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Steve Fletcher, Head of ICT and Capital Programmes, Middlesbrough Council

## ORGANISATION

Middlesbrough Council

## INDUSTRY

Local Authority

## USERS

2,000

## SOLUTION

 **Objective ECM**

## BENEFITS AT A GLANCE

**Compliance:** Helping to achieve legal and information governance compliance

**Collaboration:** Greater collaboration, sharing, visibility and accessibility of Council information

**Single view of the citizen:** Integrating key business systems and information repositories, delivered high level of user adoption and a single view of a citizen

**Streamlined business processes:** Automated workflows help streamline and improve business processes

**Reducing storage space:** Digitisation of documents saves storage costs and speeds document retrieval

## Middlesbrough Council improves access to information and collaboration across departments.

**Middlesbrough Council is a unitary Local Authority serving the people of Middlesbrough, acting as a community leader, working with local residents and businesses, public sector partners and the voluntary and community sectors to improve local social, economic and environmental well-being and the long-term sustainability of the town.**

With some 57,200 households and a population of 138,900 within an area of 54.5sq km, Middlesbrough is one of the most diverse, urbanised and densely populated Local Authority areas in the region and is one of the largest employers in the Tees Valley area, with the council providing work for 2,290 (FTE) people (as of March 2015).

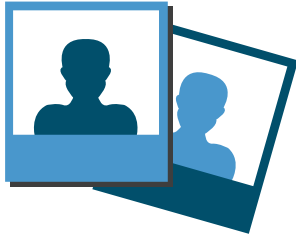
### THE BUSINESS ISSUE

To support Middlesbrough's 2020 Vision, which identifies aims and priorities for the future of the town, the Council set out on a change programme to deliver best value outcomes for the local community, whilst operating effectively within revised financial parameters.

It was soon recognised that a lack of a corporate approach to information management was severely hindering the Council's effort to support the wholesale business transformation that was required to both improve service delivery to citizens and make significant cashable and efficiency savings across the organisation.

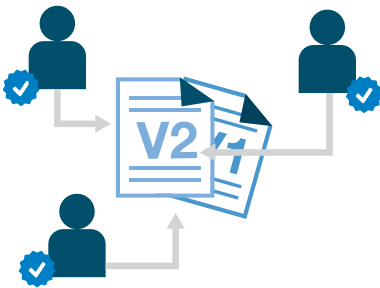
The Council identified a lack of information governance across the organisation and the consequent potential for fines and reputational risk. Steve Fletcher, Head of ICT and Capital Programmes at Middlesbrough Council comments "With no central systems supporting Council needs on document and records management, information was spread and duplicated across shared and personal drives as well as personal email stores which made information difficult to find, inaccessible and often out dated."

# KEY BENEFITS

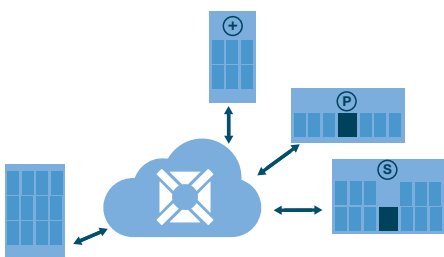


INTEGRATING ECM INTO BUSINESS SYSTEMS DELIVERS

**A SINGLE VIEW OF THE CITIZEN**



**SINGLE SOURCE OF THE TRUTH**



**CONTROLLED AUDITABLE COLLABORATION**

## A TRUSTED SOLUTION

In 2014, as part of this significant change management programme, Middlesbrough Council selected Objective ECM as its corporate information repository to help improve productivity, mitigate risk and compliance, whilst enabling the collaborative sharing of information across the organisation, and with external partners.

The Council had previously tried to expand one of their Line of Business solutions into a corporate-wide information repository, however it soon became clear the solution could not deliver on the council's requirements and therefore the project was terminated.

Middlesbrough needed to quickly implement a credible and scalable solution for their corporate information management needs, which could deliver early business benefits whilst supporting a wider corporate level rollout. Steve Fletcher states "Objective was selected due to their ability to demonstrate a clear understanding of the technology and change management process for implementing a successful Local Government enterprise-wide information management solution."

The Objective solution was initially implemented within the Wellbeing Care and Learning service area (Children's Services), quickly followed by Adults Services and the Legal Services team. Within twelve months 1,200 users had been on-boarded as part of this significant change management programme, with the corporate-wide rollout continuing at pace.

Claire Henderson, Project Manager comments "Objective's Professional Services team delivered the first phase, working closely with, and cross training the Middlesbrough team with a train the trainer approach."

By shadowing Objective for the first phase and delivering a joint training approach for the second phase, the Middlesbrough team were able to lead the rollout of phase three to the Legal Services team, with Objective available onsite for Quality Assurance. This methodology ensured that the Middlesbrough team were able to pick up the skill sets required, enabling them to become self-sufficient to continue the rollout with limited assistance from Objective.

Claire Henderson continues "A framework of local information management super-users are now embedded within the business working closely with the Information Governance team to further enhance and improve governance and management within the Council."

The Objective ECM solution is designed to provide a highly usable, compliant corporate repository offering integration into the Council's Line of Business applications including Liquidlogic and Microsoft Office 2010 including Outlook (as well as Swift, which is no longer used within the Council). The Council has plans to expand this integration to other systems such as Idox.

Catherine Hanley, Information Governance Officer at Middlesbrough Council comments "The Information Governance team require all unstructured information to be stored and managed in Objective to ensure council needs regarding access, retention and disposal can be effectively managed, with structured information (e.g. adult and child case details) being accessible but still managed in the appropriate Line of Business system."

The Liquidlogic Care Management System used for both Children's and Adults Services has been integrated with Objective. The Objective file plan has been replicated within the Liquidlogic system. This provides users with the ability to automatically view unstructured information from the repository without needing to navigate the file plan, enabling users to add, update, access and search for all information relating to a particular child or adult directly from their core business system.

## REMOVING SILOS

Bringing together structured and unstructured information is an important focus of the project, together with the need to rationalise the view of information to help create a single definitive view of the citizen to improve future communications and collaboration.

Existing information stored in personal and shared drives is being migrated to Objective to create a single version of the truth of all case files, each will have appropriate retention and disposal controls helping the Council to ensure legal and information governance compliance.



Both this, and the introduction of a file classification scheme has brought much needed structure and organisation to Council information, ensuring that knowledge is captured and not lost, whilst helping to improve staff productivity by making it easier to find and retrieve case information.

Steve Fletcher comments, “During the initial audit it became clear just how significant the volumes of duplicated and out of date information had become. By moving Council information into a single repository, existing silos have been removed and the extensive search capabilities combined with an intuitive file plan structure allow users to easily find information across the organisation whether staff are office based, in the field or home based workers (subject to permission constraints).”

Objective has helped break down some of the internal silos that existed previously with restricted shared drives hindering visibility and access to information, often with case information being stored within employees personal folders, making it difficult for managers to gain access once individuals had left the organisation.

Phil Hampton of the Youth Offending team comments, “The system brings together our documents into one place, in a structured and organised fashion where everyone in the team can find and access them. Prior to Objective, information was spread and duplicated across many areas with permissions adversely restricting views of information. Objective has improved customer service, helping front line staff to find documents that are up-to-date and relevant to casework – many of the previous challenges with missing, unavailable and out of date documents have disappeared.”

Users are now providing document reference links directly to the document in Objective in emails rather than sending copies of documents. This is reducing the number of copies stored, reducing the load on the network bandwidth used and ensuring that the latest most up-to-date versions of documents can be securely accessed (from any location), whilst adhering to legislative and statutory information management requirements.

Middlesbrough Council has also been able to streamline a number of business processes with Objective Workflow. Admin intensive processes including FOI, Ask my Councillor requests, procurement quotation system and Coroner’s booking system have now been automated to improve productivity within the Council.

## BORN DIGITAL

With a move towards a ‘born digital’ environment, additional scanning capability is also being introduced into the Council. As part of the information management project, a small central scanning capability was established to allow on-boarding departments to scan relevant paper archives into Objective. By providing a managed and accessible central information store Objective is helping drive the digital transition.

The recent procurement of Multi-Function Devices (MFDs) is providing additional scanning capability and is an enabler for the removal and reduction of paper in Council processes. Integrated with the EzeScan document scanning solution, new information can now be captured electronically, with paper being scanned on receipt using local scanners and MFDs, ensuring that key records are instantly captured in the Objective information repository, which all authorised users can access, as long as their permissions allow them.

In the future the Council will look to focus on a ‘day forward’ scanning strategy, enabling all new information captured by the Council to be scanned as a digital record.

Objective has been rolled out to the Council desktop, provisions were also made for remote access via VPN on laptops to support those members of staff who work from home. To further support needs on mobility and agility the Council is introducing more tablet devices with 4G connectivity. A current focus is providing these devices to Councillor’s to promote a culture of paperless, mobile working and to enable self-serve information from the “Ask my Councillor” workflows.



All unstructured information is stored and managed in Objective, with structured information being accessible from the appropriate Line of Business system.

**Catherine Hanley,**  
Information Governance Officer,  
Middlesbrough Council



## IMPROVING BUSINESS PROCESSES

Middlesbrough Council has been able to improve the efficiency of internal business processes by providing staff with access to relevant, up-to-date information in a timely manner and enabling consistency in business processes. Risk mitigation and compliance has been achieved through providing a single “source of truth” to support the control and discovery of Council business documents and information, whilst adhering to legislative and statutory information management requirements.

Gaining control of information and instituting an improved Information Governance programme supported by a Corporate ECM was seen as key to enabling significant savings through moving towards more agile working practices with unified communications.

Steve Fletcher concludes “Around the Council - Objective is seen as an enabler, it is helping to improve the access to information and collaboration across all departments whilst managing the governance of information throughout the Council. The Council now has a clearer understanding of what information is held and is improving the maturity of its information management processes. Council wide there is now an increased awareness and understanding of what good Information Governance entails. We are eager to complete the rollout of Objective across the remaining departments to an eventual total of over 2000 users.”

## A FORWARD THINKING APPROACH

As the next phase of the information management project, Middlesbrough Council will implement Objective Connect. Integrated with Objective ECM providing the centralised repository for the necessary business documents, Objective Connect provides the Council with the ability to open up areas of their information repository for controlled and auditable sharing and collaboration with partners and external agencies including hospital trusts, mental health bodies, police, schools, voluntary organisations and other local partners.

Beyond finalising the implementation and rollout of the information repository, Middlesbrough will focus on identifying further Line of Business systems for integration for example Capita’s Children’s Social Care Support system and the Idox Uniform Planning solution. The Council will also look to streamline additional business processes to drive efficiencies and effectiveness across the organisation. Automating additional workflows ensures that work tasks are delivered to the right person at the right time.

With the aspiration to move to a single view of citizen and increase the use of workflow to drive processes the next priority is to look at a CRM system. A partial CRM currently exists within a small number of services but requires the use of multiple systems with duplication of data entry across systems. This initiative is linked into improving the Council’s understanding of citizen needs, and using this to direct citizens to appropriate internal and external resources. A key focus is to capture citizen requests and respond based on need at the earliest opportunity.

### ABOUT OBJECTIVE CORPORATION

Objective Corporation (ASX:OCL) creates information and process governance solutions that are effortless to use and enable organisations to confidently advance their own digital transformation.

Designed for regulated industries, these solutions turn the imperative of compliance, accountability and governance into an opportunity to streamline business processes and deliver the innovative services that customers expect.

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With a heritage in Enterprise Content Management (ECM), Objective’s expanded solutions extend governance across the spectrum of the modern workplace; underpinning information, processes and collaborative work-spaces.

Through a brilliant user experience, people access the information they need to progress processes from wherever they choose to work.

