WIRRAL COUNCIL

CABINET

23 JUNE 2011

SUBJECT:	ELECTRONIC DOCUMENT & RECORDS MANAGEMENT SYSTEM
WARD/S AFFECTED:	ALL
REPORT OF:	DIRECTOR OF FINANCE
RESPONSIBLE PORTFOLIO HOLDER:	CLLR STEVE FOULKES
KEY DECISION?	NO

1.0 EXECUTIVE SUMMARY

1.1 This report informs Members of the conclusions and recommendations contained within the review of Documentum, the Electronic Document & Records Management System (EDRMS), carried out by the Society of IT Managers (SOCITM). It primarily concludes that the system is fit for purpose as a corporate EDRMS solution, key to the success of the office rationalisation and agile working programmes and will contribute to savings realised from these, and subsequent, projects.

2.0 RECOMMENDATIONS

2.1 That Members endorse the continued use of Documentum as the corporate EDRMS system wherever practicable.

2.2 That the attached list of potential projects, shown in the Appendix be rolled out to departments.

2.3 That the alignment of retention policies for paper and electronic documents, be approved, to be carried out by the Information Management Team, the Business Architecture Team and IT Services.

3.0 REASONS FOR RECOMMENDATIONS

3.1 To comply with the Data Protection and Freedom of Information Acts the Council must manage the lifecycle of unstructured information effectively. It must be collected fairly, stored securely and disposed of when no longer required. There is therefore a need to align the retention policies for paper and electronic documents to ensure they are effectively managed and disposed of at the end of their useful life. The EDRMS can be configured to fulfil this function.

3.2 To deliver the benefits of the office rationalisation and agile working programmes there is a need to reduce office space, dependency on paper based documents and to give staff access to information electronically from a variety of locations. Documentum can fulfil this function, providing the ability to ensure that the latest version of a document is used; that information is securely held; only accessible by those staff that have legitimate need; and destroyed at the end of its useful life.

4.0 BACKGROUND AND KEY ISSUES

4.1 The Council is progressively more reliant on computer applications to deliver services. These applications store structured information in databases, which are accessible by a range of devices, from desktop PC to hand held devices, depending on the system. Associated with the structured data is an increasing amount of unstructured information, which typically takes the form of reports, e-mail, correspondence, identity papers and other documents that can be either in electronic or paper form. Some of this information is highly sensitive and must be effectively secured and managed. Specific records may have to be retained for the life of the subject.

4.2 The most effective way of managing this information is to hold it once within an EDRMS system, which allows staff to retrieve it using the same devices as described above and replaces the need for access to paper copies. Depending on the legal requirements for retention, the paper copies can either be destroyed or stored in a low cost archive rather than filing systems within office accommodation. Once within the EDRMS repository automated life cycle management can be used to control and ultimately delete the information. Electronic work flow can be used to build business processes that automatically control the flow of data and retrieve and present it to staff at the relevant point within the process.

4.3 Fujitsu introduced Documentum into the Council 2005. It is a highly configurable complex system used by a number of multinational companies to manage their unstructured documents and records. It is also increasingly in use by Government departments and other local authorities. Due to its flexibility it is suitable as a corporate EDRMS that can be configured to potentially meet the needs of all departments.

4.4 Following implementation, IT Services took over the maintenance and development of Documentum. However due to its size and complexity it has taken a significant time for staff to become conversant with the system. This has led to some frustration within departments needing EDRMS solutions, which was picked up by SOCITM during their review of IT services within the Council. The report recommended a separate review of the suitability of both Documentum and the Oracle CRM system, which is the subject of a separate report.

4.5 A copy of the SOCITM report detailing the findings of their review of Documentum is included in the exempt section of this agenda. A summary of the conclusions and recommendations is provided below.

4.5.1 Increased digital working via EDRM will offer significant benefits and support key programmes and initiatives of the Council. It will particularly support office rationalisation and agile working.

4.5.2 EDRM can act as a fundamental enabler to remove wastage in accommodation; reducing the need for access to paper files and facilitating hot-desking, mobile and home working.

4.5.3 Documentum has been successfully deployed in a number of areas for electronic document management, specifically:
- Adult Social Services (for the Electronic Social Care Record, ESCR)
- Corporate HR
- Children's Services (CYPD) HR
- Asset Management

4.5.4 The system is liked by its users and receives good feedback on usability. Space saving and efficiency gains have been achieved in areas where it has been deployed. The value of naming conventions, metadata and searching, security and audit trails are understood and the importance of joining up information silos and working across teams is recognised. Users would not go back to paper.

4.5.5 Implementation of the system for document management has taken a considerable period of time, which has frustrated service areas awaiting deployment. There is a perception that the system went into "hibernation". This resulted from lengthy specification discussions; 12 months spent developing the HR solution for Law HR and Asset Management and CYPD, the development of the core configuration model and client user interface, the acquisition of in house skills and particularly the need to upgrade the version of Documentum in use to enhance the applications being developed.

4.5.6 There is a business appetite and demand to use EDRM across the Council (e.g. in Technical Services, elsewhere in CYPD, Legal Services, Environmental Health and Financial processes) and an urgent need to reduce paper volumes and increase agile working in order to deliver the office rationalisation project.

4.5.7 Documentum is viewed as fit for purpose in providing a corporate EDRM solution. However, in order to satisfy business demand and need the Documentum deployment programme, as outlined in the Appendix, should be approved.

4.5.8 Work can now commence following the upgrade to version 6.5 of Documentum and the current level of both staff skills and design of the core system repository. In order to make this successful and sustainable, particularly in achieving a rapid yet robust deployment, the following areas must be addressed:

- The current de facto good practice and thinking must be incorporated within a structured methodology
- There must be suitable governance
- There must be a formal programme for managing change and facilitating adoption
- Resource capacity must be in place to meet demand (both for new deployments and wish list developments), particularly in terms of business analysis, information management expertise, delivery management and systems administration

4.5.9 There is a need for two dedicated staff to progress the business analysis, provide suitable information management and act as the interface between the users and the technical team. This requires specific expertise in designing both the system specification (around the file plan, metadata, security and retention rules) as well as the business processes around document capture and processing. These should also ensure that deployment and adoption is viewed as a strategic business requirement rather than just a technical solution; also that deployment progresses at an appropriate pace to meet need and demand.

4.6 As stated in the report, ITS staff have developed the knowledge and skills required to develop solutions using Documentum that deliver significant business benefit to the Council. Technical resources have been identified to deliver the programme of work identified in the Appendix but additional resource is required to provide the interface between the users and the technical staff and to carry out some of the business analysis.

5.0 RELEVANT RISKS

5.1 Risks to the delivery of the identified programme of work include the loss of key technical staff or changes in the priority of work to be delivered by ITS.

6.0 OTHER OPTIONS CONSIDERED

6.1 Consideration was given to replacing the system with either another corporate EDRMS, an open source system or by a series of point solutions. These were discounted on the basis of the cost of change, including the redevelopment of the applications already in place.

7.0 CONSULTATION

7.1 As part of the review, consultations were held with the Knowledge Manager, IT Services and representatives from departments. Departmental representation included both existing users and those wishing to use the system.

8.0 IMPLICATIONS FOR VOLUNTARY, COMMUNITY AND FAITH GROUPS

8.1 None

9.0 RESOURCE IMPLICATIONS: FINANCIAL; IT; STAFFING; AND ASSETS

9.1 The cost of two additional posts in the Information Management Team will be £80,000 subject to job evaluation. There should be a reduction in Documentum licences of £20,000. The balance of the cost will be met from savings from the implementation of the projects listed in the Appendix. Each of these projects is proceeding on the basis of a business case showing that it will deliver, or enable the delivery of, savings.

9.2 IT implementation can be met from within existing resources.

9.3 There are no asset implications.

10.0 LEGAL IMPLICATIONS

10.1 None

11.0 EQUALITIES IMPLICATIONS

11.1 None

11.2 Equality Impact Assessment (EIA)
    (a) Is an EIA required?   No
    (b) If 'yes', has one been completed?   No

12.0 CARBON REDUCTION IMPLICATIONS

12.1 None

13.0 PLANNING AND COMMUNITY SAFETY IMPLICATIONS

13.1 None

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APPENDICES

SOCITM Report – Review of Electronic Document & Records Management System - Exempt Report
Proposed programme of Documentum solutions deployment.

REFERENCE MATERIAL

None

SUBJECT HISTORY (last 3 years)

Council Meeting	Date
Cabinet ~ ICT Strategic Review	**14 October 2010**