



New Ways of Working - Electronic Document and Records Management System (EDRMS)

Report by the Strategic Director, Andrew Gardiner

1.0 Summary

1.1 This report seeks Member approval to release the necessary funding to support the internal secondment of resources to enable the delivery of EDRMS across the councils and facilitate the Councils' objective to introduce New Ways of Working.

2.0 Background

2.1 This report comes to Members as part of our long term strategy to :

- To implement New Ways of Working inc facilitating office based, flexible and remote working arrangements;
- Reduce from 3 to 2 main admin buildings;
- Reduce paper/filing/storage;
- Implement streamlined working processes and practices;
- Reduce administration costs;
- Increase efficiency savings;
- improve customer service

2.2 EDRMS has been used by all four CenSus authorities (Adur, Worthing, Horsham, Mid Sussex) for a number of years, predominantly in Development Management and Revenues and Benefits following the decision to purchase, for shared use, a document management system from Northgate called Information at Work (I@W).

2.3 This is now being rolled out across the four councils over the next 2/3 years in line with a CenSus wide EDRMS programme agreed by the CenSus Chief Executives and CenSus Partnership Management Board in May 2012.

2.4 EDRMS enables services to store, retrieve and manage documents electronically. This has a number of potential efficiency benefits for services, including:-

- Removing (or reducing) the need for paper files to be kept, which can be bulky to store and time-consuming to manage
- Enabling the same document to be accessed by more than one person at the same time (meaning no more searching around to find which desk the file is on)
- Stored documents can be accessed remotely, meaning that officers can, with the right ICT equipment and access permission, access files whilst out of the office without needing to carry bulky papers with them, or needing to return to the office to look things up

- Opportunities for integration between document storage and back office systems (e.g. Uniform, Academy etc)
- Work-flow can be automated, meaning the right documents are passed to the right person to process, creating increased process efficiency
- Work-flow can be monitored, so that a manager can easily see how work is progressing and deal with any 'bottle-necks' in processes by re-allocation of resources
- Archiving and disposal of data can be automated, which reduces workloads, and so documents are not retained unnecessarily (which could contravene data protection laws)
- Requests for information (e.g. FOI or EIR) can be responded to more quickly, as documents are more easily searched for and retrieved

Members will be pleased to see that this approach fully supports our aims referred to in para 2.1.above.

- 2.5 The current EDRMS programme for Adur and Worthing as shown on Appendix A, is progressing well and work is ongoing in Adur Homes, Housing Needs and Human Resources.
- 2.6 Work is due to start shortly on the General Admin (GA)/Post handling project – the primary purpose being a) to centralise administration and b) capture electronically and disseminate all incoming post, the latter hopefully in time for the first moves back to Worthing.
- 2.7 A new, comprehensive EDRMS programme for Adur and Worthing has recently been agreed by Management Team - Appendix B, which lists when each service will engage in the EDRMS process, but this comes with the caveat that, in order to roll out EDRMS across Adur and Worthing for the reasons given in paras 2.1 and 2.4 above, there is now the need to allocate a dedicated resource to ensure it's delivery and completion if we are to maximise the benefits and minimise the risk of this not progressing.

3.0 Proposals

- 3.1 For all new services looking to implement EDRMS, there is a degree of preparatory work required to identify the best solution to meet their needs from the options available, what equipment/technology is needed, changes that will have to be made to facilitate the use of EDRMS, the creation of a project plan to provide clarity of ownership, timescales etc to ensure success and delivery.
- 3.2 To date we have been reliant upon this being provided by the CenSus EDRMS resource, supplemented by internal resources, although technically it is outside of their remit. However, by working closely with a member of our staff we have now built up our own EDRMS resource - with a level of skills, knowledge and technical expertise which has already been invaluable in giving help and support to other services (by agreement with the Executive Head) who are now looking to implement EDRMS.
- 3.3 This has enabled some new EDRMS projects to move ahead much quicker and more smoothly by sharing the learning and knowledge gained, which in turn, has meant less reliance and call upon the CenSus EDRMS officer.
- 3.4 Inevitably, it is envisaged that after March 2013, the Census EDRMS programme

will undoubtedly start to gather momentum and the resource we have enjoyed so far from Horsham DC may not then have the time, capacity or flexibility to be able to focus on the Adur Worthing programme. Without our own resource in place, this may have the effect of slowing down, potentially even stopping our progress in rolling out EDRMS corporately, may affect the GA/post handling project and will reduce our ability to deliver further savings through business efficiencies.

- 3.5 It is fundamental therefore that someone with a full breadth and knowledge of the councils' objective, EDRMS infrastructure and hands on local experience is made available to achieve this. This will also enable consistency of approach from the councils' perspective, provide support and advice to staff in the service areas who may struggle to take this forward on their own and provide some assurance to the CenSus EDRMS officer that when he is approached to connect a service to EDRMS that all the right things have been done, tested and are in place.
- 3.6 It is with this in mind that Members are now asked to agree to the temporary secondment of the officer concerned to the corporate EDRMS programme for a period of at least 2 years to ensure that progress is made in the delivery of EDRMS across all service blocks in accordance with the agreed EDRMS programme.
- 3.7 Members are asked to note that if it is not possible to agree to this secondment for a two year period for the reasons outlined above, this may have an adverse impact upon the progress and/or completion/delivery of the Adur/Worthing EDRMS programme and possibly the inability to facilitate corporate objectives such as centralised administration/post handling and any anticipated savings and efficiencies expected therefrom.
- 3.8 Management Team on 8th January 2013 gave support to the recommendations now being made, subject to receiving Member approval.

4.0 Financial implications

- 4.1 To date the cost of implementing the EDRMS solution has been largely funded from within the capital programme. The costs incurred have included the software licence, the technical resources needed to configure the software, and any associated equipment (e.g. scanners).
- 4.2 The following budgets and associated spend has previously been incurred on Licences and the Planning Building Control System

	Adur	Worthing	Joint
	£	£	£
Resources Available	100,000	340,000	440,000
Approved Budgets	112,900	173,030	285,930
Expenditure	115,348	173,021	288,369
(Under)Overspend	2,447	(9)	2,429

- 4.3 The following EDRMS scheme for the New Ways of Working Project is currently in progress:

Adur District Council: £23,500
Worthing Borough Council: £26,500
Total Joint Budget: £50,000

- 4.4 There are sufficient resources to fund any residual technical configuration work from the following unreleased capital budgets:

Adur District Council: £35,000
Worthing Borough Council: £39,470.
Total Joint Budget £74,470.

- 4.5 It is not possible to capitalise the preparatory or business transformation work. To date this work has been delivered from within the existing departmental resources. However, against a backdrop of falling budgets, not all departments have either the capacity or skills required to deliver this change.

- 4.6 The cost of a secondment will be £36,700 p.a which will be a total of £73,400 over the two year period (subject to job evaluation). If members are minded to approve the secondment then the cost can be funded from the capacity issues reserve in both Councils on a 40/60 basis (Adur £29,360 and Worthing Borough Council £44,040).

- 4.7 It is expected that any spare capacity will be used by CenSus partners who will pay for any resource used.

5.0 Legal

- 5.1 The Councils have powers under sections 112 and 113 of the Local Government Act 1972 to appoint staff in such terms and conditions as it considers appropriate and to contract or second staff out to other Councils.

6.0 Conclusion

- 6.1 In recognition that a) the external resource currently being made available to us to help progress the Adur Worthing EDRMS/New Ways of Working project will soon be required to work with other CenSus partners too and b) the we have managed to create a level of skills, knowledge and expertise for ourselves from the current EDRMS projects - that we now make this resource available corporately to enable the Adur Worthing EDRMS programme to proceed and be completed.

- 6.2 It is therefore proposed to second this officer, for a two year period, to help deliver the Adur Worthing EDRMS programme which is a key factor in enabling remote working, home work, flexible working, hot desking, improved, electronic workflow, reduced filing/storage needs, savings and efficiencies referred to in the Councils' New Ways of Working project. This proposal is in accordance with the Councils' Secondment Policy

7.0 Recommendation

7.1 Members are asked to :

- a) endorse the progress being made on the current EDRMS programme across Adur and Worthing – attached as Appendix A.
- b) note the draft EDRMS programme for Adur and Worthing attached as appendix B which will now be taken forward to be subsumed within the overall CenSus EDRMS programme.
- c) Agree to release the necessary funding referred to above to allow the internal secondment of resources for a temporary, two year period, to the Adur Worthing EDRMS programme to ensure progress to be made in the delivery of EDRMS across all service blocks in accordance with the agreed programme funded from the capacity issues reserves of both Councils as set out in paragraph 4.4.
- d) that Members agree, depending upon the development of the project and all the circumstances at the appropriate time, to the Adur/Worthing resource being contracted or seconded out to the other CenSus councils.

Local Government Act 1972 Background Papers:

1. Report to Management Team 8.1.13
2. Councils' Secondment Policy

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Schedule of Other Matters

1.0 Council Priority

- 1.1 To implement New Ways of Working inc office based, flexible and remote working arrangements; reduce from 3 to 2 main admin buildings; reduce paper/filing/storage; implement streamlined working processes and practices; reduce administration costs; increase efficiency savings; improve customer service

2.0 Specific Action Plans

- 2.1 Accommodation and New Ways of Working briefs.

3.0 Sustainability Issues

- 3.1 Matter considered and no issues identified

4.0 Equality Issues

- 4.1 This report is in line with the Councils Secondment Policy.

5.0 Community Safety Issues (Section 17)

- 5.1 Matter considered and no issues identified

6.0 Human Rights Issues

- 6.1 Matter considered and no issues identified

7.0 Reputation

- 7.1 Matter considered and no issues identified

8.0 Consultations

- 8.1 Report to Management Team on 8th January 2013.

9.0 Risk Assessment

- 9.1 Members are asked to note that if it is not possible to agree to this secondment for a two year period for the reasons as outlined above this may have an adverse impact upon the progress and/or completion/delivery of the Adur/Worthing EDRMS programme and possible inability to facilitate corporate objectives such as centralised administration/post handling and any anticipated savings and efficiencies.

10.0 Health & Safety Issues

- 10.1 Matter considered and no issues identified

11.0 Procurement Strategy

11.1 Matter considered and no issues identified

12.0 Partnership Working

12.1 This reports seeks to promote partnership working across Adur and Worthing Councils and across the CenSus partnership as a whole.

Service	2011/12	2012/13	2013/14	2014/15
Planning	Horsham Mid Sussex			
Licensing	Mid Sussex			
Adur Homes		Adur/Worthing		
Housing Needs		Adur/Worthing		
Environmental Health		Mid Sussex ← → Horsham Adur/Worthing		
Post Handling/ General Admin		Adur/Worthing ← →		
Human Resources			Mid Sussex Horsham	
Housing			Mid Sussex Adur/Worthing	
Parking			Horsham Adur/Worthing	
Legal				Mid Sussex Adur/Worthing
Waste/Outdoor				Mid Sussex Adur/Worthing
Building Control		Mid Sx ← → Mid Sx		

Agreed indicative Adur Worthing EDRMS programme for 2013/14 onwards

Appendix B

Service	2012/13				2013/14				2014/15			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Adur Homes inc Housing Management, Leaseholds, some related Sheltered Accom			x	x	x							
Sheltered Accom/Community Alarm							x					
Building Services							x					
Housing Needs inc HIG, Care and Repair			x	x								
Licensing					x							
Housing, Health and Community Safety inc Community Safety, Environ Health, Dog warden/Pest Control							x					
Corporate and Cultural Services inc Legal, Elections, Theatres, Museum, Leisure, Dem Services, Land Charges					x	x	x	x				
HR				x	x							
Payroll						x						
Insurances									x			
Planning Policy									x			
Planning Regeneration					x							
Planning Wellbeing hub									x			
GA/post				x	x	x						
Help Point & Contact Centre (link to GA/post)				x	x							
Crematorium					x	x						
Worthing Revenues and Benefits upgrade/server						x	x					
AWCS						x						
Corporate Strategy inc comms							x					
Technical Services those using Scanfile - Estates, Engineers, Surveying & Design, CIM											x	x
Parking (await outcome of new contract)									?			
Business Services							x					
Parks and Foreshore inc Adur Watch, cemeteries, foreshore, parks & open spaces											x	x