

Briefing

RISK MANAGEMENT

FEBRUARY 2013

Interview

Michelle Garlick

The Weightmans risk consultant who wrote the book on how to be a COLP

Feature

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Risk leaders face a year of challenges following the COLP/COFA deadline

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Changing the way we do risk



Letter from the editor

It's a brave new world for heads of risk in the top 100 – and every other firm. The last bricks in the Legal Services Act were heaved into place on 1 January: what some call 20,000 unpaid jobs in the SRA, others call a great step forward for handling risk in legal like other businesses do.

But how will it go for law's new compliance officers? And how can risk heads ensure they have oversight of risk in their firms in 2013, when the benchmarks are so unclear?

This issue of **Briefing** analyses what COLPs need to know and do to ensure compliance in the new world of OFR (and COFAs, though we'll be delving into their world more deeply in our next issue) – covering better reporting, referral fees, risk teams, international business standards, how clients are now driving compliance, and the need for a global view in an increasingly global legal market.

We also have the results of our snap survey of the top 100 risk chiefs' on whether they should now be responsible for all things risk in a law firm, and we print a list of all top 100 risk leaders – an industry first.

Plus we have wise words from suppliers from page 26. We work hard to bring you supplier comment that informs, so give it a look. There's plenty for everyone who's touched by risk, from HR to IT and beyond.

I hope you enjoy this issue – feel free to email me your views at rupertw@lsn.co.uk

Rupert White, editor of Briefing

Interview: Michelle Garlick, Weightmans



Rupert White talks to the risk consultant and Weightmans partner about the challenges facing COLPs and COFAs in 2013

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Feature: Risk leaders, your time has come



COLPS, COFAs, take your places... 2013 sees new roles and challenges – Rachel Davies opens the door on a new world of risk

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Survey: Owing risk: Should you? Will you?



No, not those kind of tablets... We surveyed the top 100 IT chiefs about tablet computing. Will they change legal IT for good?

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Briefing jobs



Finance, compliance and risk management roles – and more – on the **Briefing jobs** page

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Industry analysis index

In Briefing we bring you relevant industry analysis from some of the legal sector's leading voices.

This month: **Thomson Reuters Elite** and the **Frayman Group** talk to **Briefing** about how firms can become more compliant by taking a more proactive approach to automating processes; **Winscribe's Colin Wilson** looks at the legal market after the compliance officer deadline and suggests a new compliance business fitness regimen; **Jitendra Valera of Iris Legal** outlines why better reporting capability is going to be vital for law firms in 2013, and how to deliver that capability; and **Prosperoware's Keith Lipman** analyses the benefits of using a hybrid security model for better document management security.

This month's interview with **Michelle Garlick at Weightmans** was transcribed by:



Photography of Michelle Garlick: Craig Strong

Take control



Firms need a global approach to risk, says **Elisabet Hardy** of **Thomson Reuters Elite**

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Bring in the gatekeepers



Process drives better risk management, says **the Frayman Group's Bryan Roberts**

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Risk fitness



Colin Wilson at **Winscribe** suggests a business risk fitness regime for law firms for 2013

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Consistency is key



Barry Bostoff of **FloSuite Legal** on why BPM will make risk managers' lives easier

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Easing the compliance burden



Jitendra Valera at **Iris Legal** on why firms need much better abilities to report on work

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Hybrid theory



Firms should use hybrid security for DM, says **Keith Lipman** of **Prosperoware**

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Rupert White talks to Michelle Garlick, Weightmans' risk and compliance practice head, and consultant and author, about how the new compliance officers will cope with their roles, how to get a better overview of risk in your firm, and who might be first in the SRA's firing line

The Briefing Interview

Are you ready for the risk revolution?

For risk chiefs, this is the first year of a very new way of doing things. For everyone else in law firms, from now on your lives will be different – though it may not be apparent how for a while. Coming over the horizon fast is the need to bind everyone in a firm, whatever they do, to the risk management needs of the business. How that happens will vary – but it will not be the same as it was.

Michelle Garlick is a Law Society consultant on client care and for its risk and compliance service, and a partner in Weightmans who heads up the professional risk team, advising other law firms on regulatory compliance, claims and complaints handling and risk management issues, as well as handling some outsourced claims handling for law firms. She's also author of the Law Society tome, the 'COLP's toolkit'. There should, therefore, be little she's not schooled in around law firm risk.

The big risk issues of 2013, she says, rest in the COLP/COFA changes happening in firms under outcomes-focused regulation (OFR), April's referral fee ban and a few other choice challenges – like how you get everyone to comply with a system that asks you to work out what compliance is for yourself.

COLP, COFA, OFR – it's acronym time

The biggest change in the lives of risk chiefs – this year or any other year – is the shift to personal liability for compliance, resting on the shoulders of the compliance officer for the legal practice, or COLP.

Surely everyone knows what that acronym stands for now? Perhaps not, because as of the new year (after the cut-off for nominations) 11% of firms in England and Wales still hadn't assigned their compliance officers. Last year (2012) was about working out who should do the jobs, says Garlick – 2013 will be about

making the roles work: "Have [COLPs and COFAs] got buy-in from everybody to be able to take on the responsibility for compliance and risk management – or are they going to really have to work hard to embed a culture of risk management going forward?"

And it's difficult to work out whether the larger firms are in a better position than the smaller firms, because while smaller firms "grapple with the resources to have somebody taking on the COLP and COFA role on a full time basis", she says, big firms have the resources but COLPs "have to juggle fee-earning as well as other management responsibilities". And in a large firm "potentially the risks are much greater ... and how can you be sure there is that communication from the fee earner at his desk up to the COLP"?

It wasn't supposed to be this way. When the positions of COLP and COFA were originally proposed, they weren't primarily compliance positions. The COLP wasn't even required to be a lawyer. But because the COLP does have to be a lawyer, a firm is either going to have to take fee-earning duties off a partner or ensure the risk director in a business services position is a lawyer – or hand the role off to the GC, who probably has a few other things on their plate. Whoever does it they must take the role seriously, and devote significant time to it.

But might forcing the role to be taken by a lawyer rule out legal business getting an injection of risk management capability from professional risk managers? It's certainly "unfair" on those in law firms who went through a risk management career path only to find it impossible to become head of risk, says Garlick, though she says she "can see why it had to be a lawyer in those circumstances".

But she acknowledges that the move may well hold back the business of law, as well as "those people who are in many respects the right people to do that risk management role".

“There isn’t really any reason why a COLP has to be a lawyer – apart from the fact that the SRA says so.”

Referral fees? Nein, danke

For firms doing personal injury work and offering money for referrals (an awful lot of firms, and a number in the top 100), April marks another new world order.

Despite pressure from various directions, the SRA seems determined to stick to its 1 April deadline for turning off the referral fees tap – implementing the Legal Aid, Punishment and Sentencing of Offenders Act 2012 (LASPO) – which will pose significant challenges for firms that run their PI by referrals.

“People are trying to work out what business model they need to adopt, because changes will have to be made if they are making payment for referrals. The timescale will only give firms about three or four weeks [after final decisions] before the ban comes in, which makes it very difficult for firms to plan.

“Also, the SRA are not giving any guidance on referral fees in accordance with OFR. On one hand, the SRA has said it appreciates that LASPO is unclear as to what might be a referral or not, but on the other hand they’re saying firms have to decide themselves whether their business model will comply or not.”

This, of course, is a problem at the heart of OFR: firms have to work out whether they are doing the right thing – there’s no cut-and-dried solution to follow “because everything’s much more vague”, says Garlick.

Of course, the top firms will be far less

affected – but the market overall will be significantly altered, and it represents yet another wide-scale uncertainty in what will be a difficult economic year.

Some firms may already be on the road to a new kind of legal business that happens to deal with the referrals fee ban – and delivers an example of the kind of legal services provider

“People are trying to work out what business model they need to adopt ... if they are making payment for referrals. The timescale will only give firms about three or four weeks [after final decisions] before the ban comes in, which makes it very difficult to plan.”

we may see more of in the future.

There are many models that will work after the ban, says Garlick, but one interesting one is if a claims management company (CMC) melds with a law firm and carries out the whole process under one roof. In that case, says Garlick, “there wouldn’t be a referral”.

This means any law firm that wants to go down this route should pick its buy-out targets wisely – it needs thriving CMCs with good market share. But can law firms outside the revenues of Irwin Mitchell, for example, afford to do such a thing? Might it not be more likely for a CMC to buy a group of smaller law firms? After all, CMCs stand to lose a packet in this change. This might create large legal service providers that are fundamentally CMCs – more competition for all other PI firms.

“The problem,” says Garlick, “is that it’s

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highly unlikely that the structure and the business model would be approved by 1 April, so it's a timing issue again." That's an understatement – getting a business like that sorted out by April would be almost impossible (unless one's already in the works).

But this kind of major shift in the CMC-law firm balance is a serious possibility, she says. "At the moment, ABSs are more law firms setting themselves up to be in a position to either get external investment or look at acquiring businesses, but I think CMCs will be looking at it as an option as well."

Learning from business – the balanced scorecard model

For Garlick, however, there is a real risk challenge in the growth of ABSs: the risk inherent with having more non-lawyers at the top of the firm. Can they ever really understand the concept of professional service like a lawyer does, she asks, as opposed to "just looking at the bottom line"?

This is, one might counter, a rather lawyer-centric argument – lawyers end up in front of their disciplinary body, the SDT, all the time, so having a profession doesn't make anyone automatically more likely to adhere to regulations. Changes are even being mooted to remove access to client monies, so rife have problems been in some areas of practice.

"I think for a long time the legal profession has put itself on a pedestal," she admits. "And they do now have to get into the real world of appreciating that they are running a business." But the market changes have now created an opportunity to bring great people into legal, and external investment to drive growth, innovation and IT to make law firms more

efficient and more risk managed, she says.

This is precisely the responsibility of the COLP – to ensure there are systems and controls in place to ensure compliance – and, she says, the best route to this in the vaguer world of OFR is creating better people processes and better IT processes.

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KPIs, compliance and training

Garlick points to controlling management processes such as the balanced score card as a good way to drive compliance across the whole business in a more thoughtful way, by bringing compliance into performance reviews.

This is doubly helpful to tomorrow's tech-savvy firm, perhaps, because legal IT systems can increasingly be connected to KPIs and are producing far more management information, against which those objectives can be judged.

This happens at Weightmans, says Garlick, using case management to track how teams are handling work. "All of that is then thrown into the balanced score card," she explains, "and we've got certain criteria for compliance that [fee earners] need to comply with. It's still early days for us on that, because it takes a while for the whole system to tie together,

but I think as soon as people start looking at their balanced score card and they see that it's red as opposed to green, for example, and they see it can impact ultimately on their pay, it will have some significance [in compliance outcomes]."

This approach is echoed in the feedback gained in LSN's research into the **top 100 risk leaders, featured on p20** of this issue. All top 100 risk chiefs polled were asked whether risk and compliance heads should have more responsibility for wider risk management, and most said yes. Some respondents even gave us ideas as to how – one saying that "any risk assessment/score card/RAG index will be able to look at the full spectrum of risks, with the centralised owner ensuring all known risks across the form are being properly controlled or managed". So KPIs and the scorecard, as in many other businesses, are probably a primary route to better practice and consistent behaviour – better even, perhaps, than being trained as a lawyer...

This is fortunate for a world of ABSs in which more responsibilities will be held by what was traditionally business services, and in which more senior management and ownership is 'non-lawyer'.

"We will have to rely on the support staff to report issues as well," says Garlick, "and introduce a whistle-blowing policy to encourage every member of staff to tell the COLP or the risk manager, whoever it might be, about them."

The new world of OFR is about shining the

cleansing light of reporting on legal business, which will touch every management area in the business, from IT to HR, as well as risk. "It's a training issue," for example, says



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Garlick, "as well as improving knowledge and understanding, and encouraging people that it's much better for us to know about [a problem] straight away. Don't bury it – it gets worse if you bury it. Come clean, we can deal with it if we know about it."

Do you give good report?

The new COLP/COFA system might not be quite as helpful to those goals, however, as it would have seemed. If you come clean

internally this must be ‘reported up’, so there’s now far less ability to have private, off-the-record conversations.

Garlick thinks this point will change many things in 2013, notably the relationship between risk and HR because of the need for more intensive internal comms around compliance. Garlick’s team has worked closely with Weightmans’ internal teams on the drafting of the whistle-blowing policy, alongside the firm’s employment team.

“On any reporting situation where the COLP is having to decide whether it is something to report, it can be a potential disciplinary issue for HR,” she explains, “so it’s going to be essential for HR to be aware of it and to get involved and advise the COLP if need be on appropriate steps that need to be taken – but only in relation to the HR issues. At the end of the day, it’s the COLP’s decision about reporting it to the SRA.” After that, she says, the SRA can be kept informed of how the issue develops and ends up.

This should mean better oversight as the SRA gets to see inside the compliance black boxes law firms have always been. They will be encouraged by regulation to push problems into the light before they thrust themselves unwelcome into the pages of the SDT reports or the press. But will this really happen?

Creating tens of thousands of compliance officers will help the SRA do its job – possibly just in time. Many say the SRA has a lot on its plate in 2013, such as overseeing the first year of COLP/COFA, a referral fee ban and resourcing struggles of its own.

While many might have said in 2012 that the SRA must surely find some high-profile scalps to take in 2013, Garlick sees this as taking longer to process. It might be important to give the industry a year to get used to how the COLP/COFA system really works in the real world, and to get the data on which to make

the decisions to act. These challenges push back the big scalps, potentially, until 2014.

But if the SRA is devolving some oversight to law firms, it also needs to live the creed of OFR: discipline less, oversee more. “Provided firms are analysing what their risks are on a reasonable basis and doing something about it, I think the SRA would be hard pushed to go down the route of discipline and sanction.”

In the end, OFR will put firms on a footing more akin to that in other business sectors, she says, while acknowledging that it’s close to how financial services were run in the years before they melted down – not an encouraging omen.

But the real concern, she says, is that no firm wants to end up the scapegoat, the example ‘pour encourager les autres’, with the SRA using the wooliness of OFR to hang them. “I suspect at some point there is the possibility that the SRA will look at a COLP’s performance, for example, and say ‘We’re not happy that you’ve done everything’ [despite having done everything a firm thinks it should],” she says.

Firms that report nothing will be the biggest targets, says Garlick. “It wouldn’t surprise me at all if the SRA identified firms who had not really reported anything [as being first targets for action],” she explains. OFR encourages reporting and oversight, and a lack of reporting will most likely be seen as a serious failure in management – after all, there isn’t a firm in the world without problems.

Compliance through technology

Making reporting reliable, beyond the power of most to subvert and consistent across the business, is IT’s role in tomorrow’s law firm.

Process management and automation are the key ways in which IT delivers better risk management in law firms, and firms are now beginning to really see the light as to how

workflows and process management can make a significant impact on risk management, especially in areas such as client matter inception, for example.

Garlick agrees that being able to demonstrate to the SRA that a firm is taking a structured and consistent approach to compliance, which can really only happen with IT systems, is a big plus – and it would also make the life of the COLP a better one.

“I’m a great fan of IT to introduce systems for consistency across the firm. You still get reluctance from partners in certain firms [asking] if you can have a process that fits every single practice area? The answer is yes, if you’ve got sufficient time to devote to developing workflows for each practice area.

“The problem is you introduce that to suit probably 80% of the people, 80% of the time, and there’s always that 20% it doesn’t always work for. The danger is people will just delete reminders [etc], and that’s when lack of consistency can arise.”

Good use of case management is central to delivering on these goals. Garlick says many firms she’s worked with in her risk and compliance advice capacity have case management systems, but “the one comment I come across most is that they don’t use the system to its optimum”.

“It’s a case of knowing what the system can do and then getting the most out of that. I don’t think firms have really got fully to grips with that, and there is a huge potential for some more work to be done on it to introduce those new systems.

What OFR calls upon risk heads to do, to be, is more than just a risk and compliance chieftain. They need to become more evolved risk management gurus in their firms, overseeing everything from regulatory

compliance to financial risk management.

Taking a wider view

When we asked respondents to our **Top 100 Risk Director research (on p20)** whether they should take on this more global responsibility, many gave a resounding ‘yes’ – and though it’s

“I’m a great fan of IT to introduce consistency. You get some reluctance asking ‘can you have a process that fits every single practice area?’ The answer is yes, if you’ve got time to devote to developing workflows.”

not the case in a lot of law firms yet, things are far more advanced than they were. Many of the top 100 risk heads already have much of this under their purview.

Garlick agrees that the time has come to widen the scope of risk. “How could you define being head of risk management but not be responsible [for things like that]?” she says.

“In an ideal world, [risk chiefs] should be involved in commercial risk [etc], because if they’re not involved in [that] assessment, how can they comply with obligations to assess financial stability [for example]?”

“If a senior manager makes a commercial decision that potentially puts the firm and puts clients at risk, a head of risk and compliance has to be involved in that, surely?” ●

Feature



Don your capes. Your time has come

Compliance officers, take your places... 2013 sees new roles, new responsibilities, new titles and new challenges, from global growth to embedding risk in fee earners' KPIs. Rachel Davies opens the door on a new world of risk and compliance

This year, something new is happening to the legal sector in England and Wales – and risk is a big part of it. But how will law firms adapt to and thrive under a regulatory system that, some say, allowed the downfall of financial services? How will those charged, on pain of severe personal financial penalty, with overseeing risk management in legal businesses cope with the responsibility? And what can be done to make sure legal stays on the right side of the regulator, and on the upside of growth?

Outcomes-focused regulation (OFR) has changed the way that risk is managed in law firms. And this year it makes real the mandatory COLPs (compliance officers for legal practice) and COFAs (compliance officers for finance and administration). One firm that's perhaps more prepared than many to meet these changes is Clifford Chance, which has centralised risk management and conflict processes since 2000. Chris Perrin, executive partner and GC at the magic circle firm, says "we've run ourselves in a way which makes it quite easy to apply the new rules and requirements, so I think we're relatively taking it in our stride".

It's the creation of a risk management culture that's most important. Angela Robertson, general counsel and global head of risk and compliance at Eversheds says: "There has to be a big push this year on embedding a culture of risk across our respective firms. We don't know quite what the expectations of the SRA will be, so we've all got to be flexible enough to adapt our thinking as the year evolves, and keep dialogue going with them and fellow professionals."

Andrew Cheung, GC at SNR Denton, agrees: "Risk management is now much less about process – it's much more sophisticated in terms of developing a risk culture whilst still being commercially competitive."

The introduction of the COLP, says Robertson, has brought about an appreciation at the top of firms that risk is now on a whole



"We've run ourselves in a way which makes it quite easy to apply the new rules and requirements, so I think we're relatively taking it in our stride"

Chris Perrin, executive partner and GC, Clifford Chance

new level of importance. "Rather than ticking a box, it's a wake-up call to firms that we all have to play a part in this new COLP environment."

Just as the regulations have changed, so risk teams must adapt – and possibly grow – to new demands. Perrin says his firm is expanding its risk function slightly, but "probably not as much as a lot of firms will be".

But though big changes are in process for firms with UK bases and offices, it's international business that will create the

biggest pressures on firms towards consistency and compliance. Robertson says: “It will be the international challenges that are likely to lead firms to increase their team sizes. All firms realise that we have to address these behaviours wherever in the world they occur.”

This links to a growing need for a wider risk role alongside a larger team. Nick McLoughlin,



“It’s increasingly tricky to make sure we’re on top of what clients request as a result of their own regulatory regime.”

Nick McLoughlin, operations director, Clyde & Co

operations director at Clyde & Co, says taking on enterprise-wide risk management might provide growth for the risk chief role. “That’s where any risk chief worth his or her salt will be looking to take a much more holistic view as to what’s happening across the firm.”

For many firms, the main route to increased compliance as workload goes up and the framework stays vague is through technology and automation, rather than recruitment.

IT plays a very important part in risk management, certainly around due diligence and identifying potential conflicts of interest during client matter inception. But there’s only so much technology can do – the rest, says Robertson, “is really down to individuals working with clients and being able to spot risk issues”.

In 2013 and beyond, a change in culture will be at the heart of every risk strategy.

As Cheung says: “It’s about embedding a culture of risk awareness and risk management and compliance. It involves an incredibly strong training dimension, but also the right incentives to change behaviour.”

Another challenge, says McLoughlin, is that clients are often under scrutiny from their own regulators or concentrating more on security, and much of what they’re asking for doesn’t fit well within the law firm way of working.

Do clients now drive compliance?

“It’s increasingly tricky to make sure we’re on top of what clients request as a result of their own regulatory regime,” says McLoughlin. “Quite often the questions in these requests are binary, and if you answer no to a question then you’re out – you don’t get the work even if you can get to, say, 80% of what they are after.” This can lead firms, in the end, to question whether it’s worth keeping a client because of the strictures being imposed.

One way to safeguard against this, says McLoughlin, is making sure that risk teams engage regularly with partners so they don’t

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just sign on the dotted line and commit to demands they can't, within the rules, agree to. Another might be to find global standards to bind to, especially as some say the legal industry has been caught napping in not having established a better common standard before clients started dropping big business rules on it. OFR might go some way to resolving this, because it will make it easier and more fruitful to to comply with international business standards (ISO27001 and so on).

Information security is an increasingly challenging area for firms. Clients' expectations are changing rapidly around who can see confidential information, and what protections are in place to ensure data security – and this has effects around the firm, from IT to knowledge management, HR and beyond. As Perrin says: "There's a delicate balance to be struck between client confidentiality and know-how moving within a firm."

Robertson at Eversheds says clients are now much more frequently conducting formal tender processes when selecting firms, and this process focuses on addressing risk and compliance issues at clients' request. Part of this is driven by clients' regulatory needs, but partly it's, once again, international business standards.

"Clients want to know exactly how we look after confidential information. They want to audit our systems to be satisfied we're operating to the highest possible levels," she says.

Back in the land of procurement, law firms have to take a much wider approach to the process. No longer are they being asked to just demonstrate legal skills or provide details of fees. There's a much wider initiative going on,

embracing risk, corporate responsibility and community engagement, for example.

The big problem around OFR is that the SRA hasn't outlined in detail what the annual information report they are meant to be submitting will cover. "Without that," says McLoughlin, "it's very hard to know what you should really be recording and how you should



"There is still scope to develop performance criteria around risk awareness for all roles across the business".

Angela Robertson, general counsel and global head of risk and compliance, Eversheds

be recording it." So, it's still down to changing behaviour in line with best practices, and monitoring behaviour.

Adapting to the unknown

An increasingly popular way of doing this incorporating risk into KPIs – following the lead of big business. How easy this is really

depends on what firms think their risks are, so there's a big element of business analysis behind this. But it's still not as clear-cut as risk heads would like it to be, says McLoughlin. "It's not very tangible unless you've got tick-boxes, and then you end up doing what the SRA didn't want us to do, which was to live in a tick-box environment."

Cheung says SNR Denton has built risk awareness into reviews, and this is also happening at Eversheds – but, says Robertson, "there is still scope to develop performance criteria around risk awareness for all roles across the business". Most other businesses would more readily accept a need for a financial incentive towards compliance – perhaps law still lags behind on making KPIs work to the best level.

OFR isn't necessarily going to make legal end up like 2008-era financial services, despite some saying it's a fundamentally flawed model.

McLoughlin is optimistic about the impact of OFR. "A lot of firms have used it to get people to adopt better practices," he says. However, in terms of enterprise risk management – the real world of business-level risk – the big professional services firms are miles ahead of law. As McLoughlin describes it, "anybody looking from the outside in will wonder what all the fuss is about".

Christine McLintock, general counsel for Pinsent Masons, also has a positive view of the new regime. "It could help raise the profile of risk and compliance, and help in ensuring that your processes are properly documented and compliance is evident."

International expansion and the resulting globalisation of risk issues is a key trend in the sector. For many firms at the top of the market, and some below that, going global (or at least international) is the way they're going to

compete, explains Marcus Shepherd, risk and compliance manager at Penningtons.

"Our focus now is on international work. There is a limited amount of additional work you're going to get from the UK market, so you have to look at compliance considerations for the regions that you're looking at."

"Our focus now is on international work. You have to look at compliance considerations for the regions that you're looking at."

Marcus Shepherd, risk and compliance manager,
Penningtons

Global markets, firm-wide risk

To Cheung at SNR Denton, probably the biggest challenge is increased complexity in managing operations in a globalised legal market.

"That is a challenge for every board and risk director, because different cultures and different operating practices across all those markets significantly increase the complexity of legal work and the risks that flow from it." The danger comes in the gap between the drive for international expansion and the recognition of the risk and complexity that brings.

Robertson at Eversheds has sought to ensure her risk team understand their roles are global. "Far more thought goes into the international impact of what we do as a team, and that has definitely improved the way we manage risk across our global business."

The rising role of risk

Better risk management requires firm-wide procedures but, as McLoughlin says, there can be great value in those people who are maverick in the way they do business – but they need a lot of attention.

“The mavericks are the ones that potentially bring in significant fees, so you need to work around them using a risk-based approach.” His advice is to better educate the teams about risk management – Clyde & Co has started to ensure its secretarial cohort is knowledgeable in this respect, for example, to catch any issues at the earliest possible stage.

The profile of risk managers and their teams will rise as a result of regulation that goes far beyond ticking boxes. But to really embed risk management in the culture, says Robertson, “you have to start from the top, making sure the firm’s management always think about the risk implications of decisions they take”.

McLoughlin is adamant that risk heads must maintain visibility. “If they’re not at the top table they need to be at the next table down so that they understand the various projects the firm is looking to undertake, as they all have innate risks you need to try to mitigate.” Robertson agrees that visibility is crucial: “I’ve got to be out there in the business, getting the relationship with key people, so they can see what we’re driving to achieve.”

The introduction of alternative business structures will also raise the importance of risk teams. Many law firms will become ABSs, and these, says Cheung, “will be under significant scrutiny from a regulatory perspective – and

that, coupled with a very robust power to fine, means there is a business case for a sophisticated and well-provisioned risk team”.

But OFR isn’t the key driver for change in attitudes towards risk, he says. “It’s a pretty blunt instrument to force change. Global awareness of client expectations, the link between good behaviours and profitability,



“Different cultures and different operating practices across all those markets significantly increase the complexity of legal work and the risks that flow from it.”

Andrew Cheung, general counsel, SNR Denton

recoverability and brand protection are far more powerful arguments to get people to consider the role of risk and compliance.”

In sum, while clients want more comprehensive, flexible and cheaper legal services, risk is becoming an increasingly global consideration. Mitigating risk will demand more expertise, resources and priority within law firms – positive news for tomorrow’s risk leader. ●

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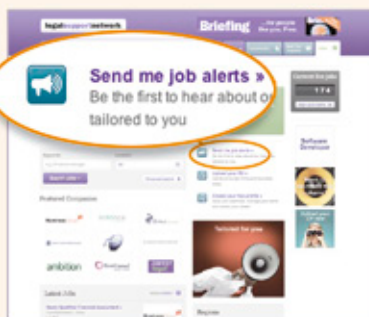
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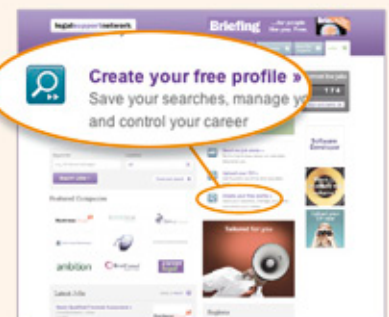
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Owning risk: Should you? Will you?

Should risk leaders in law firms be fully responsible for enterprise risk management, above risk and compliance with the handbook? You think they should – but will it happen?

Rachel Davies looks at the answers the top 100 risk heads gave us to this crucial question asked in our first survey of the legal sector's risk leaders



Risk management in legal is changing, and risk chiefs have wider remits and bigger challenges as a result.

In LSN's Top 100 Director research – this year for the first time covering the heads of risk – we asked whether those in charge of risk and compliance, traditionally a discrete area relating to regulatory compliance, should now be responsible for all areas of risk. The answer was an overwhelming 'yes', with 85% of respondents agreeing that they should. The weight of opinion was especially strong in the bottom 50, with no one voicing a 'don't know' or 'disagree' opinion.

Many respondents said they already 'owned' risk at their firm, but we also know that, in many firms, this simply isn't the case. Perhaps it's a mismatch of what the large risk remit might be. The need for change is clear – one respondent from a firm in the lower 50 told us that, in the new era of outcomes-focused regulation, the need for active central control of the areas mentioned in the poll is "greater than ever – these are issues that require full-time management and relevant expertise".

Uncertainty over this issue was the preserve of the top 50. Over a quarter of those polled in the top 25 firms, and well over a quarter of those in the 26-50 bracket, answered 'don't know' to our question. This may indicate that risk heads in the top 50 firms, while better prepared and better resourced than firms further down the top 100, are locked into sharing risk management with others – or that their larger remit helps them understand the scale of the task of firm-wide business risk management.

As one respondent from a top 50 firm puts it, "it depends on how risk management is structured and supervised in your firm" whether any risk head should take on this wide responsibility.

"The smaller the team, the harder it is

to focus with any detail on areas outside the traditional R&C [risk and compliance] remit," says another. "However, in such cases it is imperative that R&C be in regular dialogue with those departments handling the 'wider' risk areas of business continuity and information security, as they are key elements to the firm's overall risk profile."

But most were in agreement with risk leaders in our feature this month (see page 14) about the need for greater focus on firm-wide risk management. One top 50 firm respondent says: "Directors of risk should become more involved in the wider aspects of risk management. To have all aspects of risk and compliance centralised enables a fuller understanding of the types of risk faced by a firm and better management of the priorities on mitigation of risks."

But even in the widespread agreement in the bottom 50 there were still words of warning about how this might be achieved. One respondent in the bottom 50 caveated their answer by saying that focusing on wider risk management should only happen at the very top level, and by delegating responsibility to the correct person within the firm: "A higher level of involvement would be necessary while an area is judged to be high risk, until that risk is managed."

But, overall, it seems most risk heads expect to take a much wider perspective on risk management from 2013, though how this is interpreted and implemented may vary greatly – perhaps strictly according to resourcing – within the top 100 firms.

You can find the full list of top 100 risk directors/heads online on our website:

bit.ly/LSNtop100risk ●

Our survey sample was 46/100, evenly split between the top and bottom 50 segments. The best sub-segment represented was the top 25, with 18/25 responding.

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Not so risky business...



Take control



Firms need a global approach to risk, says **Elisabet Hardy** of **Thomson Reuters Elite**

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Bring in the gatekeepers



Process drives better risk management, says **the Frayman Group's Bryan Roberts**

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Risk fitness



Colin Wilson at **Winscribe** suggests a business risk fitness regime for law firms for 2013

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Consistency is key



Barry Bostoff of **FloSuite Legal** on why BPM will make risk managers' lives easier

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Easing the compliance burden



Jitendra Valera at **Iris Legal** on why firms need much better abilities to report on work

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Hybrid theory



Firms should use hybrid security for DM, says **Keith Lipman** of **Prosperoware**

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T

Briefing Industry Interview

ake control

Better risk management that can peer into every part of a law firm is coming, but firms need to take a more proactive approach to risk and information, says Elisabet Hardy of Thomson Reuters Elite

“In the legal industry several years ago, the focus on risk was more internal than external – today, those worlds are colliding.”

So says Elisabet Hardy, vice-president for product management at Thomson Reuters Elite. Hardy has ‘form’ in risk – her last job was in software helping big companies reduce fraud, manage risk and streamline audits, so she knows how big business does risk.

Widening the scope of risk management to get a more ‘global’ perspective means pulling in an awful lot of information together, outside of just processing matters, she says. But how can today’s new compliance officers for legal practice and financial administration get enough visibility of that information to ensure risk is being managed as well as it can be?

“It’s important to make a difference between managing risk and avoiding risk. Risks cannot be avoided in any business, and law firms are no different. There are going to be risks that you have to take, but you need to make sure you take the right ones.

“But to make those decisions, you have to have insight into information. You have to have a good idea of where risk is being introduced and where controls are breaking down. This can be very challenging to manage and could require lots of manual work unless you have a unified look at your data, think of risk management proactively, and rely on systems to highlight potential issues.

How proactive can a firm really be, and how do you get there? It’s all in the patterns, she says. “You need technology that’s smart enough to identify patterns in systems, data and transactions very early, and alert you to

something that might be falling out of the norm sooner than running a report or a metric, for example. Software can see patterns faster than humans can.”

The checks and balances within workflows and processes that produce the vital



“You have to have a good idea of where risk is being introduced and where controls are breaking down. This can be very challenging to manage unless you have a unified look at your data.”

information on compliance have to be thought about up front, says Hardy – they should be an integral part of the system. Taken together, more proactive systems that play an integral part of a firm-wide IT system and system of behaviours, processes, should produce a firm-wide level of consistent procedures that make firms easier to risk manage, she says.

“The challenge is going to be how does the compliance officer build those controls in so that I can get alerted proactively? How do I make that a part of the workflows?”

In the end it's about information architecture, not compliance rulebooks and case management, says Hardy. Next-generation compliance relates directly to how the firm handles information and how it understands the relationships between items of information. That's the only way to be truly proactive in seeking out possible conflicts, problems and bad activity.

Hardy cites a particular Elite client as an example of this. "They've done a great job of defining workflows and business processes, and taken into account every step to make sure that the right controls are embedded in that process so that business can flow seamlessly. Any outliers that might be risks can be flagged quickly, and they're now in the process of doing the same across all global locations. It was very interesting to see how they thought about risk management proactively – it wasn't thinking about it as an afterthought, it was embedding it as part of the business and how they think about the business."

A primary goal of putting technology in place to do this is the consistency of work that should result. Consistent approaches across the enterprise are, says Hardy, vital to creating a more compliant business.

And a vital component in creating consistency and the ability to control risk and proactively manage processes across the whole legal business – not just legal matters – is the ability to share information across business departments and IT systems.

"The critical point is that any IT systems should properly share information. They have

to share workflows across applications, and this ranges from business development and includes a CRM system, contact management and on to case and matter management – with a very heavy focus there, obviously, on new business intake – right into the financial management system.

"The critical point is that any IT systems should properly share information. They have to share workflows across applications, and this ranges from business development and includes a CRM system, contact management and on to case and matter management."

Elisabet Hardy, vice-president for product management,
Thomson Reuters Elite

"Systems today, whether you rely on Elite or not, have to share information because when risk occurs usually it's because you can't put two and two together."

Systems that can share information and report proactively into the business need more and better risk teams, says Hardy, but bigger teams need more automation, otherwise they will be swamped with data, however large they get.

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Briefing Industry Interview

Bring in the gatekeepers

Risk management in tomorrow's law firm will depend on more automation and much better reporting, says Bryan Roberts of the Frayman Group

The regulatory world in which law firm compliance officers now have to live is one that will demand and reward more and better reporting – both internally and to the regulator. But better reporting depends on how COLPs and COFAs get management information, the quality of the information and their ability to process it.

Bryan Roberts, senior vice-president and UK managing director for compliance software business the Frayman Group, works with many law firms on risk processes and IT systems – and his experience is that “fundamentally, better risk management starts with the quality of data that you collect”.

“When a firm takes on a new client or a new matter, the quality of information that is collected can often determine the ultimate quality of the reporting that comes out of the systems,” he says. “The COLP is responsible for reporting any deviations, but the COLP can

only do that if there is a centralised compliance system or some mechanism that is collecting that information and reporting on it.”

Fee earners and partners have never been fans of data entry or transactional systems to manage risk, especially when faced with big forms asking for information they most likely don't have yet. But Frayman teams have an ace up their sleeves: “Very smart forms technology, so whether somebody is on a mobile device or a laptop, they're only asked for pertinent, relevant data for the current context.”

But compliance in 2013 is an issue for everyone in the firm, he says, and this means driving consistent behaviours firm-wide. The best systems, says Roberts, do this by (in effect) social engineering fee earners work elicit best practice behaviours from them, collecting the information together and reporting proactively on it. “It's all about seamlessly integrating with the way they work.”

More reporting as a culture will be rewarding, he says, both from a regulatory perspective (not having the SRA over-scrutinising, if you can show high-quality reporting) and in efficiency, because better systems for internal oversight should encourage efficiency and proactive decisions.

“The more information you have at a management level, the better positioned you are to make better business decisions. It also builds confidence with clients.”

Most systematised compliance development in legal has happened in new business intake – that’s certainly where the Frayman Group has a great deal of experience as a core skill, says Roberts. But driving consistent behaviour means thinking about risk across practice areas, departmental divides and locations.

“There are fundamental rules within the intake process that should apply globally wherever you are in a law firm. The trick to having consistency in the core regulated areas is using automation to help. Most of the AmLaw/UK top 100 firms we deal with are now looking for a consistent global approach for client and matter inception from a systems as well as a business process perspective to reduce risk and improve reporting.”

Surprisingly, some compliance technology might have held firms back from this goal rather than helped them. “Early or first-generation workflow products were essentially asking firms to become experts in building workflow compliance systems. You wouldn’t ask a law firm to build its own accounting system these days, nor should it be necessary to do so for compliance systems.

“One of the things we’re doing is providing best-practice business inception templates in our state-of-the-art workflow product, Compliguard Flow, which gives a large international firm, for example, a very good starting point which they can mould to their

style of operating or their organisational structure. It’s far more flexible, less costly and faster to implement than older systems.”

The next generation of compliance technologies, says Roberts, is more of a ‘global gatekeeper’ that can ensure compliance rules and checks are applied across all the systems in a firm. Particularly popular in the US, where business take-on speed has been a focus, these systems make checks before clients and matters are created in core systems and ensure a higher quality of data – boosting reporting quality.

This approach can deliver enormous benefit because it can reach beyond any particular area. For example, constantly monitoring the activity in a firm’s top clients to ensure that anything that may impact the risk profile that they have with the client is picked up, before or as it happens. Clients don’t remain forever the same – they buy companies, they take on new clients themselves.

The same issue pertains to lateral hires that bring new clients on board. The best risk management approach would be to know the risks and impacts behind those clients before the hire is even made – but how many firms do or even can do that, easily?

“The reality for most firms is that they are finding out about conflicts and so on after the event, and perhaps not doing it in the most efficient way,” explains Roberts. “There may be things that the firm can do so deal with conflicts and problems, as long as it knows about this problem in advance. In some cases of course there’s no solution, but whatever the outcome, having the visibility of the risks is the key – and having the reporting is the key to having that visibility.”

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Industry Analysis

Risk fitness

Colin Wilson, vice-president for global sales at Winscribe, suggests a business fitness regime after the compliance officer deadline

That was a busy year last year, wasn't it? It was also uncomfortable and a saw lot of change, but the work that law firms have to undertake to comply with outcomes-focused regulation (OFR) could automatically set them jogging on the path to business health rather than the reverse.

The implementation of OFR and everything that hangs off it gained momentum in 2012, making regulatory compliance a topic on every board's agenda. There was much racing about and many an hour poring over the new SRA Handbook principals, and frantic recruiting of compliance experts followed. Any firm that did not have COLPs and COFAs in place and approved by the SRA by 1 January this year would be in breach, facing a hefty fine or even the revocation of the firm's licence or

recognition. From what I hear, over 1,000 of firms didn't make that deadline.

This period has seen one of the most massive shake-ups in the UK legal industry, and it's only the beginning. As uncomfortable as they might be for the more traditional UK law firms, the changes also present an enormous opportunity to freshen up, modernise, improve and preserve reputation, while delivering increased performance and profitability firm-wide, thereby creating fit and healthy models for law firms of the future.

Regardless of any government incentive to introduce change, firms have to innovate to ensure survival where the present economic climate is witnessing some well-established old names from the legal market collapse and others merge to stay afloat.

Progressive, well-managed law firms have recognised that in order to have a thriving and competitive firm, they need to run like a corporate business. This means reshaping their traditional partnership models, possibly replacing heads of finance, HR, marketing and IT with senior people (often) from outside the legal sector, and creating a board of individuals with a clear vision and strategy for the future of the legal practice. Client satisfaction and retention is key, served by efficient and empowered staff and supported by effective technology and processes.

Most firms have come to the conclusion that, apart from the obvious HR related methods of cutting costs, greater efficiencies can be sought through the better use of technology to drive better processes, and making fee earners' time more productive. All well and good, but these efficiencies should also better serve the client and show excellent compliance should the SRA come knocking.

Why compliance and efficiency go together

So, consider this: take the manual, admin-type processes away from fee earners (leaving them to do the fee-earning) and make the small investment of installing a business process management solution which integrates with existing systems, with no need for ripping out incumbent software. This serves to make processes such as client matter inception, conflict checking, file review and the like less arduous and more process-driven.

Make digital dictation and speech recognition software part of everyday life, with applications on mobile devices encouraging fee-earners to dictate on the move. This software is now developing at such a rate

that it might be time to see how a current system can be upgraded on an on-going basis to ensure output is kept at optimum levels. Plus, introducing 'follow the sun', where transcriptions can be set up to track the next available office or transcription centre in order of priority wherever they are in the world, will deliver a hard-to-beat time- and cost-efficient solution.

The bring-your-own-device phenomenon is one of the hottest legal IT topics for 2013. IT teams are increasingly being approached to connect these personal devices to corporate networks. This has great potential benefits, but ensuring data is kept secure is the big hurdle.

Ensuring client confidentiality, security of records, secure handling of cases/other types of confidential data is absolutely paramount. The technology needs to support many users working concurrently and with the highest security features built in. Transmission of files should be via secure HTTPS connection, which means that IT managers do not have to set up and maintain a network of VPN connections, thus reducing admin overheads and time. Ensure proprietary 256-bit encryption of files on the devices (including memory cards) and the ability to password protect the application keeping recordings safe, even if the device is lost or stolen.

The fundamental thing is to ensure that the 'fitness measures' a firm introduces are for the health of the business in the long term, and they should be adaptable, flexible and grow with the business. Being able to show compliance, lean and efficient practices, with fully auditable proof of performance, satisfies the regulators and, most importantly, the client.

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Industry Analysis

Consistency is key

Is BPM a compliance officer's new best friend? Barry Bostoff, senior sales consultant at FloSuite Legal, describes why business process management will make risk chiefs' lives easier

Under outcomes-focused regulation (OFR), law firms must now become more efficient to avoid being overwhelmed with compliance administration.

The introduction of compliance officers for legal and finance management (usually referred to as the COLP and COFA) brings with it the need for an end-to-end, cross-functional perspective, and business process management systems are an ideal way to achieve this.

Having software that supports lawyers in their jobs and can track and report on activity will be vital to ensuring they aren't bogged down in compliance administration and can focus on value-added work. This is a time of great and ongoing change in the legal market, so any BPM software needs to be able to easily accommodate business and operational changes.

The best tools are flexible enough to let anyone modify processes and should support rapid application development, which allows

a firm to deliver modifications in weeks rather than months. FloSuite Legal, for example, allows fee earners or business services people to simply drag and drop a modifying process onto a workflow they've already created.

Where BPM and case management (CMS) become so important in risk management, though, is through the application of consistent and defined behaviour. BPM and CMS systems must be set up so that no matter who you are in the practice, unless you abide by the rules and go through the prescribed client matter inception process, you can't open a new workspace in a document management system. The best systems also produce a full report with a breakdown of the elements of risk to the business, to prove that the relevant checks have been carried out.

Fundamentally, wherever documents move around an office, such as on an authorisation route, if it goes outside a defined process it opens the firm up to risk, and efficient use of

BPM can significantly reduce this risk.

BPM also helps meet firm-wide compliance needs while increasing efficiency. With BPM systems such as FloSuite Legal it's possible to build rules to forward work that hasn't been actioned within two hours to someone else. Work therefore never waits for authorisation – it's done as quickly as possible.

Understanding the processes within a firm and integrating compliance with those processes is crucial. You can't just tag new compliance policy and procedure requirements onto existing operations.

Compliance needs to be fully integrated into a firm's workflow as a continuous process – unless it's being done continually, a compliance officer cannot possibly be effectively managing a firm's compliance requirements.

BPM software has as much use in internal processes as in fee-earning ones. Capturing information about employees, for example, so that particular skill sets can be identified easily when required – doing this with BPM tools means not going back through old CVs, or sending emails out asking if anyone can speak fluent business French in the firm.

Building BPM onto case management can create even greater risk reduction and efficiency gains. This ties together, for example, the client matter inception process and what happens to the work once it enters case management – the key advantage of which is that the whole process is then formalised and subject to exception reports and alerts.

BPM has always been about mitigating risk, and an ever increasing number of savvy firms are using it to drive efficiency and compliance.

It can help in risk management in everything from non-standard work to post-merger process management – and will certainly make a firm more attractive to stricter banking partners and even outside investors.

And let's not leave out profitability, which is central to the growth and success of any legal business. BPM plays a vital part in helping firms assess the profitability of work, while



“The best tools are flexible enough to let anyone modify processes and should support rapid application development, which allows a firm to deliver modifications in weeks rather than months.”

reducing risk and creating consistent firm-wide compliance. In sum, it should be at the heart of any firm's risk and IT strategy in 2013.

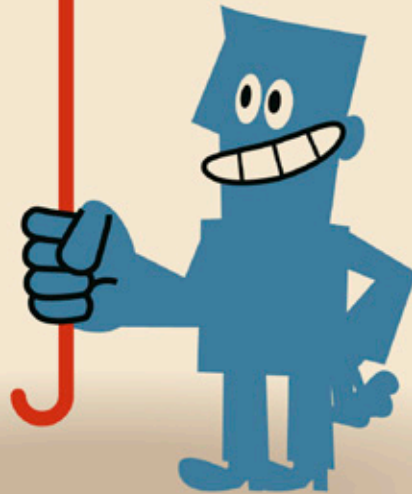
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Industry Analysis

Easing the compliance burden

Jitendra Valera, chief marketing officer for Iris Legal, outlines why compliance officers now need much better abilities to audit and report on their firm's working practices – and how to deliver them



By now your firm will be fully immersed in outcomes-focused regulation, as the final major plank of the regime – the introduction of the COLP and COFA compliance officer roles – is now in place. But the big test is still to come.

That test is: can compliance officers ensure there are systems in place to generate the best information about compliance, and collate that information into reports to be passed to the SRA, without wasting valuable time?

The new roles go live at a difficult time for law firms, which have spent what energy they have for reform in recent years on creating efficiencies. They've had precious little time to adjust to a less predictable, less 'tick box' regulatory framework. But there are some straightforward ways to develop a firm's compliance regime to maturity.

A key method through which a firm can gain assurance that it is working compliantly is to ensure systems are in place that report when breaches occur, and encourage compliant/best practice behaviour at every possible point.

These systems must be able to track and report on all kinds of breaches; and whilst material breaches must be reported as soon as possible, non-material breaches must also be reported at the appropriate point in the year.

Making better and easier reporting

Most firms have a practice and case management system (PCMS) and, although it plays a role in covering aspects of the firm's compliance needs, even more critical is the need for a firm to understand how to interpret

and apply the regulations to fit its own practice and apply this beyond what a PCMS can do. That's why we at Iris Legal have now partnered with Riliance Software (risk and compliance software) to enable firms to implement a more comprehensive solution, and report as fully as possible to the regulator and their own boards.

The SRA is determined to instil the notion that the responsibility for compliance lies with everyone in the firm, so firms now need the ability to continuously improve their processes and procedures. 'Review and refine' is a good mantra for COLPs and COFAs to use as they develop compliance frameworks in their firms.

Reviewing processes and the systems in place will be an absolute necessity moving towards the first reporting point at the end of 2013. The most capable firms will be using systems that allow them to regularly report internally to ensure their SRA report will be spot on.

Those firms that find it harder to produce internal reports and track compliance will, quite possibly, produce poor reports to the regulator. As Michelle Garlick points out in the main interview (see p7), those firms unable to properly report, or report at all, at the end of 2013 will almost certainly be first in the firing line.

Refining is the natural next step to a review. It's important to refine systems and processes in a measured way, often involving business analysis to determine what processes the firm has and how well they work, can be tracked and reported on. We think firms should refine technology to fit the firm, rather than 'changing' technology without changing the way they work. There is no 'one-size-fits-all'

solution, but firms should now be striving for leaner, faster, more automated processes that can be fully audited.

Capable technology that enhances the PCMS and is focused on compliance is vital in this mission, because it can be used to drive consistent behaviour and best-practice working, but it also creates the ability to audit



"There is no 'one-size-fits-all' solution, but all firms should now be striving for leaner, faster, more automated processes that can be fully audited."

Jitendra Valera, chief marketing officer for Iris Legal

firm-wide behaviour and report on it. Without this, firms will struggle to meet the demands of a regulator that will be keenly focused on anyone unable to show it is fully on top of its working practice.

Learn more about
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Industry Analysis

Hybrid theory

Using a hybrid security model for your document management system is the best way forward for flexibility and security, says Keith Lipman, president and founder of Prosperoware



Law firms possess incredibly valuable and sensitive information, and the internet fuels the growing threat by hackers. US security firm Mandiant estimates that 80 major law firms were hacked in 2011, so clearly we are not doing enough as an industry to secure our electronic files.

While the assumption of confidentiality is built into any discussion between a client and a lawyer, in reality a firm may have only 10 matters out of 5,000 that are walled off for confidentiality purposes. This means hackers potentially have access to most of the firm's content, including valuable trade secrets.

One of the biggest challenges in making matters confidential is that it hampers collaboration. When night secretaries or document processing centres need to work on a document, giving them access creates one more task the lawyer must remember to do. Similarly, when the responsible lawyer wants to get a quick opinion on a particular clause from another lawyer, she needs to remember to give them access to the relevant document.

A hybrid security future

The hybrid security model introduces the concept of an owner for every engagement or matter and, without sacrificing firm governance or the ability to collaborate, gives the owner responsibility for identifying team members, managing folder structures, and keeping sensitive information confidential.

In this model, all processes are seamless: none requires the support of an administrator. Each firm determines the flexibility it wants to give its professionals, ranging from complete flexibility to fixed requirements. In the hybrid model, work in progress remains public in a clearly marked folder, such as 'working drafts' (except where confidentiality is truly needed).

Email and all other documents, including supporting material from third parties and finished content that is signed and executed, are secured to the matter team. The ability to collaborate and to search for prior work product, therefore, is not impeded.

The model also takes into account the sensitivity of third-party supporting material, including emails. In many cases, documents the firm generates sanitise what is confidential in the third-party content. For example, engineers' notes on a patent are more likely to hold truly confidential information than the patent itself, because they demonstrate how the product works, while the application provides a description of a specific feature or capability.

A related email issue is that, from a cultural perspective, lawyers are like the general population – they consider emails to be personal. If firms want to encourage them to file their emails, lawyers are more likely to be compliant if there is some level of privacy and security. The hybrid model relieves that tension. To make the hybrid model work, firms need to make it very easy to create and secure folders to the matter team, and to give end users the ability to manage who's on the team. It is also necessary to avoid the complication of processes that require documents to be updated or re-filed each time a new user is added to the matter team. Lastly, it's vital to ensure that adding a new user to the matter team grants that person access to all secure documents across folders in the matter.

In all, using a hybrid security model for your document management system is the best way for law firms to get better DMS security and great flexibility, without compromise.

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Briefing is published by **Legal Support Network**, the only media and events business focused on every legal business services role



Rupert White is editor of **Briefing**, and head of content and community for LSN.
rupertw@lsn.co.uk



Rachel Davies is **Briefing's** editorial assistant. She also helps write our newsletters and maintain our site.
racheld@lsn.co.uk



James Callard is LSN's head of corporate partnerships – contact him about recruitment advertising.
jamesc@lsn.co.uk



Stella Paterakis is LSN's client services guru – contact her for **Briefing** commercial enquiries.
stellap@lsn.co.uk

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