



Annex 1

Business Case

Integrated Case Management and Time Recording

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Business Case History

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Approvals

This document requires the following approvals:

Name	Signature	Title	Date	Version
Simon Young				

Distribution

This document has been distributed to:

Name	Title	Date	Version
Simon Young	Head of Legal and Democratic Services		
Mark Lumley	Head of Information Systems		

Business Case

1. Purpose of Document

The purpose of this document is to set out the justification for the undertaking of a project based on the estimated cost of development and the anticipated benefits to be gained.

The business case is used to say why the forecast effort and time will be worth the expenditure. The on-going viability of the project will be monitored by the Project Board against the benefits identified in this business case.

2. Background

Legal Services operate in a traditional paper based way, which is to say everything the service does is captured on printed paper which is held on paper files which are physically stored when completed for a minimum of six years.

Legal case management systems have been extensively introduced and used in solicitor's practices over the past 25 years. It would be a struggle to find any private solicitors practice operating today that is not using a case management system. Case management systems save user's time while at the same time assisting the provision of a high quality service minimising the risks involved in providing the service.

3. Reasons for the Project

Document any compelling reasons for this project.

- The biggest expense of the council's legal service is its staffing cost. Trained lawyers are expensive staff members. It makes sense to allow these staff members to work in ways that makes the best use of time. Case management systems can save lawyers enormous amounts of time particularly in some areas of practice. Local government work is varied and diverse but the introduction of case management can save up to 20% of staff time while enhancing service levels to clients.
- Compliance with the Law Society practice management standard Lexcel requires that legal files should at all times be capable of being understood by a fee earner who is not familiar with the file. This requires communications such as emails to be printed and saved on the file in date order. Legal case management systems creates electronic case files for matters that are Lexcel compliant. Case Management Systems works with outlook, word and excel but adds value by populating common field such as reference numbers, names, address and the title of matters and automatically indexes emails and documents created through it making retrieval simple. A Lexcel compliant diary manages risks associated with key dates; time critical performance monitoring and bring forward dates. Using a case management system, the majority of legal files can be entirely electronic saving on the space required for the storage of current and archived files.

- Electronic files are accessible by any fee earner who is given access rights from their desktop or where permitted through remote access. Providing the server the system is run on is backed up electronic files are safe from loss or destruction unlike paper based files.
- Standard local authority workflows are included with the case management system. Workflows are one way of minimising the risks of providing the service while greatly enhancing the ability of the service to provide it. For example Tandridge District Council use the debt collection workflow to collect the Council's debts using students on placement at the Council.
- The system is delivered with a wide range of management reports that allow managers to identify when management intervention might be desirable. On line review of work in progress facilitates effective supervision, response to client enquiries, complaints management, aversion of risk, and reallocation of work when people are away.
- Integrated Time Recording provides accurate monitoring of activity, reporting and (if required) billing.
- Court and document bundling allow court papers to be produced electronically saving time for the fee earner who would otherwise be copying papers and freeing up the MDF's for other users.

4. Objectives

- Legal case management system software installed and rolled out
- Training of staff
- Business process reengineering to ensure system is utilised effectively.
- Post implementation training

5. Success

- Full use of the case management system by legal services with electronic files and developed workflows that assist lawyers saving time and enhancing the capacity of the service.

6. Scope

- What is included: Legal case management systems for legal team.
- What is NOT included in the project hardware on which to run the system. Existing paper files will in the main not be loaded to the system the intention being to move forward with electronic files only. There would be an additional cost if we wanted to back scan historic files.

7. Stakeholders

The key stakeholders of the project with an analysis of their potential role on the project;

- Head of Legal
- Legal Team
- Users - All Legal Services

8. Benefits

8.1. Benefits

- Projected productivity gain with associated capacity freed up to assimilate new work streams and potential for future generation revenue when capacity allows
- Faster handling of enquiries with information always to hand in order to answer phone calls or emails concerning cases, regardless of who is in the office;
- Superior service to Clients, Members and third parties on the other side of matters being handled in legal;
- Improved case throughput by greatly reducing the amount of time for fee-earners need to spend on background tasks, cases may be handled more quickly. Furthermore, the shared information repository and electronic workflows make it easier for fee-earners to process the work;
- Standardisation of workflows to streamline regularly received instruction types by use of templates and standard letters etc.
- Greater resilience to peaks of workload and staff holidays or absences;
- Staff skill-sets are better utilised because the electronic case management system will carry the burden of much of the administrative work creating opportunities to more fully utilise professional skills;
- Enhanced risk management by reducing internal legal team mistakes and by using proactive case management processes. Flexible reporting enables managers to quickly identify potential conflicts, scheduling issues and workload problems;
- Improved working environment through reducing the strain and stress on staff members.
- Savings in paper storage and archiving - all documents (including emails) are stored in appropriate case files, and paper-based correspondence can also be scanned into the system. This saves money on archive and also through the use of emails rather than surface mail for instructions and even court documents.

8.2 Adverse Effects

There are none

9. Options

- Identify options for the project
 - **Option 1: Tender for Software and Services for Case Management System**
 - The Council would be able to utilise the documentation and specification that Elmbridge Council have produced in order to cut the cost of the procurement and the time to get a solution.
 - **Option 2: Do Nothing**
 - The Council could continue as they are currently but this would not lead to any efficiencies.

9.1 Summary of costs for each option

A summary of each option and the relative additional costs to the Council are shown in the table below:

Option	Project costs	Annual on-going costs	Return on investment	Benefits (Income/Staff time)
Option 1	£20,000	£5,000	Non cashable efficiencies	Greater management control
Option 2	nil	nil	Decrease in productivity with paper files in continued use	

10. Costs and timescales of recommended option

10.1 Recommended Option

Progress the implementation of Case Management

10.2 Project Implementation Costs – Recommended Option

The table below shows a summary of the (new and additional) costs of implementing the recommended option.

Total project implementation costs

	2017/ 8	2018/ 9	2019/ 0	2020/ 1	202 1/2	Total
	£000	£000	£000	£000	£00 0	£000
1+ 2 Project implementation costs - Revenue	0	5000	5000	5000	500 0	20000
3 Project implementation costs - Capital	20000	0	0	0	0	20000
5 TOTAL FUNDING REQUEST TO ICT Stratgy Board	0	0	0	0	0	0
4 HARDWARE FUNDING REQUIREMENT (ICT CAPITAL)	0	0	0	0	0	0
6 TOTAL NEW PROJECT IMPLEMENTATION COSTS – 5 years	0	0	0	0	0	40000

10.3 Detailed Breakdown of Budget

Description	Quantity	Unit Cost	Cost £
Resource Costs			
Project Management			
Hardware Costs	-		
Networking Costs	-		
Software Costs	-		
Other Costs	-		
Annual Costs	-		
Total Project Cost	-		

10.4 Timescales

As soon as possible:

Milestone	Dates
Design & Planning	April 2017
Further Approvals Needed	n/a
Tendering (if necessary)	June 2017
Project start date	August 2017
Project Finish Date	March 2018

11. Risks

Risks are potential threats to the Council that may occur but have not yet happened. Risk management will monitor the identified risks and take any remedial action should the risk happen.

In summary the main risks are as follows.

11.1 Risks of not going ahead with the project Using paper based files is inefficient and the work product is not backed up in any way and would be hard to replace in the event of a fire or water leak affecting the paper.

11.2 Risks that will need to be addressed if the recommended option goes ahead

Risk	Date Identified	Identified by	Impact	Probability	Risk Man Plan	Current Status
No significant Risks	dd/mm/yy		High	High		Active
	dd/mm/yy		Medium	Medium		Active
			Low	Low		

12. Issues

The recommended system is well proven and there should be no significant issues in implementing the system.

13. Dependencies

13.1 The project is not dependent on other factors.