**Appendix A**

## 1. EDRMS Original Vision

The document management project was seen as specifically addressing the key drivers of freedom of information; data protection and records management. It was also influenced by the Customer Access Best Value Review and the Administration Review both of which had implications for the ways in which documents were stored and made available to those delivering front line services.

The project developed on two fronts; one being the technology to scan, store and deliver documents to their intended workplace and the other being support for the business changes that were necessary to maximise the use of electronic documents and workflows.

The initial aims of the project were clearly defined in 2005 as:

- To implement effective and efficient processes for dealing with incoming correspondence
- To implement effective and efficient systems for managing electronic documents and records
- To implement effective and efficient systems for procedures for managing emails
- To improve business processes for managing cases and requests
- To replace an existing document archive
- Make council documents more accessible (internally and externally)
- Streamline processes for handling Freedom of Information requests

Two pilot projects were initiated to explore different elements of EDRMS; one was in the Planning Service to investigate the whole process of linking electronic documents through to a back office system using electronic workflows and the other was to look at using EDRMS to manage documents and emails. Neither of these were fully concluded as pilots, the Planning project turned into a full scale implementation before the outcomes from the pilot were fully evaluated and the collaborative working pilot was hampered by technology problems although many of the original users in the pilot still continue to use the technology very successfully and have done for the last two years.

Some key factors have influenced the success of the EDRMS project to date including:

- An ambitious roll out programme across the Council with very tight timescales for each service area
- A very wide initial scope for the project which was subsequently extended by the addition of integration with multi-access customer channels
- A complex technology development and implementation process due to the desire to link back office systems through workflow design
- Diversion into related projects such as writing scripts for the customer service centre and providing changes for website information.
- Constantly changing availability of people to work on the project both in ICT Services, Business Improvement and the service areas where the project was being implemented.

The original Project timetable agreed in September 2005 projected the Planning pilot would be complete by February 2006 and the whole project (covering 23 service functions) would be completed by April 2007. The project scope was widened in 2006 and a revised rollout plan agreed

in September 2006 predicting completion by 2010; following further project delays a revised project timetable predicted an end date of 2011. This was not accepted by the Board and it was decided that three month rolling plans would be produced to concentrate on the two projects that were progressing namely Planning and Benefits. When it became apparent that even these projects were not going to meet their planned completion dates a review of the whole project was initiated. Work continued on implementing the planning project which went live in October 2007.

However, due to the problems being encountered with the integration to the revenues and benefits system, IBS, and the fact that the IBS systems had a specifically tailored solution for DIP/workflow, the board made the decision to allow Revenues and Benefits to implement the IBS solution in December 2007.

As part of a significant programme of change, the Benefits and Revenues teams commenced the DIP/Workflow project in June 2008. The project has progressed well and a go-live date of 27 October 2008 has been scheduled.

With a functionality-rich product, already being used by over 30 IBS sites, Benefits and Revenues are anticipating a "leaner" process for staff and customer alike. All documents received will be scanned and referenced using IBS software and so will automatically be directed into the correct work queue enabling staff to process the electronic document. The documents will then be able to be seen by all customer service staff, including at the one stop shops, so providing an enhanced customer service.

The teams anticipate a 95% reduction of paper in the office and a sustainable solution for long-term document storage.

This decision, to allow Revenues and Benefits to utilise the functionality now available in their business solution, has informed the revised approach now being proposed for the management of electronic documents for the rest of the Council.


## 2. Lessons Learned

Before proceeding with a new project both members and officers agreed that the project offered several 'lessons learned' which needed to be captured and managed. This reinforces the council's approach towards continuous service improvement.

### 2.1. Project Benefits

**Issue**

Too much emphasis is placed on the deliverables within a project rather than the benefits. For example, the board concentrated on the deployment of the EDRMS solution rather than the benefits of the EDRMS solution.

However, defining and measuring benefits is essential to the future of projects. Without measurable benefits, it is not possible to justify business cases for projects.

**Solution**

The council's template for the Project Initiation Document has been modified to strengthen the capture of project benefits. The document now requires current performance and future performance to be clearly documented in tabular form next to any objective of the project.

## 2.2. Benefits Realisation

**Issue**

This is very much linked to the issue above, whereby, once the project is underway, focus switches to the deliverables within the project and not the benefits. Benefits management needs to be a live process which recognises that changes to the project will potentially have an impact on the benefits. This in turn should lead to a review of the business case.

**Solution**

The adoption of PRINCE2 stage boundaries will provide fixed management points within the project to formally review the viability of the business case, focusing on benefits and not deliverables.

The introduction of a more robust change control process is required to manage the impact that changes may have on benefits realisation.

## 2.3. Scope

**Issue**

To quote the independent consultant, Warwick DC has taken a bold and visionary approach to EDRM. This is often the problem with an 'excellent' council which seeks to make significant service improvements in a short space of time. In reality, this can lead to complex projects, which have long lead times and delayed benefits realisation.

**Solution**

The council should continue to recognise the strengths it has in understanding the needs of its citizens and establishing visionary service delivery solutions. However, progress to the final solution should be broken down into incremental steps by defining smaller projects with shorter delivery times, perhaps under the umbrella of a programme.

## 2.4. Integration

**Issue**

This project, perhaps more than others, had system integration as a key project deliverable and was crucial to the project's success. This project has highlighted that, despite the move of the ICT industry to more open standards, unless there is access to a vendor's business logic and their support, integration is virtually impossible. This project has proven that at best integration is likely to be time consuming and costly.

**Solution**

All projects which require integration will be required to record this as high risk within their project risk registers. This will enable the project board to better consider the approach during the project initiation phase.

## 2.5. Project Management Training

**Issue**

Throughout the council, officers and members are being required to interact with projects at different levels; project managers, board members, team managers, team members and project assurance. Despite this, many officers and members have not received any formal project management training.

**Solution**

The council is currently working with an external consultant to formalise the introduction of the PRINCE2 methodology within the council. The output will be a set of standardised PRINCE 2 documents and the development of a two day training course which can be delivered internally.

## 3. Summary

The above solutions from the lessons learnt will be built into future projects through stronger project and programme management as defined in the last point. In addition, bespoke integration between systems will only be undertaken where clear benefits can be justified through a business case but in any case will be regarded as a high risk option.