WIRO assessment of Solutions & ILARS: Final report: Key findings and proposed areas for action

26 August 2020

nous

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Key findings and proposed areas for action

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1. Executive summary

Executive summary

CONTEXT AND BACKGROUND

The Workers Compensation Independent Review Office (WIRO) was established in 2012. It has two primary roles:

- Finding solutions for injured workers with complaints about insurers

- Managing the provision of legal advice and assistance for injured workers.

In April 2020, following a competitive RFQ process, WIRO appointed Nous Group (Nous), an independent management consulting firm, to conduct an assessment of WIRO Solutions and Independent Legal Assistance and Review Service (ILARS).

The assessment used a robust process

Nous developed a comprehensive and robust framework to complete the assessment. The Solutions assessment framework built from the Australian Government's *Benchmarks and Key Practices for Industry-based Customer Dispute Resolution*. It included five specific elements (accessibility, efficiency, effectiveness, fairness and accountability), with 4-7 specific themes in each element. The ILARS assessment framework was based on themes specified in the RFQ. It included six specific elements (accessibility, efficiency, effectiveness, early solutions, accountability and fairness for lawyers), with 2-7 specific themes in each element.

Both assessments were completed using a variety of methods. This included document review, case review, direct observation of service provision and discussions with WIRO staff and key stakeholders (external lawyers who represent injured workers, trade unions as representatives of injured workers and insurers). The assessment process was completed in two parts, with a mid-point check-in with the WIRO Executive to discuss initial findings and further refine the assessment framework.

Stakeholders provided exceptionally positive feedback on WIRO's performance

External stakeholders highly value WIRO's services. Services were seen as accessible and expert. Both Solutions and ILARS were seen to seek outcomes which were fair to all stakeholders and to be responsive to feedback. Stakeholders acknowledge and appreciate the efforts WIRO had made in recent years to improve its services.

Indicative of the feedback were comments such as: "WIRO is the most highly skilled agency in the workers compensation scheme"; "WIRO is very efficient. Their people are always happy to discuss any issue by email or phone"; and "WIRO is completely transparent and its policies are well explained". While stakeholders identified some areas for improvement, the overwhelming view was that WIRO will be building from a position of strength in further improving its services.

Nous assesses most services to be highly mature

Based on the insights from the assessment activities, Nous assessed the maturity of Solutions and ILARS services against a typical maturity framework, with the dimensions of Embryonic – Emerging – Establish – Embedded. The current maturity assessment was assessed as Established for eight elements and Emerging for three elements.

Nous believes WIRO is well-placed to deliver further improvements

WIRO has a great foundation to further improve its services. As noted, WIRO's recent improvements have been well received by stakeholders. Solutions and ILARS senior staff recognise opportunities for further improvement and are also ambitious about the level of change they would like to achieve.

NOUS RECOMMENDS FOUR AREAS FOR ATTENTION TO FURTHER IMPROVE WIRO'S SERVICES

Based on the findings from the assessment activities, this report presents four areas of focus for WIRO to further enhance its services over the next 18 to 24 months.

The specific actions in these areas are designed to address the key opportunities for improvement identified through the assessment and further mature WIRO's services. If successfully implemented, Nous believes the maturity level will evolve by one 'step' for each element, such that the target maturity will be embedded for eight elements and established for three elements.

The areas of focus are deliberately framed without specific reference to Solutions or ILARS. Improvements should be delivered through a "whole-of-WIRO" approach to ensure WIRO moves forward as one, cohesive organisation.

1   **Explore opportunities to strengthen the workers' compensation system:**

External stakeholders value the current information that WIRO provides on systemic issues and would appreciate further analysis and influence from WIRO on these issues. Some external stakeholders would also welcome an increased use of compliance mechanisms by WIRO and a greater role in finding early solutions.

We recommend that WIRO better use its data and expertise to influence change in the system, and to improve outcomes through utilising its power to undertake formal investigations of complaints. We also recommend WIRO expands its role in finding early solutions.

2

Boost engagement with external stakeholders

External stakeholders understand and value WIRO's services, though noted a few areas where WIRO could improve external engagement, particularly to address the low level of awareness of WIRO's services with injured workers, and accessibility issues for workers who speak languages other than English. Insurers emphasised the value of Solutions' collaborative approach and requested regular opportunities for two-way feedback. Service observations and internal consultations highlighted the administrative burden on ILARS due to external lawyers not complying with WIRO's processes.

We recommend that WIRO boosts awareness with injured workers through reviewing the information provided to their intermediaries (such as insurers and unions) and by providing information about WIRO's services in multiple languages. We also recommend that Solutions reinstitute its regular feedback meetings with insurers, and that ILARS reviews the accessibility of the information it provides to external lawyers on WIRO processes.

3

Establish a quality assurance program

WIRO provides high quality services, and external stakeholders noted that any feedback or complaints are quickly addressed. Despite this, review of WIRO's internal documentation and processes indicated that key quality assurance elements are not in operation.

We recommend that WIRO initiates a quality assurance program to build a deeper and more timely evidence base to drive further improvement. Key elements of this would include: a regular external assessment of WIRO's functions; regular file audits; tracking the satisfaction of injured workers and other clients and other key metrics; and ensuring that insights from the quality assurance process are used to improve the quality of services and individual staff performance.

4

Enhance business processes

WIRO's business processes are generally efficient and effective. Service delivery observations and internal consultations found some inconsistencies in case management across team members in Solutions and ILARS, and opportunities for improved workflows and automation in Resolve. The observations and consultations also highlighted that ILARS principal lawyers have a relatively high administrative workload. We recommend WIRO further improves its business processes to boost the consistency and efficiency of service delivery, particularly around case management and Resolve. ILARS should also introduce webforms where possible to reduce the administrative burden on team members. We also recommend that WIRO reviews and reallocates the administrative responsibilities of ILARS' principal lawyers where possible.
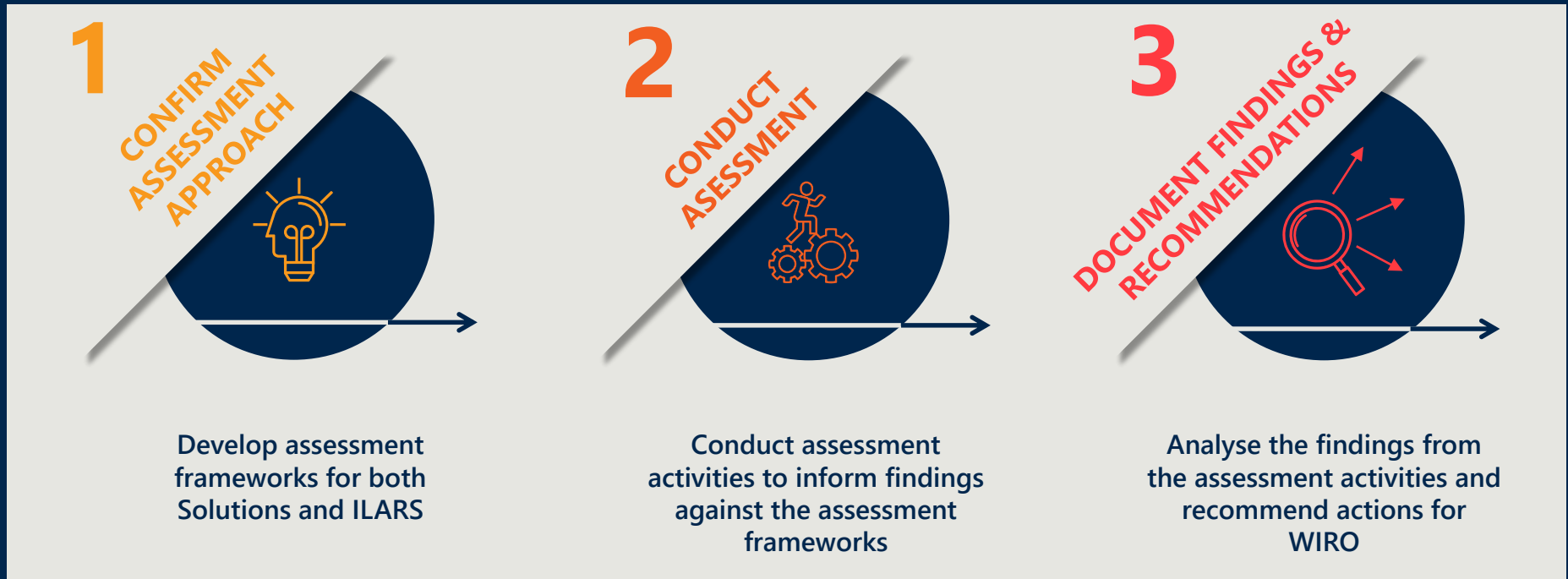
Nous thanks the WIRO Executive and staff for their cooperative and enthusiastic approach to the assessment.

2. Assessment approach

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The assessment followed a rigorous process

The assessment consisted of three distinct stages, see below. The stages were conducted in consecutive order with a view to deliver the findings and recommendations in this final report. For further detail on the assessment approach see p. 11, and for summaries of the assessment frameworks for Solutions and ILARS see pp. 12-13.

1 CONFIRM ASSESSMENT APPROACH

2 CONDUCT ASESSMENT

3 DOCUMENT FINDINGS & RECOMMENDATIONS

Develop assessment frameworks for both Solutions and ILARS

Conduct assessment activities to inform findings against the assessment frameworks

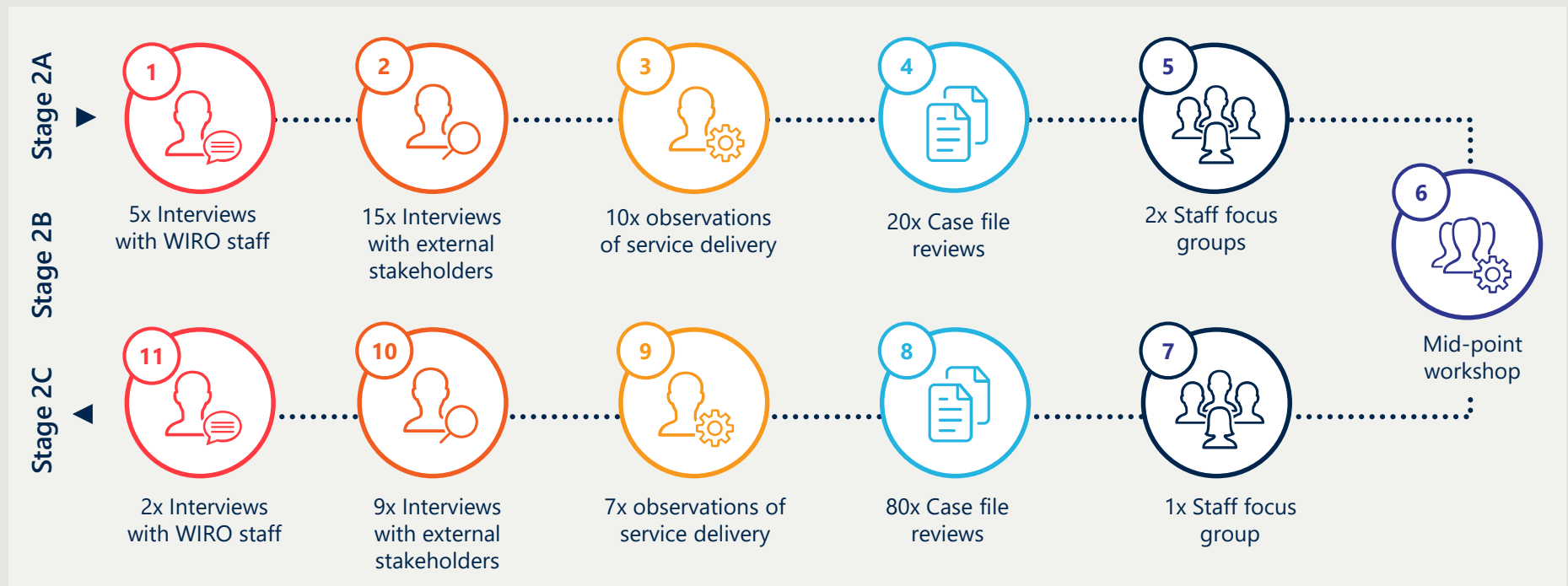Analyse the findings from the assessment activities and recommend actions for WIRO

A range of assessment activities was conducted

The assessment took an iterative data gathering approach. Following the completion of a document review and the initial assessment activities (Stage 2A), Nous engaged with WIRO's executive team to review emerging insights and refine the assessment approach (Stage 2B). Further assessment activities were then conducted to confirm the emerging insights and explore other areas of interest (Stage 2C).

External stakeholders included lawyers, insurers and unions. Part B, section 7 has further information on the internal and external stakeholders interviewed.

The observations of Solutions' and ILARS' service delivery took place in WIRO's office. A Nous consultant directly observed how team members managed cases or the grant approval process, including how they interacted with injured workers and other external stakeholders, and how they undertook file administration work. All team members and external stakeholders involved in the observations gave informed consent. The observer did not record any identifiable information about external stakeholders.

The case reviews were undertaken through access to WIRO's Resolve case management software. Nous reviewed a representative sample of cases selected by WIRO (see pp. 39 and 49 for more detail). The full case review frameworks, including detailed findings, are attached in Appendices.

Stage 2A

1. 5x Interviews with WIRO staff
2. 15x Interviews with external stakeholders
3. 10x observations of service delivery
4. 20x Case file reviews
5. 2x Staff focus groups

Stage 2B

6. Mid-point workshop

Stage 2C

11. 2x Interviews with WIRO staff
10. 9x Interviews with external stakeholders
9. 7x observations of service delivery
8. 80x Case file reviews
7. 1x Staff focus group

A comprehensive assessment framework was used for Solutions

Nous assessed the performance of Solutions' services with regard to the following elements. The elements were derived from what WIRO presented as the most crucial elements for this assessment from the Australian Government's *Benchmarks and Key Practices for Industry-based Customer Dispute Resolution*. Part B, section 8 provides the detailed assessment framework.

ACCESSIBILITY

- Ease of application
- Staff assistance with complaints
- Effective referral of complaints
- Support provided for complainants
- Accessible cost of services
- Simple processes

EFFICIENCY

- Clear scope and powers of the decision-maker
- Complaints referred or excluded when appropriate
- Liaison with other forums (if required)
- Systemic issues are addressed
- Timeliness of complaint processing
- Ongoing review of performance
- Recording and tracking of complaints

EFFECTIVENESS

- Sufficient scope
- Appropriately qualified staff
- Appropriate resourcing and processes
- Appropriate professional development

FAIRNESS

- Fair and reasonable decisions
- Timely ongoing communication
- Ease of providing case particulars
- Information and third parties kept confidential
- Consistency and compliance is reviewed

ACCOUNTABILITY

- Accessible information on making a complaint
- Ability to receive complaints
- Use of feedback for continuous improvement
- Regular reporting
- Timely responses to complaints

| Document review | Internal consultations | External consultations | Case reviews | Process observation |

A comprehensive assessment framework was used for ILARS

Nous assessed the performance of ILARS's services having regard to the following elements, which were developed with WIRO based on the elements it identified in the RFQ. Part B, section 8 provides the detailed assessment framework.

ACCESSIBILITY

- Clear scope of services
- Clear and simple grant application processes (including application processes for grants, for increases in funding and to become an approved lawyer)
- Staff assistance with applications

EFFICIENCY

- Timeliness of grant provision
- Timeliness of further stage funding requests
- Timeliness of payments
- User friendly internal processes for invoicing
- Documents are managed well

EFFECTIVENESS

- Alignment of funding decisions
- Appropriate resourcing and processes
- Appropriate professional development
- Relevant needs considered
- Appropriate services provided
- Independent and expert services
- Ongoing review of services

EARLY SOLUTIONS

- Appropriate early solutions
- Timely early solutions
- Capacity and capability

ACCOUNTABILITY

- Accessible and transparent policies
- Regular reporting

FAIRNESS FOR LAWYERS

- Fair and equitable provision of funding
- Ability to receive complaints

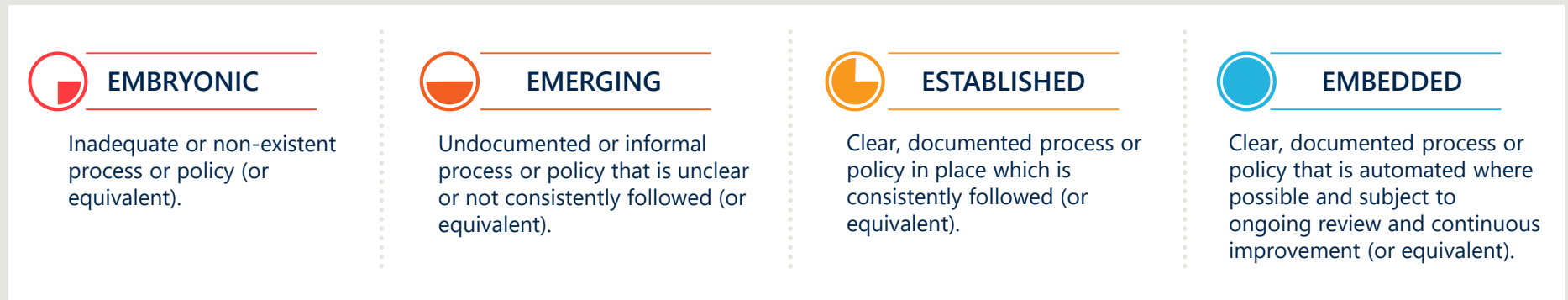| Document review | Internal consultations | External consultations | Case reviews | Process observation |

3. Maturity framework and summary of findings

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A maturity model was used to highlight current, and set target, maturity

To understand how well WIRO was performing against the elements in the assessment framework, Nous used the following typical maturity model.

EMBRYONIC	**EMERGING**	**ESTABLISHED**	**EMBEDDED**
Inadequate or non-existent process or policy (or equivalent).	Undocumented or informal process or policy that is unclear or not consistently followed (or equivalent).	Clear, documented process or policy in place which is consistently followed (or equivalent).	Clear, documented process or policy that is automated where possible and subject to ongoing review and continuous improvement (or equivalent).

The model was used to document:

- **Current maturity**, assessed based on the information gathered through the assessment activities (Stages 2A and 2C).

- **Target maturity,** which is Nous' assessment of where WIRO should aim to be within 18-24 months to achieve its strategic direction. The target assessment is informed by:
    - Nous' reflection on what is a feasible improvement for an agency of WIRO's size
    - The broader external environment in which WIRO operates
    - The WIRO executive's:
        - thoughts on 'desired maturity' in the mid-point workshop (Stage 2B)
        - enthusiasm to drive further improvements.

Key findings from the Solutions maturity assessment

Drawing on the information gathered through the assessment activities, Nous made the following findings regarding the current maturity of Solutions' services. The recommended changes, grouped into four areas described further on pp. 18-25, are designed to deliver the target maturity in 18-24 months. Section 5a contains the detailed insights on Solutions' operations from the assessment activities.

Element	Current maturity assessment		Target maturity		Nature of the recommended change
Accessibility	Established		Embedded		• Boost engagement with external stakeholders • Enhance business processes
Efficiency	Established		Embedded		• Enhance business processes
Effectiveness	Established		Embedded		• Explore opportunities to strengthen the workers compensation system • Establish a quality assurance program • Enhance business processes
Fairness	Established		Embedded		• Explore opportunities to strengthen the workers compensation system • Establish a quality assurance program • Enhance business processes
Accountability	Emerging		Established		• Boost engagement with external stakeholders • Establish a quality assurance program

Key findings from ILARS maturity assessment

Drawing on the information gathered through the assessment activities, Nous made the following findings regarding the current maturity of ILARS's services. The recommended changes, grouped into four areas described further on pp. 18-25, are designed to deliver the target maturity in 18-24 months. Section 5b contains the detailed insights on Solutions' operations from the assessment activities.

Element	Current maturity assessment		Target maturity		Nature of the required change
Accessibility	Established		Embedded		• Enhance business processes
Efficiency	Established		Embedded		• Boost engagement with external stakeholders • Enhance business processes
Effectiveness	Established		Embedded		• Explore opportunities to strengthen the workers compensation system • Establish a quality assurance program • Enhance business processes
Early solutions	Emerging		Established		• Explore opportunities to strengthen the workers compensation system
Accountability	Emerging		Established		• Establish a quality assurance program
Fairness to approved lawyers	Established		Embedded		• Boost engagement with external stakeholders • Establish a quality assurance program

4. Proposed areas for action

Nous' recommendations are presented in four focus areas, with key actions

The assessment activities yielded extensive and detailed insights regarding the performance of Solutions' and ILARS' service. These insights are contained on pp. 26-49 of this report.

Based on these insights, Nous identified four key areas of focus for WIRO to pursue over the next 18 to 24 months. The following pages present:

| The alignment between the four focus areas and WIRO's priorities for 2020-22

| For each focus area, the:
  - o proposed actions for WIRO to implement
  - o key assessment framework elements impacted by the proposed actions
  - o selected key findings from the assessment activities that support the focus area and action, with the fuller set of insights on pp. 26-49.

WIRO can approach these recommendations from a great foundation. Solutions' and ILARS' services are highly-valued by injured workers, lawyers and other stakeholders within the workers compensation scheme. Stakeholders also recognised the significant improvement in services over the past few years due to the efforts of the WIRO executive and staff. The quotes below are indicative of the feedback we received from stakeholders. Further detail is on pp. 26-49 of this report.

WIRO is "the most highly skilled agency in the workers compensation scheme."

"There is a sense of mutual respect and a sense of working together [with WIRO] to give injured workers a fair go."

"[WIRO] is very efficient. Their people are always happy to discuss any issue by email or phone."

WIRO is "completely transparent" and policies are well explained."

"We all work very collaboratively together to make the system workable."

The proposed areas for action support WIRO priorities

At the same time as Nous' independent assessment, WIRO was setting priorities for 2020-22. Post finalisation of Nous' focus areas WIRO shared its future priorities. The graphic below illustrates the alignment between the recommended focus areas and WIRO priorities.

FOUR AREAS TO FOCUS EFFORT

WIRO PRIORITIES 2020-22

Focus area	Action		WIRO impact	Priority
System role	Explore opportunities to strengthen the workers compensation system	**Whole-of-organisation improvements that:** • Support the current WIRO priorities • Realise opportunities identified in the independent assessment	▶ Increasing WIRO's impact in finding early solutions	**Early Solutions**
External stakeholder engagement	Boost engagement with external stakeholders		▶ Increasing WIRO's impact in improving the workers compensation system	**System improvement**
Quality assurance	Establish a quality assurance program		▶ Improving the wellbeing and development of WIRO people and our workplace	**Workplace wellbeing & development**
Business processes	Enhance business processes		▶ Increasing the effectiveness and efficiency of WIRO operations	**Effectiveness and efficiency**

1. Explore opportunities to strengthen the workers compensation system

WIRO currently provides much-valued services in helping injured workers solve disputes with insurers. It has the potential to utilise its data and expertise to play a broader role in the scheme through an increased focus on finding early solutions and identifying and addressing systemic issues.

SOLUTIONS

The proposed actions (on the right) are designed to achieve the following target maturity levels:

Element	Current maturity	Target maturity
Fairness	Established	Embedded
Effectiveness	Established	Embedded

Key findings underpinning the proposed actions:

- While insurers appreciate Solutions' role as an "honest broker", unions and lawyers told us Solutions was seen as a "toothless tiger", simply repeating insurers' views to injured workers, rather than driving specific complaint outcomes through compliance mechanisms.
- Insurers would value more feedback, richer data on key trends in the scheme, and the opportunity to work with Solutions to resolve systemic issues.

ILARS

The proposed actions (on the right) are designed to achieve the following target maturity levels

Element	Current maturity	Target maturity
Early solutions	Emerging	Established
Effectiveness	Established	Embedded

Key findings underpinning the proposed actions:

- Internal stakeholders and the service delivery observations highlighted the opportunity for ILARS to find early solutions for a broader set of disputes, given the efficiency and effectiveness of ILARS current early resolution processes with NRTC matters.
- ILARS's legal expertise and extensive data could be used more effectively to identify and address systemic issues in the scheme. External stakeholders value the current information, updates and education provided by ILARS and saw opportunity for WIRO to do more in this area.

PROPOSED ACTIONS

Explore opportunities to strengthen the workers compensation system:

1.1 Utilise WIRO's power to undertake formal investigations of complaints against insurers, where appropriate. (Solutions)

1.2 Determine how WIRO can improve outcomes through an expanded role in finding early solutions (ILARS)

1.3 Use WIRO's data and insights to identify, report on, and make recommendations to improve the workers compensation system.

Effort vs impact of desired change:

IMPACT			
H		1.1	1.2, 1.3
M			
L			
	L	M	H

EFFORT
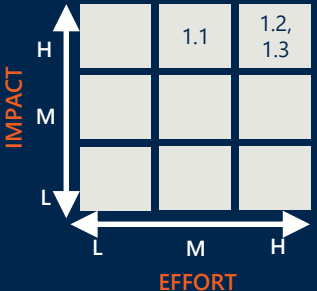
2. Boost engagement with external stakeholders

External stakeholders who engage with WIRO understand and value its services. There is an opportunity to boost awareness about WIRO's services with injured workers, and to better educate external lawyers on WIRO processes to improve accessibility and efficiency.

SOLUTIONS

The proposed actions (on the right) are designed to achieve the following target maturity levels:

Element	Current maturity	Target maturity
Accessibility	Established	Embedded
Accountability	Emerging	Established

Key findings underpinning proposed actions:

- Some external stakeholders noted that many injured workers do not know about WIRO's functions and the assistance that it can provide,
- External stakeholders also noted that there may be accessibility issues for workers who speak languages other than English.
- Insurers appreciate Solutions' collaborative approach and would value ongoing regular meetings to provide two-way feedback.

ILARS

The proposed actions (on the right) are designed to achieve the following target maturity levels:

Element	Current maturity	Target maturity
Efficiency	Established	Embedded
Fairness to lawyers	Established	Established

Key findings underpinning proposed actions:

- Some of the administration burden on principal lawyers could be reduced if external lawyers better understood WIRO's processes and their obligations. This is particularly prominent in respect to invoicing and funding policy updates.

PROPOSED ACTIONS

Review and refine approach to stakeholder engagement:

2.1 Review and, where valuable, expand the information that WIRO provides to injured workers intermediaries (e.g. insurers, unions, doctors, rehabilitation providers).

2.2 Provide information about WIRO's services in multiple languages. (Solutions).

2.3 Provide regular opportunities for insurers to give two-way feedback. (Solutions).

2.4 Review and, where valuable, update or improve the accessibility of the information that WIRO provides to external lawyers and their support staff on WIRO processes (e.g. early solutions, review processes, invoicing). (ILARS)

Effort vs impact of desired change:

	L	M	H
H			
M	2.3	2.1, 2.2, 2.4	
L			

IMPACT

EFFORT
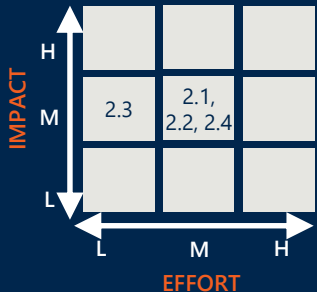
3. Establish a quality assurance program

The assessment found that WIRO delivers high quality services. Through the development of a deeper and more timely evidence base, there is an opportunity to drive further improvements in WIRO's services.

SOLUTIONS

The proposed actions (on the right) are designed to achieve the following target maturity levels:

Element	Current maturity	Target maturity
Effectiveness	Established	Embedded
Fairness	Established	Embedded
Accountability	Emerging	Established

Key findings underpinning the proposed actions:

- While Solutions generally deals quickly and effectively with feedback and complaints, there is currently no:
  - Formal complaints policy and process (we note that this is in development) or processes to regularly seek feedback from external stakeholders
  - Mechanism to assess the satisfaction of injured workers and other clients
  - Processes to ensure that data is used to improve services
  - Regular review process.

ILARS

The proposed actions (on the right) are designed to achieve the following target maturity levels:

| Element	Current maturity	Target maturity
Effectiveness	Established	Established
Accountability	Emerging	Established
Fairness to lawyers	Established	Established

Key findings underpinning the proposed actions:

- As with Solutions, while ILARS generally deals quickly and effectively with feedback and complaints, key quality assurance elements are not in operation.

PROPOSED ACTIONS

Initiate quality assurance program to build strong evidence base for continuous improvement:

3.1 Complete an external assessment of WIRO's functions every 3-5 years.

3.2 Conduct regular reviews of a statistically significant sample of case files to ensure quality and consistency of services.

3.3 Introduce a mechanism to track and report on the satisfaction of injured workers, case managers, and other direct users of WIRO services, such as a regular survey.

3.4 Increase the use of data driven insights to improve quality of services, such as by tracking timeliness and satisfaction.

3.5 Introduce mechanisms to ensure effective executive and staff consideration of insights from the quality assurance process.

3.6 Enhance continuous improvement by providing all staff with regular performance feedback based on data obtained through the quality assurance processes.

Effort vs impact of desired change:

IMPACT			
H		3.2, 3.6	3.1
M		3.3, 3.4, 3.5	
L			
	L	M	H

EFFORT
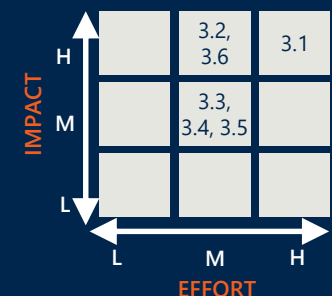
4. Enhance business processes

WIRO's business processes, and the diligence of staff, ensure customers receive high quality services within reasonable timeframes. There are opportunities to improve business processes to further increase the consistency and efficiency of service delivery and internal resource allocation.

SOLUTIONS

The proposed actions (on the right) are designed to achieve the following target maturity levels:

Element	Current maturity	Target maturity
Accessibility	Established	Embedded
Efficiency	Established	Embedded
Effectiveness	Established	Embedded
Fairness	Established	Embedded

Key findings underpinning proposed actions:

- Case management processes could be improved through reviewing the workflow in Resolve.
- Some staff believe that some processes in Resolve do not add value. This could be due to lack of understanding of the processes and Resolve's full capabilities.
- Service delivery observations found some inconsistency in case management across dispute resolution officers particularly in relation to saving notes and documents in Resolve and closing cases.

ILARS

The proposed actions (on the right) are designed to achieve the following target maturity levels:

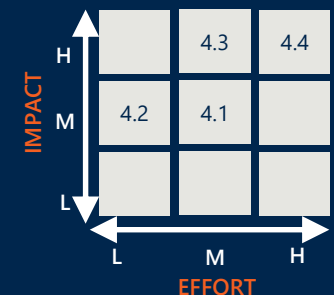| Element	Current maturity	Target maturity
Accessibility	Established	Embedded
Efficiency	Established	Embedded
Effectiveness	Established	Embedded

Key findings underpinning proposed actions:

- Case management could be made more efficient by further automation of processes in Resolve and the increased use of templates.
- There is some inconsistency in case management across principal lawyers particularly in relation to saving notes and documents in Resolve, and timeliness on requests for extension of funding.
- Principal lawyers spend a significant amount of time on administrative tasks. These processes could be simplified or allocated to an administrative function.

PROPOSED ACTIONS

Review and improve high impact business processes:

4.1 Improve and codify case management processes and Resolve workflows for both Solutions and ILARS.

4.2 Review and where necessary update staff training to improve utilisation of Resolve capabilities and consistency of services.

4.3 Review and reallocate where possible the administrative responsibilities of principal lawyers. (ILARS)

4.4 Introduce webforms for applications for grants of funding and invoices, which automatically input data into Resolve reducing the need for data entry work. (ILARS)

Effort vs impact of desired change:

IMPACT			
H		4.3	4.4
M	4.2	4.1	
L			
	L	M	H

EFFORT

Proposed actions to move from current to target maturity

1 **EXPLORE OPPORTUNITIES TO STRENGTHEN THE WORKERS COMPENSATION SYSTEM**

1. Utilise WIRO's power to undertake formal investigations of complaints against insurers, where appropriate. (Solutions)
2. Determine how WIRO can improve outcomes through an expanded role in finding early solutions (ILARS)
3. Use WIRO's data and insights to identify, report on, and make recommendations to improve the workers compensation system.

2 **BOOST ENGAGEMENT WITH EXTERNAL STAKEHOLDERS**

Review and refine approach to stakeholder engagement:

1. Review and, where valuable, expand the information that WIRO provides to injured workers intermediaries (e.g. insurers, unions, doctors, rehabilitation providers).
2. Provide information about WIRO's services in multiple languages. (Solutions).
3. Provide regular opportunities for insurers to give two-way feedback. (Solutions).
4. Review and, where valuable, update or improve the accessibility of the information that WIRO provides to external lawyers and their support staff on WIRO processes (e.g. early solutions, review processes, invoicing). (ILARS)
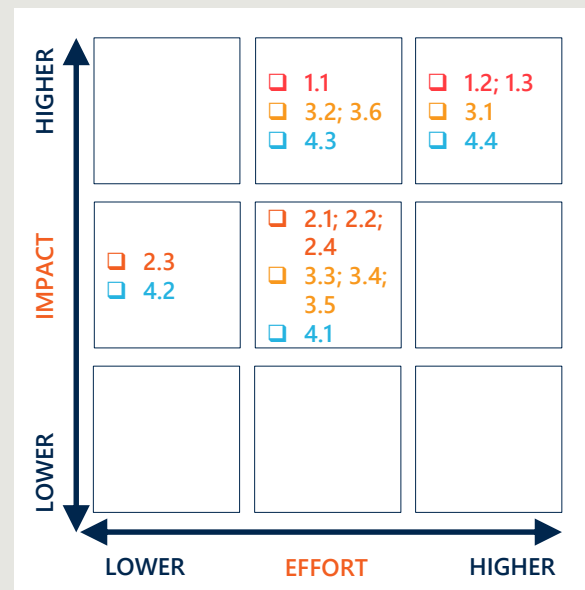
3 **ESTABLISH A QUALITY ASSURANCE PROGRAM**

Initiate quality assurance program to build strong evidence base for continuous improvement:

1. Complete an external assessment of WIRO's functions every 3-5 years.
2. Conduct regular reviews of a statistically significant sample of case files to ensure quality and consistency of services.
3. Introduce a mechanism to track and report on the satisfaction of injured workers, case managers, and other direct users of WIRO services, such as a regular survey.
4. Increase the use of data driven insights to improve quality of services, such as by tracking timeliness and satisfaction.
5. Introduce mechanisms to ensure effective executive and staff consideration of insights from the quality assurance process.
6. Enhance continuous improvement by providing all staff with regular performance feedback based on data obtained through the quality assurance processes.

4 **ENHANCE BUSINESS PROCESSES**

Review and improve high impact business processes:

1. Improve and codify case management processes and Resolve workflows for both Solutions and ILARS.
2. Review and where necessary update staff training to improve utilisation of Resolve capabilities and consistency of services.
3. Review and reallocate where possible the administrative responsibilities of principal lawyers. (ILARS)
4. Introduce webforms for applications for grants of funding and invoices, which automatically input data into Resolve reducing the need for data entry work. (ILARS)

Impact vs Effort matrix:

- HIGHER impact / middle effort: 1.1; 3.2; 3.6; 4.3
- HIGHER impact / HIGHER effort: 1.2; 1.3; 3.1; 4.4
- Middle impact / LOWER effort: 2.3; 4.2
- Middle impact / middle effort: 2.1; 2.2; 2.4; 3.3; 3.4; 3.5; 4.1

Axes: IMPACT (LOWER to HIGHER), EFFORT (LOWER to HIGHER)

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━━━ **About Nous** ━━━

Nous Group is an international management consultancy operating in 10 locations across Australia, the UK and Canada.

For over 20 years we have been partnering with leaders to shape world-class businesses, effective governments and empowered communities.

400
PEOPLE

10
LOCATIONS

3
COUNTRIES