raise any fears/concerns they have (on a one to one basis if required) with both HR and the manager leading the review**.** |
| **d.** | **What are the likely impacts on staff based on their protected characteristic? Tick the likely impact on staff based on their protected characteristic.**  |
|  | **No impact** | **Positive impact** | **Neutral impact[[1]](#footnote-1)** | **Negative impact**  | **Impact not known**  |
| **Age** | **🗸** |  |  |  |  |
| **Disability**  | **🗸** |  |  |  |  |
| **Gender reassignment**  |  |  |  |  | **🗸** |
| **Pregnancy and maternity**  | **🗸** |  |  |  |  |
| **Race** | **🗸** |  |  |  |  |
| **Religion or belief** | **🗸** |  |  |  |  |
| **Sex (gender)** | **🗸** |  |  |  |  |
| **Sexual orientation**  |  |  |  |  | **🗸** |

**Step 3: Final staff complement**

|  |  |
| --- | --- |
| **3a.** | **Present the final profile of staff slotted into posts, by post, grade and by protected group. Indicate which staff in 2a have been positively and negatively affected by the outcome of the organisational review.**  |
|  |
| **b.** | **Have actions aimed at reducing negative impacts identified in 2c above been carried out? To what effect?**  |
|  |
| **c.** | **Has the organisational review resulted in change to the ‘ways of working’[[2]](#footnote-2) of staff? If yes, what changes have been made and what impact will they have on staff?**  |
|  |
| **d.** | **What has been the impact on staff because of their protected characteristic? Tick the impact on staff by protected characteristic.** |
|  | **No impact** | **Positive impact** | **Neutral impact[[3]](#footnote-3)** | **Negative impact**  | **Impact not known**  |
| **Age** |  |  |  |  |  |
| **Disability**  |  |  |  |  |  |
| **Gender reassignment**  |  |  |  |  |  |
| **Pregnancy and maternity**  |  |  |  |  |  |
| **Race** |  |  |  |  |  |
| **Religion or belief** |  |  |  |  |  |
| **Sex (gender)** |  |  |  |  |  |
| **Sexual orientation**  |  |  |  |  |  |

This EIA has been completed by:

|  |  |
| --- | --- |
| Lead officer (signature) | Kamal Adatia  |
| Date | 15/5/2013 |

The EIA has been signed off by the Equality Officer:

|  |  |
| --- | --- |
| Equality officer (signature) |  |
| Date |  |

This EIA has been signed off by the Division Director:

|  |  |
| --- | --- |
| Divisional Director (signature) | Andy Keeling (Chief Operations Officer) |
| Date | 15/5/2013 |

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| **Legal Services - Phase 2 Equalities Information** |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  | **Gender** |  | **Ethnicity** |  | **Disability** |  | **Religion** |  | **Age Range** |   |
|  |   |   |  |   |   |  |   |   |  |   |   |  | 16 - 24 | 0 |
|  | Female | 53 |  | White  | 37 |  | Y | 6 |  | Christian | 25 |  |   |   |
|  |   |   |  |   |   |  |   |   |  |   |   |  | 25 - 34 | 12 |
|  | Male | 16 |  | BME | 26 |  | N | 55 |  | Hindu | 12 |  |   |   |
|  |   |   |  |   |   |  |   |   |  |   |   |  | 35 - 44 | 26 |
|  |   |   |  | Other | 6 |  |   |   |  | Sikh | 5 |  |   |   |
|  |   |   |  |   |   |  |   |   |  |   |   |  | 45 - 54 | 20 |
|  | **Total** | **69** |  |   |   |  | NG | 8 |  | Other | 5 |  |   |   |
|  |  |  |  |   |   |  |   |   |  |   |   |  | 55+ | 11 |
|  |  |  |  | **Total** | **69** |  | **Total** | **69** |  | None | 4 |  |   |   |
|  |  |  |  |  |  |  |  |  |  |   |   |  | **Total** | **69** |
|  |  |  |  |  |  |  |  |  |  | NG | 18 |  |  |  |
|  |  |  |  |  |  |  |  |  |  |   |   |  |  |  |
|  |  |  |  |  |  |  |  |  |  | **Total** | **69** |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  | **Grade** | **Female** | **Male** |  |  |  |  | **Grade** | **White** | **BME** | **Other** |
|  | LG BAND 01 |   |   |  |  |  |  | LG BAND 01 |   |   |   |   |
|  | LG BAND 02 | 1 | 1 |  |  |  |  | LG BAND 02 |   | 2 | 0 | 0 |
|  | LG BAND 03 | 9 | 2 |  |  |  |  | LG BAND 03 |   | 6 | 5 | 0 |
|  | LG BAND 04 | 1 | 1 |  |  |  |  | LG BAND 04 |   | 1 | 1 | 0 |
|  | LG BAND 05 | 1 | 0 |  |  |  |  | LG BAND 05 |   | 0 | 1 | 0 |
|  | LG BAND 06 | 6 | 2 |  |  |  |  | LG BAND 06 |   | 3 | 5 | 0 |
|  | LG BAND 07 | 7 | 1 |  |  |  |  | LG BAND 07 |   | 6 | 2 | 0 |
|  | LG BAND 08 | 0 | 0 |  |  |  |  | LG BAND 08 |   | 0 | 0 | 0 |
|  | LG BAND 09 | 7 | 1 |  |  |  |  | LG BAND 09 |   | 6 | 1 | 1 |
|  | LG BAND 10 | 21 | 6 |  |  |  |  | LG BAND 10 |   | 11 | 11 | 5 |
|  | LG BAND 11 | 0 | 2 |  |  |  |  | LG BAND 11 | 2 | 0 | 0 |
|  |   |   |   |  |  |  |  |   |   |   |   |
|  | **Total** | **53** | **16** |  |  |  |  | **Total** |   | **37** | **26** | **6** |

1. Where likely positive impacts combined with likely negative impacts leave the person no better or worse off. [↑](#footnote-ref-1)
2. For example, the hours required – has flexibility been reduced that could have an impact on carers? [↑](#footnote-ref-2)
3. Where likely positive impacts combined with likely negative impacts leave the person no better or worse off. [↑](#footnote-ref-3)