

**POLICY AND RESOURCES**

**CABINET BOARD**

**26<sup>TH</sup> NOVEMBER 2008**

**DIRECTORATE OF FINANCE AND CORPORATE SERVICES**

**REPORT OF THE HEAD OF LEGAL AND  
DEMOCRATIC SERVICES**

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**Part 1 - Doc. Code: PRB-261108-REP-FS-DM**

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## **SECTION A**

### **ITEM 1**

#### **APPOINTMENT OF H.M. CORONER NEATH PORT TALBOT DISTRICT**

##### **1. Purpose of Report**

- 1.1. To report to Members on the appointment of the new Coroner and to obtain the authority of Members for the purchase of a computer system to support him.

##### **2. Current Position**

- 2.1. Members delegated to officers the appointment of a new Coroner for the Neath Port Talbot Coroner's district. The advertisement met with widespread interest and this produced a strong shortlist. Officers were advised on the process by Mr. Nicholas Rheinberg who is the Cheshire Coroner.
- 2.2. The successful candidate was Mr. Philip Rogers who is also the Coroner for the Swansea district. Mr. Rogers will now undertake the role of Coroner for both districts but the districts will remain distinct legal entities. Neath Port Talbot inquests will therefore continue to be opened in the Neath Port Talbot district.
- 2.3. The handover date between the old Coroner Dr. David Osborne and Mr. Rogers has been agreed as 24<sup>th</sup> November.
- 2.4. Mr. Rogers already has the benefit of administrative support from City and County of Swansea and occupies office accommodation at Swansea Civic Centre. I have had discussions with officers in Swansea about sharing costs on administrative support. Previously there was very little administrative support for the Neath Port Talbot Coroner and this has been reviewed.
- 2.5. In the short term I request the authority of Members to negotiate with Iris Software and Services for the provision of a computer system to support the Coroner. Previously only paper records have been maintained but it is now considered appropriate to bring the service into line with most other districts which use this software to record and track cases referred to the Coroner. I am in receipt of quotations from the company which is the only provider of software for the Coroner service. I envisage that contractual costs in the immediate future will be covered by savings elsewhere.

3. **Recommendation**

- 3.1. That Members note the appointment of Mr. Philip Rogers as H.M. Coroner for the Neath Port Talbot districts.
- 3.2. That the Head of Legal and Democratic Services be granted delegated power to agree terms for computer software to support the Coroner service.

4. **Reason for Proposed Decision**

To provide for the efficient performance of the service.

5. **List of Background Papers**

Quotations from Iris Software.

6. **Wards Affected**

All

7. **Officer Contact**

Mr. David Michael – Head of Legal and Democratic Services  
e-mail [d.michael@npt.gov.uk](mailto:d.michael@npt.gov.uk). Tel: 01639 763368

## COMPLIANCE STATEMENT

### APPOINTMENT OF H.M. CORONER NEATH PORT TALBOT DISTRICT

(a) **Implementation of Decision**

The decision is proposed for implementation after the three day call in period.

(b) **Sustainability Appraisal**

**Community Plan Impacts**

Economic Prosperity	-	no impact
Education & Lifelong Learning	-	no impact
Better Health & Well Being	-	no impact
Environment & Transport	-	no impact
Crime & Disorder	-	positive

**Other Impacts**

Welsh Language	-	no impact
Sustainable Development	-	no impact
Equalities	-	no impact
Social Inclusion	-	no impact

(c) There has been no requirement under the Constitution for external consultation on this item.

**SECTION A**  
**ITEM 2**

**AUTHORISATION FOR A LEGAL OFFICER TO APPEAR IN  
THE MAGISTRATES' AND COUNTY COURTS**

1. **Purpose of Report**

1.1. To obtain authorisation for a legal officer to appear in the Magistrates' and County Courts.

2. **Background**

2.1. The Authority's trainee solicitor Craig Griffiths will be going to the National Assembly for four months from the beginning of January 2009 as part of an exchange agreement with a trainee solicitor from the Assembly. David Madoc-Jones will come to the Authority, thus enabling both to gain wider experience during their period of training.

2.2. The bulk of legal officers who appear in the Courts on behalf of the Authority, have rights of audience in that they are either Solicitors or Barristers.

2.3. In order to make best use of staff time and in order to provide training opportunities to more junior staff the authority has had a general practice of granting statutory authorisations to legal executives and trainee solicitors to undertake suitable court work on your behalf. In respect of trainee solicitors it also gives them excellent experience of appearing in Court which they would not obtain if they had a training contract in private practice.

2.4. Under Section 223 (1) of the Local Government Act 1972 it is possible for a local authority to authorise an officer to appear on its behalf in the Magistrates' Court.

2.5. As far as the County Court is concerned, under section 60 of the County Courts Act 1985 it is possible for a local authority to authorise an officer to appear on its behalf in relation to house possession cases and related rent matters.

2.6. Cabinet Board granted authorisation for Craig Griffiths to appear in the Magistrates' and County Courts. While Craig is with the Assembly authority is also sought for David Madoc-Jones to be similarly authorised.

3. **Recommendation**

3.1. That David Madoc-Jones:

(a) be authorised to represent Neath Port Talbot County Borough Council in the County Court and

(b) be authorised to represent Neath Port Talbot County Borough Council in the Magistrates' Court pursuant to section 223 (1) of the Local Government Act 1972.

for the period that he is with the Authority under the exchange agreement.

4. **Reason for proposed decision**

4.1. To enable the named officer to represent the authority in the County Court and in the Magistrates' Court.

5. **List of Background Papers**

None

6. **Wards Affected**

All

7. **Officer Contact**

Mr. David Michael – Head of Legal and Democratic Services.  
e-mail [d.michael@npt.gov.uk](mailto:d.michael@npt.gov.uk). Tel: 01639 763368

## COMPLIANCE STATEMENT

### 1. AUTHORISATION FOR A LEGAL OFFICER TO APPEAR IN THE MAGISTRATES' AND COUNTY COURTS

#### (a) Implementation of Decision

The decision is proposed for implementation after the three day call in period.

#### (b) Sustainability Appraisal

##### **Community Plan Impacts**

Economic Prosperity	-	no impact
Education & Lifelong Learning	-	no impact
Better Health & Well Being	-	no impact
Environment & Transport	-	no impact
Crime & Disorder	-	no impact

##### **Other Impacts**

Welsh Language	-	no impact
Sustainable Development	-	no impact
Equalities	-	no impact
Social Inclusion	-	no impact

(c) There has been no requirement under the Constitution for external consultation on this item.

## **SECTION C**

### **ITEM 3**

#### **BUSINESS PLAN – LICENSING SECTION**

##### 1. **Purpose of Report**

To report on the above Business Plan for monitoring / scrutiny purposes.

##### 2. **Business Plan Extract**

###### Description of The Business Unit

2.1. The Licensing Section is responsible for providing a wide range of licensing functions on behalf of the authority.

2.2. The main areas of work relate to the licensing of taxis and private hire vehicles and the licensing of premises and persons under the Licensing Act 2003. During 2007 the Section also became responsible for issuing premises licences and permits under the Gambling Act 2005. There are however a large number of other licensing responsibilities as specified below:

###### Licensing

Animal Welfare	Scrap Metal Dealers	Petroleum and
Street Trading	Tattooing, Acupuncture,	Fireworks
Sex Establishments	Body Piercing	Motor Salvage
Hairdressers/Barbers		Operators
Poisons		Pleasure Boats
Charitable		
Collections		

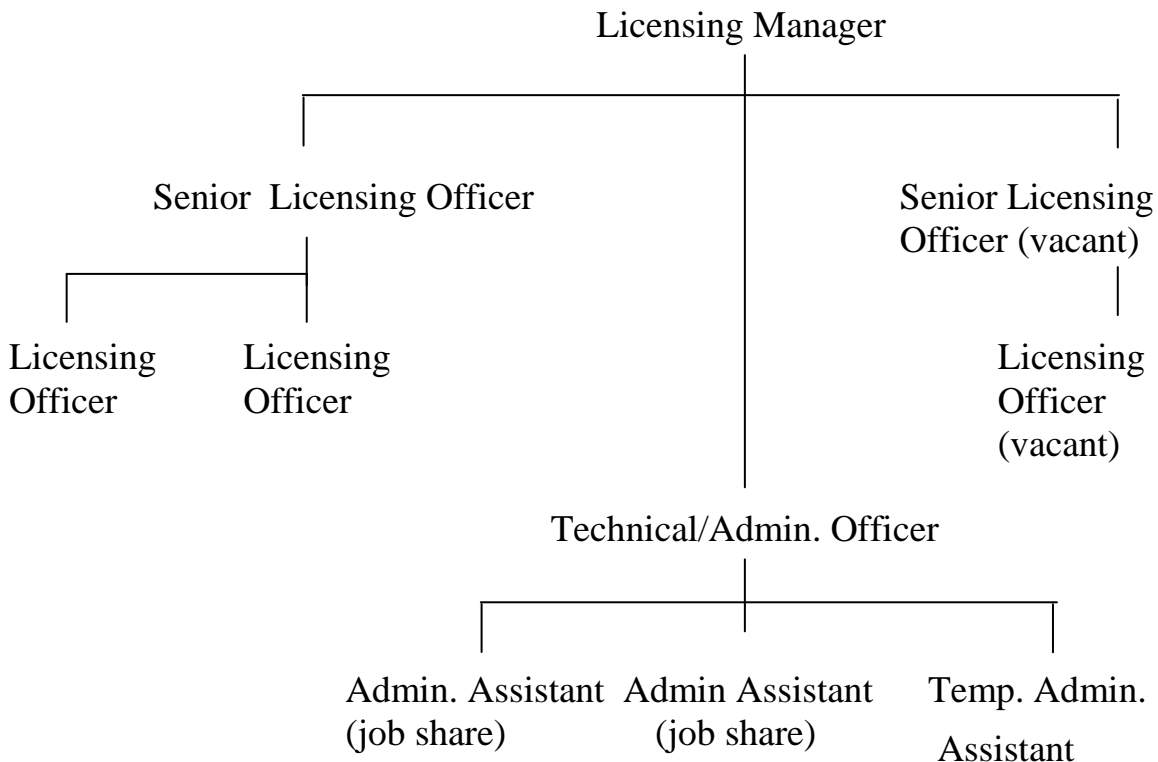
###### Context of The Business Unit

2.3 The Licensing Section is currently organised into one team headed by the Licensing Manager. The section is part of Legal and Democratic Services and is located at Port Talbot Civic Centre.



## Organisational Structure

The structure of the Section is as follows:



### 3. Action Plan Overview

Attached is the Action Plan incorporating;

- (i) The Action Section
- (ii) Targets Section showing the latest performance detail.

### 4. List of Background Papers

None

### 5. Wards Affected

All

### 6. Officer Contact

Jim Sullivan – Licensing Manager 01639 763056

email [j.sullivan@npt.gov.uk](mailto:j.sullivan@npt.gov.uk)

<b>Action Section</b>			
<b>No</b>	<b>Key Actions/Tasks</b>	<b>Supporting Service Objective(s) and/or Corporate Aims</b>	<b>Target Date</b>
A1	Investigate and where appropriate implement electronic service delivery of licensing applications	Aim 7. Better communications  <b>Aim 8. Best Value etc</b> Performance Plan – move towards electronic service	<b>Ongoing</b>
A2	Extend policies and procedures manual in respect of all Licensing Act 2003 & Gambling Act 2005	Aim 8 – Best Value etc. Service performance plan – procedures manual for licensing	<b>Ongoing</b>  Review annually
A3	Establish inspection frequency for licensed premises by risk assessment	Aim 8. Best Value etc	<b>Ongoing</b> <b>Review annually</b>
A4	To review and amend action plan as appropriate	Aim 8. Best Value etc	<b>Review annually</b>
A5	Review monitoring systems and performance indicators to take account of new responsibilities.	<b>Aim 8. Best Value</b>	<b>December 2008</b>
A6	Review working practices pending relocation of service	Aim 8. Best Value	<b>March 2008</b>  <i>Completed</i>
A7	Assess suitability of dedicated licensing computer systems.	Aim 7. Better communications Aim 8. Best Value	<b>March 2008</b>  <i>Completed</i>
<b>A8</b>	Assess signage provision for licensed vehicles and drivers		<b>March 2009</b>

**APRIL 2007 – MARCH 2008**

<b>Target Section</b>					
No.	Performance Indicator(s)	<b>2005/06 Actual</b>	<b>2006/07 Actual</b>	<b>2007/08 Target</b>	<b>2007/08 Actual</b>
L(LIC)1	<b><u>General, All Applications</u></b> % of applications registered and where appropriate sent out for consultation within 5 working days of receipt.	97%	98%	95%	98%
L(LIC)2	<b><u>Taxi/Private Hire Licensing</u></b> % of applications approved under delegated authority within 5 working days of receipt of all relevant information.	98%	99%	95%	99%
L(LIC)3	% of applications submitted to next available committee following receipt of relevant information.	100%	100%	95%	100%
L(LIC)4	<b><u>Licensing Act 2003</u></b> % of applications determined in accordance with statutory requirements.	N/A	98%	95%	96%

**APPENDIX 2**

<b>Target Section</b>					
No.	Performance Indicator(s)	<b>2005/06 Actual</b>	<b>2006/07 Actual</b>	<b>2007/08 Target</b>	<b>2007/08 Actual</b>
L(LIC)5	<b><u>All other Licences</u></b> % of applications submitted to next available committee following receipt of all relevant information.	97%	98%	95%	97%
L(LIC)6	% of applicants dealt with by delegated powers within 10 working days of receipt of all relevant information.	95%	98%	95%	96%
L(LIC)7	<b><u>Enforcement</u></b> % of licensed vehicles required to attend two mechanical tests per year.	100%	100%	95%	100%
L(LIC)8	No of random spot checks/inspections of licensed vehicles and drivers per year.	187	143	190	178
L(LIC)9	<b><u>Other</u></b> % of inspection visits to licensed premises in accordance with determined frequency.	97%	96%	95%	96%

**APPENDIX 2**

<b>Target Section</b>					
No.	Performance Indicator(s)	<b>2005/06 Actual</b>	<b>2006/07 Actual</b>	<b>2007/08 Target</b>	<b>2007/08 Actual</b>
L(LIC)10	Number of random spot checks on charity collectors per year.	20	18	20	16
L(LIC)11	% application forms produced bilingually.	100%	100%	95%	100%
L(LIC)12	% of complaints re licensed premises/vehicles/persons initially investigated within 5 working days.	100%	100%	95%	100%
L(LIC)13	% of policies/procedures documented.	80%	85%	95%	80%

**SECTION C**  
**ITEM 4**

**BUSINESS PLAN MONITORING WEST GLAMORGAN JOINT  
CHILDCARE LEGAL SERVICE**

**Purpose of the Report**

1. To report on the progress on the above business plan for 2008/09, for monitoring scrutiny purposes. A full copy is available on the intranet for members' use.

**Overview of the Business Unit**

2. The team continues to undertake Childcare Legal work for the three Local Authorities of Neath Port Talbot, Swansea and Bridgend. The team has provided emergency legal cover for Cardiff Children's Services Department over the holiday periods 2007/08. The team has also undertaken specialist training for other Welsh Authorities.
3. The team remains employed by Neath Port Talbot Local Authority with its administrative centre in Civic Centre, Swansea and office provision in all three Local Authorities. Proposals considered in November 2007 to transfer the Support/Admin Section to the City and County of Swansea, to achieve efficiencies in costs and service, were subsequently abandoned following an acknowledgement by the Childcare Management Board of the need to review the full structure of the team. For further details see below.
4. The current organisational structure is attached at Appendix 1.

The team currently has two FTE posts vacant at a senior lawyer level. In addition an assistant lawyer post has been vacant for 18 months due to the lawyer being unable to resume her duties.

Three of the permanent support posts have been kept vacant for the last two/three years pending the restructure of the team.

In the meantime, the team has been supplemented by the use of temporary staff x9 on contracts renewed every six months.

5. There is an urgent need to review the structure for the following reasons:-
  - (a) the current structure does not meet the current demands placed upon it by the three Local Authorities. Working hours for lawyers remain excessive;
  - (b) it has proved extremely difficult to recruit senior lawyers to the service. The last two recruitment opportunities produced no external applicants for the senior posts;
  - (c) there is no capacity within the current structure to deal with the impact of maternity leave, sickness, etc. Two Childcare lawyers are due to go on maternity leave in January 2009 further affecting the capacity of the team;
  - (d) the support structure needs to be fit for purpose and posts filled with permanent employees minimising the use of temporary staff;
6. Previous business plans have highlighted the fact that the current structure is not adequate to deal with the volume of work generated by the client departments, particularly the provision of in-house advocacy. In previous years, the team's capacity has been adversely affected by maternity leave and this will continue to be a challenge.

7. The team's budget for 2008/09 summarised below:-

**Legal Services - Joint Childcare Service**

<b>Actual 2007/08</b>	<b>Expenditure</b>	<b>Original Budget 2008/09</b>	<b>Revised Budget 2008/09</b>	<b>Original Budget 2009/10</b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
972,440	Employees Salaries	1,111,800	1,072,110	1,146,300
8,801	Pension Increase Act & Added Years Payments	8,900	8,900	9,270
5,840	Employees Insurances	5,840	5,840	5,840
3,164	Other Employee Costs - Training	1,000	1,000	1,020
13,554	Practising Certificates	14,820	14,820	14,820
14,534	Agency Staff	0	0	0
	<b>Transport</b>			
12,669	Car Allowances	13,000	13,000	13,300
1,553	Rail Warrants	1,000	1,000	1,020



<b>Actual 2007/08</b>	<b>Expenditure</b>	<b>Original Budget 2008/09</b>	<b>Revised Budget 2008/09</b>	<b>Original Budget 2009/10</b>
<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>
	<b>Supplies and Services</b>			
272	Printing, Stationery & General Office Expenses	250	250	250
403	Telephones	420	420	430
2,029	Travelling and Subsistence	1,000	1,000	1,000
174,293	Externalised Legal Counsel Fees	120,000	120,000	120,000
61,300	Joint Arrangement C&CoS	61,300	61,300	61,300
0	Joint Arrangement Adj C&CoS	0	0	0
	<b>Reserve Movements</b>			
13,930	Contribution from Reserves-Joint Childcare Board	0	0	0
1,284,782	Total Expenditure	1,339,330	1,299,640	1,374,550
	<b>Income</b>			
(418,254)	Joint Arrangement Recharge to C&COS	(446,445)	(446,450)	(456,713)
(392,990)	Joint Arrangement Recharge to Bridgend CBC	(446,445)	(446,450)	(456,713)
(438,538)	Joint Arrangement Recharge to NPTCBC	(446,440)	(446,440)	(456,710)
(1,249,782)	Gross Income	(1,339,330)	(1,339,340)	(1,370,136)
	<b>NPT Costs of Childcare Legal Service</b>			
72,145	Contribution Adjustment to Joint Board	0	0	0
429,383	Contribution to Joint Board	446,440	446,440	456,710
<b>501,528</b>	<b>Net Expenditure/(Income)</b>	<b>446,440</b>	<b>446,440</b>	<b>456,710</b>

However it is projected that there will be significant overspend in the Council's fees budget for each Authority due to:-

- (i) the shortage of senior lawyers to undertake complex advocacy in-house and therefore the need to instruct Counsel;
- (ii) the additional demands placed upon the team by the Swansea Care Centre (which hears both Swansea and Neath Port Talbot cases);

8. The aims and objectives of the Service for 2008/09 are:-

- (a) to provide a high quality, cost effective and efficient service to the Children's Services Departments of the three Local Authority Social Services Departments;
- (b) to provide a comprehensive programme of in-house training to the Legal Team and to the client departments;
- (c) to capitalise upon the team's experience of being part of a pilot area for the Public Law Outline by delivering training to other Local Authorities, private sector, etc;
- (d) to raise the profile of the team and to generate income by expanding the team's current training programme as outlined above;
- (e) to explore the potential benefits of joint working with other Local Authorities.

### **Action Plan**

9. Attached in Appendix 2 is the Action Plan and Targets Section of the business plan 2008/09. These have been revised from previous years to make them more focussed and relevant for the service as it currently operates.

10. A key issue for this year is the continuing difficulty with the current structure which does not meet demands placed upon the team by the client authorities and does not allow the team to deliver a quality service in line with the current service specifications. Thus the focus of the newly revised Action Plan is to address the need for a review of the structure and to address those issues that impact upon the ability of the team to deliver a quality service within the existing budget. Capacity problems caused by the inability to recruit senior lawyers and the impact of maternity leave has led to the use of locum solicitors and a continuing increase in the use of Counsel.
11. The revised Action Plan also provides for an expansion of the in-house and external training programme which is a significant strength of the team.
12. The revised Targets section of the Plan contains targets which are being monitored for the first time this year.

#### **List of Background Papers**

13. None.

#### **Wards Affected**

14. All.

#### **Officer Contact**

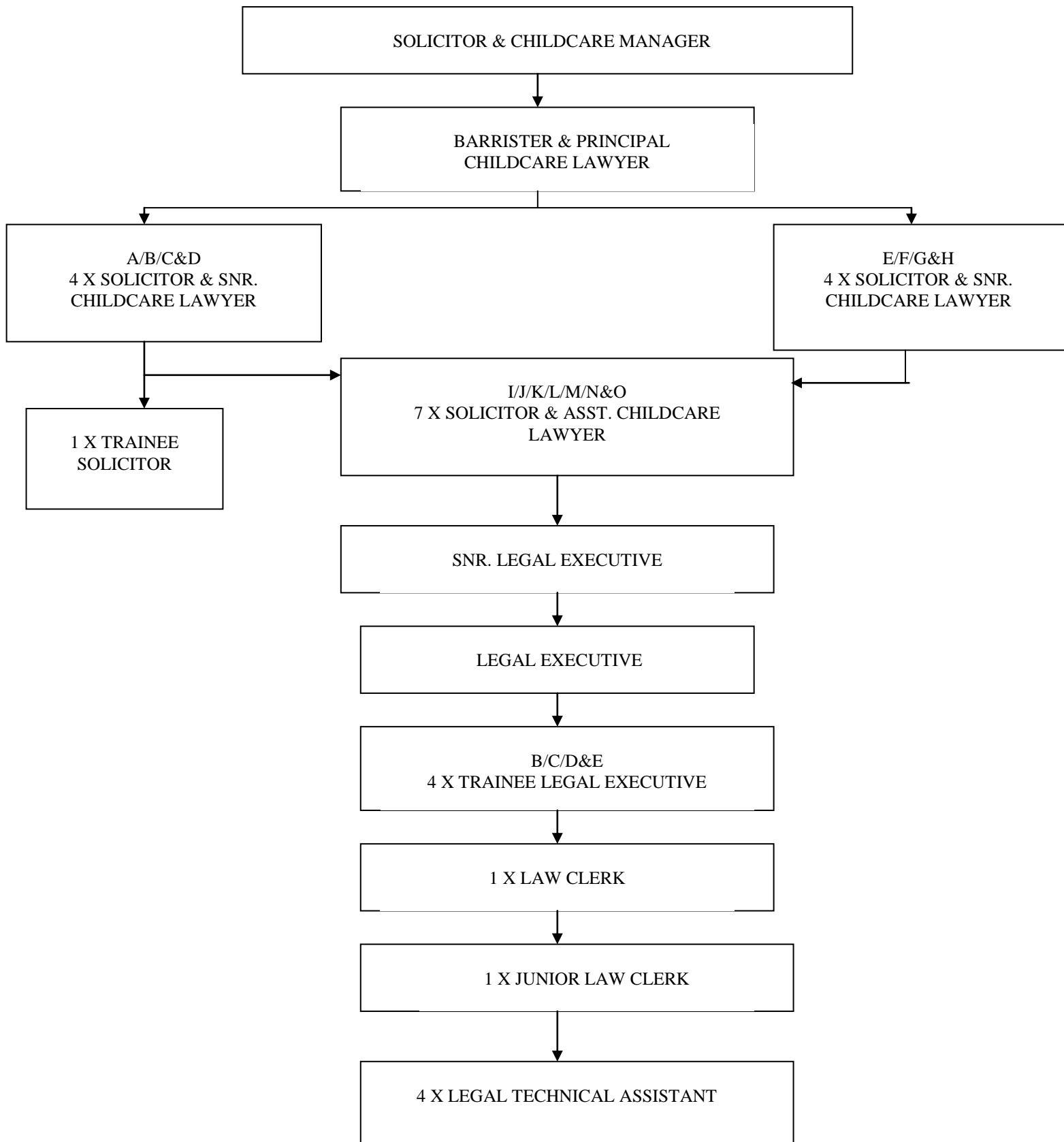
15. Ms Debbie Smith - Solicitor and Childcare Manager;  
Tel: 01792 637188;  
Email: [Debbie.Smith@swansea.gov.uk](mailto:Debbie.Smith@swansea.gov.uk);

#### **Appendices**

16. Appendix 1 - Organisational Structure;  
  
Appendix 2 - Action Plan;  
  
Appendix 3 - Targets.

**ORGANISATIONAL STRUCTURE**

**APPENDIX 1**



**ACTION SECTION****Appendix 2**

<b><u>No.</u></b>	<b><u>Action</u></b>	<b><u>Supporting Service Objective(s)</u></b>	<b><u>Officer Responsible</u></b>	<b><u>Finance Identified</u></b>	<b><u>Target date Milestones</u></b>	<b><u>Success Criteria Linked Targets</u></b>
1	Instruct external consultants to review service  Remit: <ul style="list-style-type: none"> <li>• review current service specification</li> <li>• alleviate current workload pressures</li> <li>• strengthen capacity</li> </ul>	1. High quality, cost effective and efficient service. 2. Meeting the demands of the client departments	Head of Legal and Democratic Services, City and County of Swansea	To be financed jointly by the three Local Authorities	November 2008	No. 1 No. 2 No. 3
2	Achieve restructure of the service	1. High quality, cost effective and efficient service. 2. Meeting the demands of the client departments	Joint Management Board	Budget implications not yet identified until review completed	December 2009	No.1 No. 2 No. 3
3	Recruit senior lawyers to vacant posts	1. High quality, cost effective and efficient service. 2. Meeting the demands of the client departments	Service Manager	Existing budget	April 2009	No. 2

<b><u>No.</u></b>	<b><u>Action</u></b>	<b><u>Supporting Service Objective(s)</u></b>	<b><u>Officer Responsible</u></b>	<b><u>Finance Identified</u></b>	<b><u>Target date Milestones</u></b>	<b><u>Success Criteria Linked Targets</u></b>
4	The provision of in-house training to the Legal Team and client departments	1. High quality, cost effective and efficient service. 2. Meeting the demands of the client departments 3. Providing a comprehensive programme of in-house training	Principal Childcare Lawyer	Existing budget	Ongoing	No. 4 No. 5 No. 9
5	Develop an effective support team through the introduction of a skills matrix and continuation in-house training programme	1. High quality, cost effective and efficient service. 2. Meeting the demands of the client departments 3. Providing a comprehensive programme of in-house training	Principal Childcare Lawyer/ Senior Legal Executive	Existing budget	April 2009	No. 5 No. 6

<b><u>No.</u></b>	<b><u>Action</u></b>	<b><u>Supporting Service Objective(s)</u></b>	<b><u>Officer Responsible</u></b>	<b><u>Finance Identified</u></b>	<b><u>Target date Milestones</u></b>	<b><u>Success Criteria Linked Targets</u></b>
6	Reduce the use of temporary staff and enhance the stability of the team through the appointment permanent staff	1. High quality, cost effective and efficient service. 2. Meeting the demands of the client departments	Joint Management Board	Budget implications not yet identified until review completed	December 2009	No. 2 No. 3
7	Retaining case management of proceedings in house	1. High quality, cost effective and efficient service. 2. Meeting the demands of the client departments	Service Manager	Existing budget	Ongoing	No. 7
8	The provision of legal surgeries in accordance with client demand	1. High quality, cost effective and efficient service. 2. Meeting the demands of the client departments	Service Manager	Existing budget	Ongoing	No. 8

<b><u>No.</u></b>	<b><u>Action</u></b>	<b><u>Supporting Service Objective(s)</u></b>	<b><u>Officer Responsible</u></b>	<b><u>Finance Identified</u></b>	<b><u>Target date Milestones</u></b>	<b><u>Success Criteria Linked Targets</u></b>
9	The provision of specialist training to other agencies and Local Authorities	1. High quality, cost effective and efficient service. 2. Meeting the demands of the client departments 3. To raise the profile of the team by providing external training	Principal Childcare Lawyer	Existing budget	Ongoing	No. 10
10	Encourage the professional development of support staff to qualify as solicitors/ barristers through the provision of in-house training and financial support of external training costs	1. High quality, cost effective and efficient service. 2. Meeting the demands of the client departments	Principal Childcare Lawyer and Joint Management Board	Existing budget provision does not allow for support of external training courses	December 2009	No. 6
11	Consultation with clients on service delivery and performance issues through annual questionnaire and “end of case” satisfaction questionnaire	1. High quality, cost effective and efficient service. 2. Meeting the demands of the client departments	Service Manager	Existing budget	March 2009	No. 11 No. 12



<u>No.</u>	<u>Action</u>	<u>Supporting Service Objective(s)</u>	<u>Officer Responsible</u>	<u>Finance Identified</u>	<u>Target date Milestones</u>	<u>Success Criteria Linked Targets</u>
12	Implement electronic case management system for care proceedings	1. High quality, cost effective and efficient service. 2. Meeting the demands of the client departments	Service Manager	Existing budget	April 2009	
13	Improve communications and IT provision by: <ul style="list-style-type: none"> <li>• developing IT links with office at Neath Port Talbot and Bridgend;</li> <li>• improving remote access to IT systems for lawyers working away from the office;</li> </ul>	1. High quality, cost effective and efficient service. 2. Meeting the demands of the client departments	Service Manager	Budget implications currently being explored	April 2009	

<u>No.</u>	<u>Action</u>	<u>Supporting Service Objective(s)</u>	<u>Officer Responsible</u>	<u>Finance Identified</u>	<u>Target date Milestones</u>	<u>Success Criteria Linked Targets</u>
14	To establish links with other legal services teams to share information and best practice and explore collaborative working	<ol style="list-style-type: none"> <li>1. High quality, cost effective and efficient service.</li> <li>2. Meeting the demands of the client departments</li> <li>3. To explore the potential benefits of joint working with other Local Authorities</li> </ol>	Service Manager and Head of Legal Services	Existing budget	Ongoing	

**TARGETS SECTION****Appendix 3**

<b><u>No.</u></b>	<b><u>Performance Indicator</u></b>	<b><u>Target 08/09</u></b>	<b><u>Actual 08/09</u></b>	<b><u>Target 09/10</u></b>	<b><u>Actual 09/10</u></b>	<b><u>Target 10/11</u></b>	<b><u>Actual 10/11</u></b>	<b><u>Linked Action</u></b>
1	Maintain chargeable hours within Law Society recommendations	1200 per lawyer per year		1200		1200		
2	Number of vacant permanent posts (lawyers only) at the end of the financial year	0		0		0		
3	Number of temporary staff employed in the support section	0		0		0		
4	Number of in-house training sessions delivered to whole team	5		10		16		
5	Number of training sessions delivered to support team	5		10		16		
6	Number support team members undertaking professional qualifications to qualify as solicitors/barristers	1		2		3		

<u>No.</u>	<u>Performance Indicator</u>	<u>Target 08/09</u>	<u>Actual 08/09</u>	<u>Target 09/10</u>	<u>Actual 09/10</u>	<u>Target 10/11</u>	<u>Actual 10/11</u>	<u>Linked Action</u>
7	Number of care proceedings outsourced to private practice	0		0		0		
8	Number of legal surgeries held for client departments	10		15		20		
9	Number of training sessions provided to the client department	3		5		6		
10	Number of training sessions provided to other agencies/Local Authorities	4		5		6		
11	Number of questionnaires sent at closure of care proceedings	10		30		50		
12	Percentage annual client questionnaires sent from target client list	100%		100%		100%		