Local government capacity survey: legal

Thank you for taking the time to complete this survey. You can navigate through the questions using the buttons at the bottom of each page. Use the 'previous' button at the bottom of the page if you wish to amend your response to an earlier question.    
    
If you stop before completing the return, you can come back to this page using the link supplied in the email and you will be able to continue where you left off. To ensure your answers have been saved, click on the 'next' button at the bottom of the page that you were working on before exiting.   
    
All responses will be treated confidentially. Information will be aggregated, and no individual or authority will be identified in any publications without your consent. Identifiable information may be used internally within the LGA but will only be held and processed in accordance with our privacy statement. We are undertaking this survey to aid the legitimate interests of the LGA in supporting and representing authorities.   
    
If you would like to see an overview of the questions before completing the survey online, you can access a PDF here.

We are collecting information to understand the capacity within legal teams, to assist councils and for discussion with central government.   
  
Several of the questions list groups of staff where councils have previously identified they have experienced issues with capacity. We would be grateful if you could provide information for each of these groups, where possible.   
  
For councils with a shared legal team, a single return is sufficient. Please write in the councils with which you share the service at the start of the questionnaire.

By ‘legal team’ we mean the team of qualified solicitors and barristers who act on behalf of and give legal advice to council staff – whether or not they are located in a central team. It also includes Monitoring Officers who may or may not have a legal qualification.

Please amend the details we have on record if necessary.

* Name \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* Authority \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* Job title \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* Email address \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Is your legal team outsourced?

* Yes
* No

Display This Question:

If Is your legal team outsourced? = Yes

If yes, please tell us which posts are outsourced with whom.

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Display This Question:

If Is your legal team outsourced? = Yes

What is your biggest workforce challenge at the moment?

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Display This Question:

If Is your legal team outsourced? = Yes

Is there anything else about workforce capacity and use of agency staff you would like to share with us?

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Display This Question:

If Is your legal team outsourced? = Yes

As your legal team is outsourced, there is no further information we need. Thank you for taking the time to answer this survey.

Skip To: End of Survey If As your legal team is outsourced, there is no further information we need. Thank you for taking t... Is Displayed

Is any part of your legal team a shared service between more than one authority?  
  
*Please answer ‘No’ if only one post is shared.*

* Yes
* No

Display This Question:

If Is any part of your legal team a shared service between more than one authority? Please answer ‘N... = Yes

If yes, please write in which parts and the names of the authorities that share the legal team with you.

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**Staff numbers and status**

In total, how many posts were budgeted for within the legal team on **1 April 2023**?  
   
 *Please include all directly employed council staff (including partly-qualified and trainee staff), whether the post is filled or not.  
   
 Please write in a full-time equivalent (FTE): for example, two posts in which both people work half-time counts as one post. Write ‘0’ if there are no budgeted staff.  
   
 Where the same post conducts multiple job roles, or is a shared post between multiple councils, please use a rough estimate of the proportion allocated to each role.*

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | Head of Legal Services / Monitoring Officer | Solicitors | Barristers | Paralegals | Other legal team staff - **Excluding** administrative staff |
| FTE posts |  |  |  |  |  |

And how many (in FTE) were classified under each of the following categories on **1 October 2023**?   
  
*Please include all directly employed staff (including partly-qualified and trainee staff).  
  
Directly employed staff are all permanent, temporary and fixed-term staff, but exclude agency staff and any locums, interims or temporary staff if they have been employed through an agency.*  
  
*The total on each column should match the totals in the first question.*

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  | Head of Legal Services / Monitoring Officer | Solicitors | Barristers | Paralegals | Other legal team staff - **Excluding** administrative staff | Total *(only if you cannot provide a breakdown in other columns)* |
| FTE of filled posts where the staff member is present (this includes those on annual leave and short-term parental leave or sick leave) |  |  |  |  |  |  |
| FTE of filled posts where the staff member is absent though long-term parental leave or long-term sickness (even if covered by agency staff) |  |  |  |  |  |  |
| FTE of posts that are vacant (even if covered by agency staff) |  |  |  |  |  |  |
| Other *(please specify)* |  |  |  |  |  |  |
| Total FTE posts at 1 October 2023 |  |  |  |  |  |  |
| Total headcount at 1 October 2023 *(please enter a whole number without a comma or decimal place)* |  |  |  |  |  |  |

Display This Question:

If If And how many (in FTE) were classified under each of the following categories on 1 October 2023? Please include all directly employed staff (including partly-qualified and trainee staff).Directly em... Text Response Is Not Empty

Please specify the other category of staff you identified which make up the total.  
  
*Please write below*

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Over the last three years, for which groups of staff do you most often have vacancies?   
  
*Please tick all that apply*

* Head of Legal Services / Monitoring Officer
* Solicitors
* Barristers
* Paralegals
* Other *(please specify)* \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* No vacancies

Over the last three years, what is the single vacancy you found/are finding most difficult to fill?

* Head of Legal Services / Monitoring Officer
* Solicitors
* Barrister
* Paralegals
* Other *(please specify)*\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* No vacancies
* No vacancy was difficult to fill

For how long did you have/have you had this vacancy?

* Less than six months
* Six months or more but less than a year
* A year or more but less than three years
* Three years or more but less than five years
* Five years or more
* Don't know / Not applicable

Display This Question:

If For how long did you have/have you had this vacancy? = Six months or more but less than a year

Or For how long did you have/have you had this vacancy? = A year or more but less than three years

Or For how long did you have/have you had this vacancy? = Three years or more but less than five years

Or For how long did you have/have you had this vacancy? = Five years or more

What are the main reasons you had/have had the vacancy for this long?  
  
*Please tick up to three*

* Overall council recruitment freeze / managed vacancy policy
* Pending a restructure
* New appointment unable to start quickly
* Cost of recruitment has delayed it
* Difficulties recruiting staff of the right skills/experience
* Other *(please specify)* \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* Don’t know

Q15 In the last three years, have you made use of consultancy or not, in order to undertake projects that would previously have been undertaken by in-house staff?

* Yes
* No
* Don't know

Display This Question:

If In the last three years, have you made use of consultancy or not, in order to undertake projects... = Yes

What sort of consultancy work was undertaken?  
  
*Please write in below*

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**Recruitment and retention of staff**

Over the last three years, how easy or difficult has your council found it to recruit permanent staff for each of the following roles in the legal team?

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | Very difficult | Fairly difficult | Not very difficult | Not difficult at all | Don't know / Not recruited |
| Head of Legal Services / Monitoring Officer |  |  |  |  |  |
| Solicitors |  |  |  |  |  |
| Barristers |  |  |  |  |  |
| Paralegals |  |  |  |  |  |
| Other legal team staff - **Excluding** administrative staff |  |  |  |  |  |

Over the last three years, how easy or difficult has your council found it to recruit permanent staff for each of the legal services areas in the legal team?

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | Very difficult | Fairly difficult | Not very difficult | Not difficult at all | Don't know / Not recruited |
| Governance |  |  |  |  |  |
| Planning |  |  |  |  |  |
| Regeneration and property |  |  |  |  |  |
| Commercial |  |  |  |  |  |
| Procurement |  |  |  |  |  |
| Employment |  |  |  |  |  |
| Enforcement / Litigation |  |  |  |  |  |
| Childcare |  |  |  |  |  |
| Adult social care |  |  |  |  |  |
| Other *(please specify)* |  |  |  |  |  |

Over the last three years, how easy or difficult has your council found it to retain permanent staff for each of the following roles in the legal team?

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | Very difficult | Fairly difficult | Not very difficult | Not difficult at all | Don't know |
| Head of Legal Services / Monitoring Officer |  |  |  |  |  |
| Solicitors |  |  |  |  |  |
| Barristers |  |  |  |  |  |
| Paralegals |  |  |  |  |  |
| Other legal team staff - **Excluding** administrative staff |  |  |  |  |  |

Over the last three years, how easy or difficult has your council found it to retain permanent staff for each of the legal services areas in the legal team?

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | Very difficult | Fairly difficult | Not very difficult | Not difficult at all | Don't know |
| Governance |  |  |  |  |  |
| Planning |  |  |  |  |  |
| Regeneration and property |  |  |  |  |  |
| Commercial |  |  |  |  |  |
| Procurement |  |  |  |  |  |
| Employment |  |  |  |  |  |
| Enforcement / Litigation |  |  |  |  |  |
| Childcare |  |  |  |  |  |
| Adult social care |  |  |  |  |  |
| Other *(please specify)* |  |  |  |  |  |

What is your legal team’s current turnover rate?  
   
 *Please base this on employees who left the authority either voluntarily or involuntarily in the 12 months to 1 October 2023 (including retirements, resignations, dismissals or redundancies).   
  
It should be calculated on headcount terms, not full-time equivalent terms. The sum is: headcount of employees that have left, divided by total headcount, and then multiplied by 100.*

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Has your turnover rate changed or not over the last three years?

* Increased
* Stayed the same
* Decreased
* Don’t know

What have been the main reasons given by employees for leaving the service?

* To work in a different sector (private or other parts of the public sector)
* For more pay
* Relationship with line manager/leadership
* Better career opportunities
* For career change
* More flexibility (e.g. more home working; less rigid working patterns)
* Retirement
* Personal commitments e.g. caring responsibilities
* Travel
* Workload
* Member-officer relations
* Other *(Please specify)* \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* Don’t know

In 2022/23, did any of your permanent staff leave to take up temporary work?

* Yes
* No
* Don't know

Display This Question:

If In 2022/23, did any of your permanent staff leave to take up temporary work? = Yes

What reasons, if any, did those staff give for preferring temporary work?

* Didn’t want a permanent role
* Pay is higher for agency work
* Less professional risk
* Workload is lower for agency work
* Less administration for agency work
* Greater flexibility of work
* Better career progression
* Other *(please specify)* \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* Don’t know

What actions, if any, have you taken or are you taking to help with recruitment and retention issues generally in your legal team?  
  
*Please tick all that apply*

* Market supplements or other pay augmentation
* Relocation packages
* Targeted recruitment campaigns within the sector
* Targeted recruitment campaigns outside the sector
* Career frameworks/career grades
* Personal development offers
* "Golden hellos"
* Job redesign
* Flexible working
* Retention payments
* Organisational redesign
* Secondments
* Apprenticeships
* T-levels
* Agency staff
* Government training schemes
* Creating a specific recruitment pipeline through education partnerships
* Graduate programme
* ‘Refer a friend’ scheme
* Other *(please specify)* \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* None of the above
* Don't know

Which, if any, of the following forms of collaboration with other councils does your legal team undertake to help address recruitment challenges?   
  
*Please tick all that apply*

* Shared posts
* Pooling specialist knowledge
* Shared services
* Shared use of agency staff
* Other *(Please specify)* \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* None of these

**Agency staff**  
We know that one of the ways of dealing with recruitment and retention issues is through the use of agency staff or locums, interims and temporary staff employed through an agency. For the remainder of this questionnaire, we will use the term ‘agency staff’ to cover all of these

Over the last three years, how often would you say you make use of agency staff in your legal team?

* Very often – we are heavily reliant on them, and the service would run inadequately without them
* Fairly often – we regularly rely on them to ensure the continuous smooth-running of the service
* Not very often – we use them occasionally for specific tasks or at points of increased demand or low capacity
* Never

Has your use of agency staff changed or not over the last three years?

* Increased
* Stayed the same
* Decreased
* Don't know

How many agency staff did you have in place in your legal team on 1 October 2023, in terms of:  
  a. headcount  
  b. full-time equivalent?

* Headcount of agency staff currently. *Please enter a whole number without a comma or decimal place.* \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* FTE of agency staff currently \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

In general, for what reasons do you use agency staff?  
  
*Please tick all that apply*

* Recruitment exercise didn’t generate enough candidates (number available for interview generally was low)
* Recruitment exercise didn’t generate enough candidates with the required skills (number appointable with required experience was low)
* To cover short-term absence in the team
* To cover long-term absence in the team
* Post was to cover short-term work/specific task only
* To reduce legal casework backlog
* To meet unprecedented demand
* Lack of capacity to recruit immediately/to cover during recruitment exercise
* Specialist knowledge was not available in-house
* Other *(please specify)* \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Please add any more information you have about the issues that led you to use agency staff over the last three years.

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Generally, how successful or not was the result of using agency staff in the last three years, in your opinion?

* Very successful
* Fairly successful
* Not very successful
* Not successful at all
* Don’t know

What, in your opinion, has been the impact of using agency staff on the delivery of the legal service or on outcomes?

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

For the 2022/23 financial year, what was the expenditure on agency staff for the legal team?  
  
*Please answer using whole pounds, for example 1000 rather than 1k*

|  |  |
| --- | --- |
|  | Amount in £s |
| Expenditure on agency staff in 2022/23 |  |
| Expenditure on agency staff from 1 April to 1 October 2023 |  |

Over the last three years, how easy or difficult has your council found it to recruit agency staff for each of the following roles in legal?

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | Very difficult | Fairly difficult | Not very difficult | Not difficult at all | Don't know |
| Head of Legal Services / Monitoring Officer |  |  |  |  |  |
| Solicitors |  |  |  |  |  |
| Barristers |  |  |  |  |  |
| Paralegals |  |  |  |  |  |
| Other legal team staff - **Excluding** administrative staff |  |  |  |  |  |

Over the last three years, how easy or difficult has your council found it to recruit agency staff for each of the following legal services areas in the legal team?

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | Very difficult | Fairly difficult | Not very difficult | Not difficult at all | Don't know |
| Governance |  |  |  |  |  |
| Planning |  |  |  |  |  |
| Regeneration and property |  |  |  |  |  |
| Commercial |  |  |  |  |  |
| Procurement |  |  |  |  |  |
| Employment |  |  |  |  |  |
| Enforcement / Litigation |  |  |  |  |  |
| Childcare |  |  |  |  |  |
| Adult social care |  |  |  |  |  |
| Other *(please specify)* |  |  |  |  |  |

**Future plans**

Does your council have a specific legal workforce plan, or not?

* Yes, we have a legal workforce plan
* No, we do not currently have a legal workforce plan
* Don’t know

Which, if any, of the following workforce actions are you undertaking within your legal team during 2023/24?  
  
*Please tick all that apply*

* Making no substantive changes to staffing numbers
* Recruiting more staff overall
* Making redundancies
* Reducing staff numbers overall (through managing vacancies)
* Recruitment freeze
* Recruiting more staff in specialist roles
* Increasing use of consultancy
* Increasing use of agency staff
* Reducing use of consultants or agencies
* Reviewing the agency service provider
* Introducing graduate entry
* Introducing apprenticeships
* Increasing apprenticeships
* Decreasing apprenticeships
* Other *(please specify)* \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* Don't know

Have you undertaken any projections of the staffing numbers you will need in future years to meet anticipated demand for legal services, or not?

* Yes
* No
* Don't know

Display This Question:

If Have you undertaken any projections of the staffing numbers you will need in future years to meet... = Yes

Please write in the estimated increase on 2023/24 FTE you will need in the following time periods to meet anticipated demand.  
  
*Please write in the additional number of FTE needed. Enter 'DK' if you do not know.*

* 1-2 years \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* 3-5 years \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* 6-10 years \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**Capacity to deliver services**

How confident or not are you that, over the next year, your council will have enough of the right staff (in terms of numbers and skills) to maintain the legal service adequately?

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | Very confident | Fairly confident | Not very confident | Not at all confident | Don't know |
| Head of Legal Services / Monitoring Officer |  |  |  |  |  |
| Solicitors |  |  |  |  |  |
| Barristers |  |  |  |  |  |
| Paralegals |  |  |  |  |  |
| Other legal team staff - **Excluding** administrative staff |  |  |  |  |  |

How confident or not are you that, over the next year, your council will have enough of the right staff (in terms of numbers and skills) to maintain the legal team adequately across the following legal services areas?

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | Very confident | Fairly confident | Not very confident | Not confident at all | Don't know |
| Governance |  |  |  |  |  |
| Planning |  |  |  |  |  |
| Regeneration and property |  |  |  |  |  |
| Commercial |  |  |  |  |  |
| Procurement |  |  |  |  |  |
| Employment |  |  |  |  |  |
| Enforcement / Litigation |  |  |  |  |  |
| Childcare |  |  |  |  |  |
| Adult social care |  |  |  |  |  |
| Other *(please specify)* |  |  |  |  |  |

What is your biggest workforce challenge at the moment?

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Is there anything else about workforce capacity and use of agency staff you would like to share with us?

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Once you press the 'Submit' button below, you will have completed the survey and you will be emailed a copy of your response.   
    
Many thanks for taking the time to complete this survey. You are in control of any personal data that you have provided to us in your response. You can contact us at all times to have your information changed or deleted. You can find our full privacy policy here: click here to see our privacy policy