

Shared Legal Service Risk Management

Risk Description	Mitigation
No commitment from partners (Low)	Both other parties are demonstrating commitment to the idea of a shared service and are investing both officer and member time
Procurement challenge (Low)	Legal advice confirms that we are permitted to develop such a partnership
A partner subsidises the other's legal work (Medium)	The Governance Board will keep oversight of caseload and costs to ensure that the contributions made by each partner are broadly equitable. But it is recognised that in some years, one partner may benefit more than the others.
Recruitment Issues (Low)	The team is a full complement presently having recently added two solicitors
Staffing Issues (Low)	The team will be managed in accordance with the Host Authority's processes and policies
Client Dissatisfaction (Medium)	The Governance Board will ensure that the case book is being managed in accordance with the quality standards. The Governance Board will also seek client feedback for the purposes of continuous improvement
Dispute between partners (Medium)	The relationship between the partners is currently good but of course this cannot be guaranteed in the years ahead. In consequence the partnership will have a formal shared service agreement (for which we will have sought independent legal advice)
Poor conflict management (Low)	The management of conflicts will be in accordance with the process outlined
Team is given workload beyond its capacity (Low)	The Lead Lawyer will oversee the workload of the team and individual lawyers. The Governance Board will provide additional oversight to ensure that workload is appropriate
Bad advice given (Low)	The team will observe their professional standards but the Host Authority will maintain Professional Indemnity Insurance
Individual council officers do not use the service (Medium)	There will be an expectation that all legal work is first discussed with the service. It does not prevent a client requesting a particular solicitor or barrister but procurement and instruction must be through the team
Cost increase (Medium)	The fixed costs are unlikely to increase significantly but costs might increase because we require more advice. The service is not budgeted to provide for more complex requirements such as for a major project so legal costs must still be incorporated into the budgets of major

	initiatives
Team is unable to cope with workload/urgent instructions (Medium)	Lead Lawyer to take responsibility for managing work programme and ensuring that all instructions are dealt with according to their priority – Urgent/Immediate/Routine
Council incurs additional costs on dissolution of the shared service (Medium)	The Strategic Partnership Agreement describes how, if in the event of dissolution of the shared service, redundancy or pension costs will be shared amongst the partners apportioned according to the duration of the shared service
One party wishes to leave (Low)	The SPA will allow for a party to give 12 months' notice to withdraw from the arrangement. This will allow the other parties to make alternative arrangements