

## APPENDIX 3B

	Legal Services Change Proposed – Appendix F	Savings	Comments
1.	<p>Move from part electronic/part paper based filing system to wholly electronic system with no paper files created or paper records held for new matters</p> <p>Potential for development of standard document types within IKEN to ensure consistent document classification.</p> <p>Time saved stated here for opening process. Paper and print savings quantified here represent whole system savings.</p> <p>Additional non mapped time saving for all officers on printing paper documents out to place onto the file.</p>	<p>Average time to set up new paper file = 7 minutes per file. Time recording estimate 17.92 hours per annum setting up new paper files.</p> <p>Saving on Paper -            Av 825 file per annum @ 200 pages = 165,000 pages A4 per annum at £13.61 per packet (2500) = £898.26</p> <p>Saving on Printing            -165,000 pages printed at £0.003 = £495</p> <p>Saving on Stationery Expenditure - approximately £600 per annum including file</p>	<p>We will maintain our aspiration to become 'paper light'. However, having no paper files may be possible for a limited number of types of matter in the longer term e.g. debt recovery work. It is simply not practical for the full range of legal work carried out to only have electronic files at this time, particularly given the context in which we work and the current stage of development of the electronic system and those of others, e.g. the Courts.</p>

		jackets, dividers, labels.	
2.	Electronic files would not require collection. If document requires permanent retention this could be scanned for access and then stored in long term storage off site or in the basement. All other documentation could be disposed of. Scanning process would need to be compliant with British Standard 10008 Evidential Weight and Legal Admissibility of Electronic Information & BIP 0008: UK document management legal admissibility.	Savings on visits to the basement x 15 minutes per visit. 140 visits annum x 15 minutes per visit = 35 hours per annum.	See above. Short term time savings marginal as archived paper files and deeds would still need to be handled manually.
3.	Electronic files could be closed on system by Solicitor as there would be no requirement to take a hard copy to the basement. Small offset of saving for documents that have to be retained in paper form.	Covered in line 6 above.	Noted
4.	Where files are currently scanned there is considerable wait time for availability of the device. Could priority be given for scanning access to MFD or timeslot allocated?  Alternatively could a continuous feed scanner be purchased for sole use by the service?	Ad hoc wait time unquantifiable.  Additional cost.	Noted and to be investigated, subject to resources.
5.	Additional documentation could be scanned and added to IKEN instead of being taken down in batches to be added to the hard file.	Once per week x 25 mins = 21.7 hours	Implement where practicable.
6.	Potential for dual screens to limit printing so that documents are read on the screen instead	Time spent printing documents per day (whole service) = 45 minutes x 220	Practically many documents need to be printed and worked on and costs would offset saving, often more than 2 screens would be needed.

		days = 165 hours	
7.	Electronic spreadsheet of paper files on loan to non-fee earning officers would not be required if electronic filing was used as electronic filing would provide simultaneous access to multiple users. External users such as audit could be provided with temporary access as and when required, through the use of a generic login.	Five minutes to log on spreadsheet.	See above re. comprehensive electronic filing.
8	<p>On file destruction duplicate scans of information are added to system as no way to identify what has been attached to IKEN whilst case is open and what hasn't.</p> <p>Moving to electronic filing only would remove the need for the paper to be shredded at the end of the process. Papers are removed from file. Paperclips reused. Labels removed from folder and any other identifying marks.</p> <p>Paperwork is sacked up and taken out on a four week cycle.</p>	Time recording indicates 128.7 hours per annum spent on file closure and destruction. 10 sacks per cycle x 15 minutes per sack. 32.5 hours per annum.	See above re. comprehensive electronic filing system. Paper files and archived paper files would still need to be destroyed in accordance with the Retention and Disposal Policy.
9	<p>Utilise standardised client instruction form within all services. Client instructions no longer to be taken on the phone or through a general email.</p> <p>Improved Client Instruction process would help reduce waste – at present 70% of instructions are from housing and are comprehensive, the other 30% are not</p> <p>Could electronic copies of documents be made a requirement for provision by client at the start of the process?</p>	Non quantifiable. Will affect whole process as will help to ensure the maximum level of information provided up front.	<p>Enhanced client instruction form to be introduced for debt recovery work, however instructions from client services, in certain circumstances, may be appropriate via the phone or general email.</p> <p>Matter to be explored.</p>

10	Automated letter of claim to be produced by IKEN	Time saved = 180 per annum x 10 minutes = 30 hours per annum	System to be developed, subject to resources.
11	Improve/utilise functionality of IKEN to create email to client service to advise of debt to be loaded onto their core system. This would save SM having to go onto each system: users know their system better, are probably already logged into it, SM would not need to be trained and minimises any security risk by access being available outside of the owner service.	Time saved = 180 per annum x 15 minutes = 45 hours per annum.	System to be developed, subject to resources and no “work shunting” to client service.
12	IKEN automate diary reminder for 14 days.	Time saved = 180per annum x 2 min = 6 hours per annum	System to be developed, subject to resources.
13	Improve/utilise functionality of IKEN to hold template ‘Pleadings’ to be populated, which would prompt an auto-email to service to update core system.  Modify client instruction form to include list of basic documentation required for different types of cases.  Provide clear advice to client at point of instruction that once a case is with legal no negotiations should go on outside of that process between client and debtors.	Not yet quantifiable	System to be developed, subject to resources.
14	Raising a cheque causes work – explore if the court will accept payment via other means; <i>caution</i> : may cause issues with court marrying payment to paperwork.	Not yet quantifiable	Matters to be explored further.

	<p>Alternative would avoid risk of missing twice-weekly payment run. At present SM emails Housing to advise of changes, but Revenues &amp; Payments need a form to be filled-in, hard-copy to them, who send an invoice back, just to be filed.</p> <p>Finding two signatories causes significant process delay. Check with audit and BTLS for specifics about why two signatories are required.</p> <p>Could a corporate credit card be used instead of cheque process?</p>		
15	Judgement request created in IKEN and prepopulated.	Time saved = 175per annum x 5 minutes = 14.5 hours per annum	System to be developed, subject to resources.
16	IKEN automate diary reminder for 28 days	Time saved = 175 per annum x 2 min = 5.8 hours per annum.	System to be developed, subject to resources.
17	Is a separate invoice required every time costs are incurred? could these be added to the account automatically by the Client when receiving the automatic updates.	Not yet quantifiable	System to be developed, subject to resources.
18	Instead of writing to debtor, write to the client to inform judgement received and ask them to confirm what they now want to happen – give a 2-month deadline, otherwise case will be closed.	Time saved = 175per annum x 5 minutes = 14.5 hours per annum	System to be developed, subject to resources, however legal veracity of this approach to be examined.

	Improve/utilise functionality of IKEN to automate an email reminder to client in 6 weeks warning of impending case expiry.		
19	IKEN diarise reminder notification for 7 days after date of first payment.	Time saved = 175 per annum x 2 min = 5.8 hours per annum.	System to be developed, subject to resources.
20	Improve/utilise functionality of IKEN to automatically create a diary date for follow-up in appropriate timescales	Time spent entering dates into IKEN offsets saving in calendar appointments creation.	System to be developed, subject to resources.
21	Although not a significant volume of cases, consider further training for service users to enable a higher proportion of statements to be completed properly.	Covered above.	Agreed, subject to resources.
22	Raising a cheque causes work – explore if the court will accept payment via other means; <i>caution</i> : may cause issues with court marrying payment to paperwork. Alternative would avoid risk of missing twice-weekly payment run.	See Item 10 above.	Matters to be explored.
23	Utilise IKEN system for trial bundling process and document pagination.	15 bundles at 4 hours spent printing/copying bundles per annum = 60 hours per annum Additional cost.	Separate IKEN software would be needed, explore subject to resources.

24	Trial bundles could be emailed to barrister and defendants solicitors.	Covered in line 16 above.	See 16 above.
25	Develop standardised client instruction form to be used by all Services.  Could electronic document bundles be made a requirement for provision by client at the start of the process?	Non quantifiable. Will affect whole process as will help to ensure the maximum level of information provided up front.	Enhanced client instruction form to be developed.
26	Client to provide witness availability for next three months as part of task 1.	Included in task 1	Appears impracticable.
27	Limit the number of copies of Trial Bundles, to ensure minimum wastage on the number of copy documents printed.	To be decided	Current practice.
28	Improve/utilise functionality of IKEN to automatically create draft document templates.	Not yet quantifiable	System to be developed, subject to resources.
29	Large proportion of FOI's related to BTLS and they need to feedback reasons for refusal to SAaESO officer.  FOI's in relation to BTLS could be processed and response made in their name.	None	Legally the Council need to co-ordinate the response.
30	Co-ordinated responses are responsibility of SAaESO, quite often one service is responsible for the majority of the information and only minor information is required by other services. This could be effectively co-ordinated more efficiently by the primary responder.	None	Discussions to be held.

31	<p>High level of failure demand into LS when information could be found through the guidance found on the intranet.</p> <p>Training for link officers in use of FOI guidance to allow greater degree of self-serve</p>	Non quantifiable	Training to be provided.
32	<p>Degree of chase up required to ensure 20 day compliance is achieved. Excel could be held on a shared folder rather than emailed around Link Officers. Automated reminder emails could be sent at agreed intervals to minimise staff time spent on chase ups.</p>	Non quantifiable	System to be developed, subject to resources.
33	<p>Could electronic document bundles be made a requirement for provision by client services at the start of the process?</p> <p>Requirement for client services to collect an email address for the potential tenant and include this in the client instruction.</p>	To be decided	Matters to be explored, <u>subject to resources</u> .
34	<p>Standard documentation could be created in IKEN, current letters on system require updating. If additional fields on IKEN are created and filled in at file opening stage this would allow for a greater proportion of documents to be prepopulated.</p>	To be decided	System to be developed, subject to resources.
35	<p>If documents created in IKEN formatting should be correct first time every time. If this cannot be achieved further training in how to use MS Word could offset the requirement to send the documentation to typing pool for processing.</p>	Savings for typist offset by time increase in legal.	It is more cost effective to use the typist for this work.
36	<p>If letters are not sent to typing then there would be no</p>	250 matters per	Implement as appropriate subject to

	need for check.	annum x 15 minutes per check = 62.5 hours per annum  off-set by proof reading of auto-created documents	system development. <u>There would remain a need to proof read.</u>
37	Only 2-3% come back with issues. Check could be removed.	No time in legal, small time saving in client services.	Noted.
38	IKEN to diarise reminder for 10 days.  Reminder letter to be auto-created after 10 days and emailed to Solicitor and CC in client.  IKEN to diarise second reminder for 10 days.  Final reminder letter to be auto-created after a further 10 days and emailed to Solicitor and cc in client.  IKEN to diarise file closure for 10 days.  Matter closure notification to be auto-created after a further 10 days and emailed to Solicitor and cc in client.	125 reminders per annum x 10 minutes = 20.8 hours  63 final reminders per annum x 10 minutes = 10.5 hours.	System to be developed but would not be in the interests of the Council to close a file after two reminders.
39	Do all copies of documents have to be 'engrossed' before sending? Some clients seem content to sign un-engrossed documents. Is this a proposed departure from tradition, or is it a legal requirement?	Non quantifiable	Engrossments are only used where considered appropriate.

40	Client could clarify how tenant would like to execute the lease at the beginning of the process. Could this be included as a field in IKEN and as part of the client instruction form.	Non quantifiable	System to be developed.
41	<p>Utilise standardised client instruction form within all processes. Each individual instruction form would have a series of required basic documentation (tick list) to prompt client to include in bundle. Any instructions received within these would be rejected back. Client instructions no longer to be taken on the phone or through a general email.</p> <p>Could electronic document bundles be made a requirement for provision by client at the start of the process?</p> <p>Does IKEN have web based functionality whereby an electronic client instruction forms could reside on the intranet and then populate the database?</p> <p>Alternative would be a triage stage at the beginning of the process whereby the client sends the instruction form and the electronic bundle to a named individual who then enters this information onto IKEN before it is electronically work-flowed onto the Solicitors.</p> <p>Standard acknowledgement response to be developed for all processes identifying a standard response time for each type of instruction. This will minimise failure demand progress calls into the section.</p>	Identified as part of each individual process.	<p>Enhanced client instruction form to be introduced however instructions from client services in <u>many-some</u> cases will be appropriate via the phone or general email.</p> <p>Matter to be explored.</p> <p>System development, subject to resources.</p> <p>To be explored and implemented most cost effectively i.e. fee earner or typist.</p> <p>System to be developed.</p>
42	Rework incurred by having to go back to client to obtain	25 per annum x 2	This work is necessary, clients will need

	basic information. Introduce improved client instruction forms.	hours = 50 hours	professional work to present instructions appropriately and for the Council to commission legal work cost effectively.
43	<p>Originating service should process PO's and pass for payment.</p> <p>Processing of invoices within LS should move back to originating service. Quality check only should occur within LS.</p> <p>Check with S151 officer regarding open ended PO as very difficult to quantify the cost of a case at outset. In the case of trials, it is not always possible to predict accurately the likely cost of engagement, and barristers prefer to invoice as soon as a piece of work has been undertaken and fees incurred. Continually having to raise new PO's builds 'waste' into the processes.</p>	<p>60 per annum 30 min per case = 30 hours</p> <p>120 invoices per annum x min per invoice = 30 min = 60 hours per annum</p> <p>Wait time and chasing of budget holders = approx. half of 60 cases per annum x 150 min per case = 75 hours.</p>	<p>It is not appropriate to "work shunt" to other services.</p> <p>To be explored with Borough Treasurer.</p>
44	If S330 notice not returned reminder process triggered. Could this follow the principles above for development of IKEN e.g. automated reminder, final reminder.	32 cases per annum 10 minutes per case = 5.3 hours per annum	System to be developed.