



THE IN-HOUSE LEGAL OFFICE OF THE FUTURE

Public Sector Lawyers Network

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More with less

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“More with less”

- Government priorities
- Budget constraints
- Resource availability

...what is the secret of doing more with less ?





Balancing the strategic and the tactical

- Squaring the circle
- Short-term action to make savings vs long-term investment for the future
- Dealing with the present/looking to the future





Balancing the strategic and the tactical

- Be clear what you want to achieve
- Short term: reduce time at meetings, drop low priority work, reduce or delay investment, cut 'non-essential' posts, LEAN processes
- Long term: invest in technology, share knowledge, LEAN processes, invest in people and skills





Flexible working; work flow management

- Flexible resourcing
- Work flow and business planning
- Future of shared services and shared resources
- Using existing tools
- Effecting culture change.





The role of innovation

- Finding the space to innovate
- Tension can produce opportunities
- New technology is key but is not the whole story
- Need to keep “moving on”
- Sharing best practice can be innovative
- Ideas in practice





So what is the secret?

...there is no magic bullet.

- Effecting culture change and taking the practical steps is simple in theory, hard in practice
- But needing to do more with less can be productive and unlock innovation



Modern Support Systems for Lawyers

The Warrington Journey

Context

- Non Metropolitan Unitary authority
- In between Merseyside and Manchester
- Population around 200,000
- Total of 22 fte legal staff.
- Legal budget of £950,000.

Why start the journey?

- Not all about cost and budget savings.
- Traditional 'Admin' team of 3 and 6 typists – unable to meet 'bottomless' demand.
- 'Us and Them' culture – complaints and inappropriate behaviours.
- Personal potentials not being realised.
- AND, budget savings required from 2008.

Where did we want to get to?

- Culture change in attitude and behaviours.
- Mutual respect and team working.
- Opportunity for personal development.
- Efficient ways of working done at the right level and grade in the organisation.
- Full use of case management and other IT opportunities.

What have we used on the journey?

- Case management workflows for admin and transactional activities.
- Cultural change away from traditional view of 'admin'.
- 'Lean techniques' to analyse ways of working.
- Restructured to remove team silo's.
- Digital dictation.
- On line library resources.
- IT support for remote working.

Focus on one element -

- Use of the 'lean' methodology
- And, its practical application.

Use of 'lean techniques'

- Part of a corporate initiative facilitated by colleagues within the council.
- Used the techniques to look at support systems and ways of working:-
 - are transactional processes at the right level?
 - process of instructing external lawyers
 - dealing with invoices
 - archiving procedures.

Lean – doing work at the right level (1)

- Three workshop sessions with the team to identify transactional processes and who did them and why?
 - Traffic orders, planning obligation agreements, commercial lettings, sewer adoption agreements, opening a file, completion of a lease.
 - 130 activities broken down by hours spent and grade of staff.

Lean – doing work at right level (2)

- Identified 1500 hours of work that could be done by staff at a 'support' level or on lower grades.
- Excellent engagement and cross team working demonstrated by those involved.
- Benefits seen by all but how to implement and obtain more 'support' resources at time of reducing budget?

Lean – Implementation (1)

- Typists are now Business Support Assistants
 - Flexible, wide range of tasks.
- Previous ‘admin’ staff are Support Officers
 - Effectively ‘para-legals’.
- Many transactional processes were transferred to Support Officers
 - freeing up qualified staff to do ‘added value’ legal work.

Lean – Implementation (2)

- Qualified lawyers do small ‘admin’ tasks themselves to free up the support staff
 - Opening files, small photocopying, some typing.
- Case management workflows used to:
 - ease the burden of ‘admin’ tasks
 - assist with transactional processes.

Where are we on the journey?

- One team culture – improved behaviours.
- Support team undertakes transactional work.
- Personal development opportunities for the support team staff.
- Increased capacity and job satisfaction.
- And, £44k saving from Support team restructure.

Where are we heading?

- Investment in a new case management system and 'Voice Recognition'.
- New workflows using 'lean' techniques.
- Improvement to the office environment and possible desk sharing.
- Greater focus on where we 'add value' for the organisation.

Questions



New Ways of Working

The Lambeth Journey

Mark Hynes

*Director of Governance
and Democracy*



Step back and reflect

Traditional ways of working



Step back and reflect



Step back and reflect

Traditional ways of working



Step back and reflect

Traditional ways of working



Step back and reflect

Traditional ways of working



Step back and reflect

Traditional ways of working



Opportunity knocks?

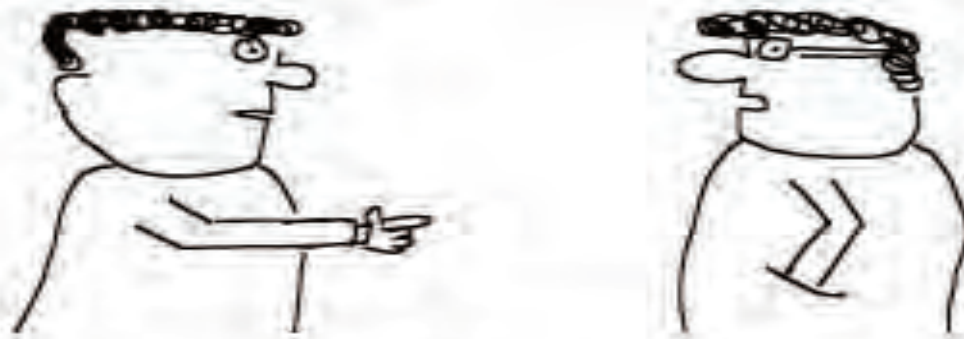


Vision



Vision

.. although we are working towards a paperless office but if you still have a problem, you can ...



... generate a ticket for the toilet paper.

Brainstuck.com

Vision



Journey to change

- *Business case*
- *Staff engagement*
- *Buy in from top*
- *Cultural change*
- *Embrace technology*
- *New ways of working*
- *Office reconfiguration*
- *Soft benefits*



Business Case

Invest to save



Staff engagement



Buy in from the top



Cultural Change



Embrace technology



New way of working



New way of working



Office Reconfiguration



Soft Benefits



balance balance balance balance balance balance balance

Lambeth Legal Services now

Paperlite

Desk ratio of
4:5

Laptops

Wireless



Lambeth Legal Services now

VOIP

Voice over
internet protocol



Lambeth Legal Services now

Break out
areas



Lambeth Legal Services now

MFDs

Multi
Functional
Devices



Lambeth Legal Services now

Lockers



Lambeth Legal Services now

Conference
and meeting
rooms



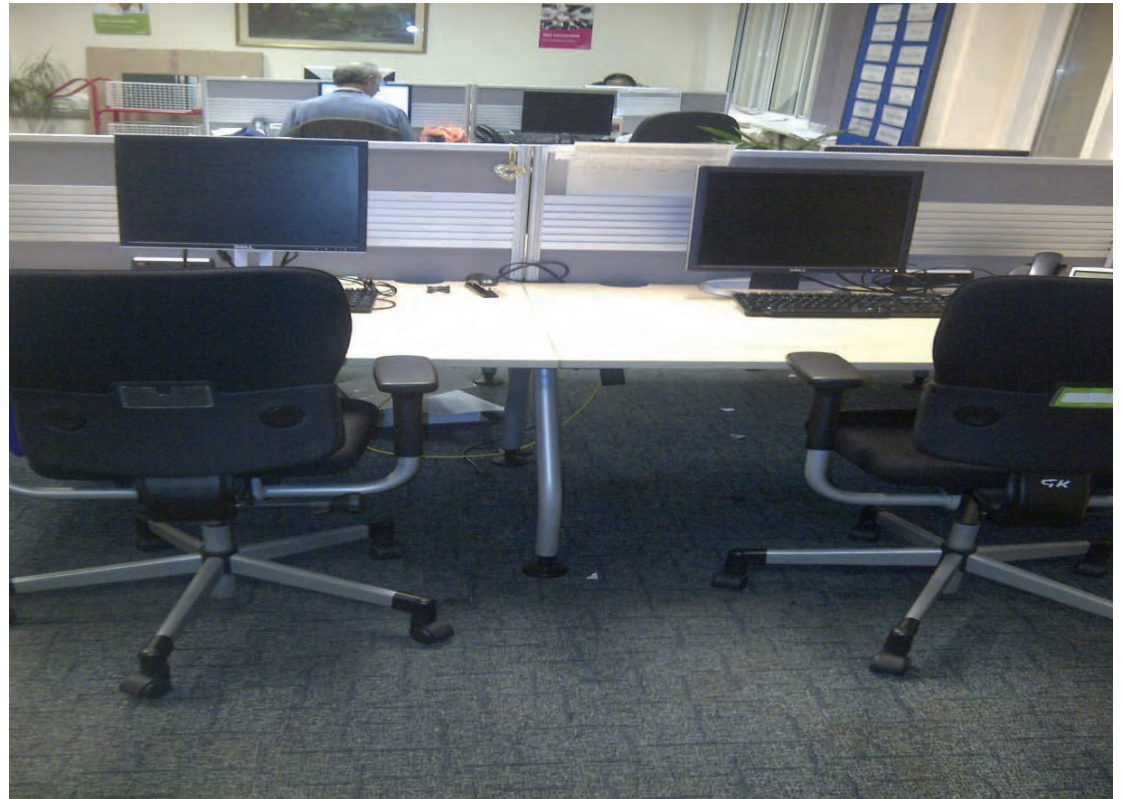
Lambeth Legal Services now

Scanning



Lambeth Legal Services now

- Paperlite
- Digital dictation
- E library
- Visual files



Closing remarks

Reuters newsroom tours
17.00 – 17.30

Networking drinks and product
demonstrations
17.00 – 19.00