Public Record Office Victoria
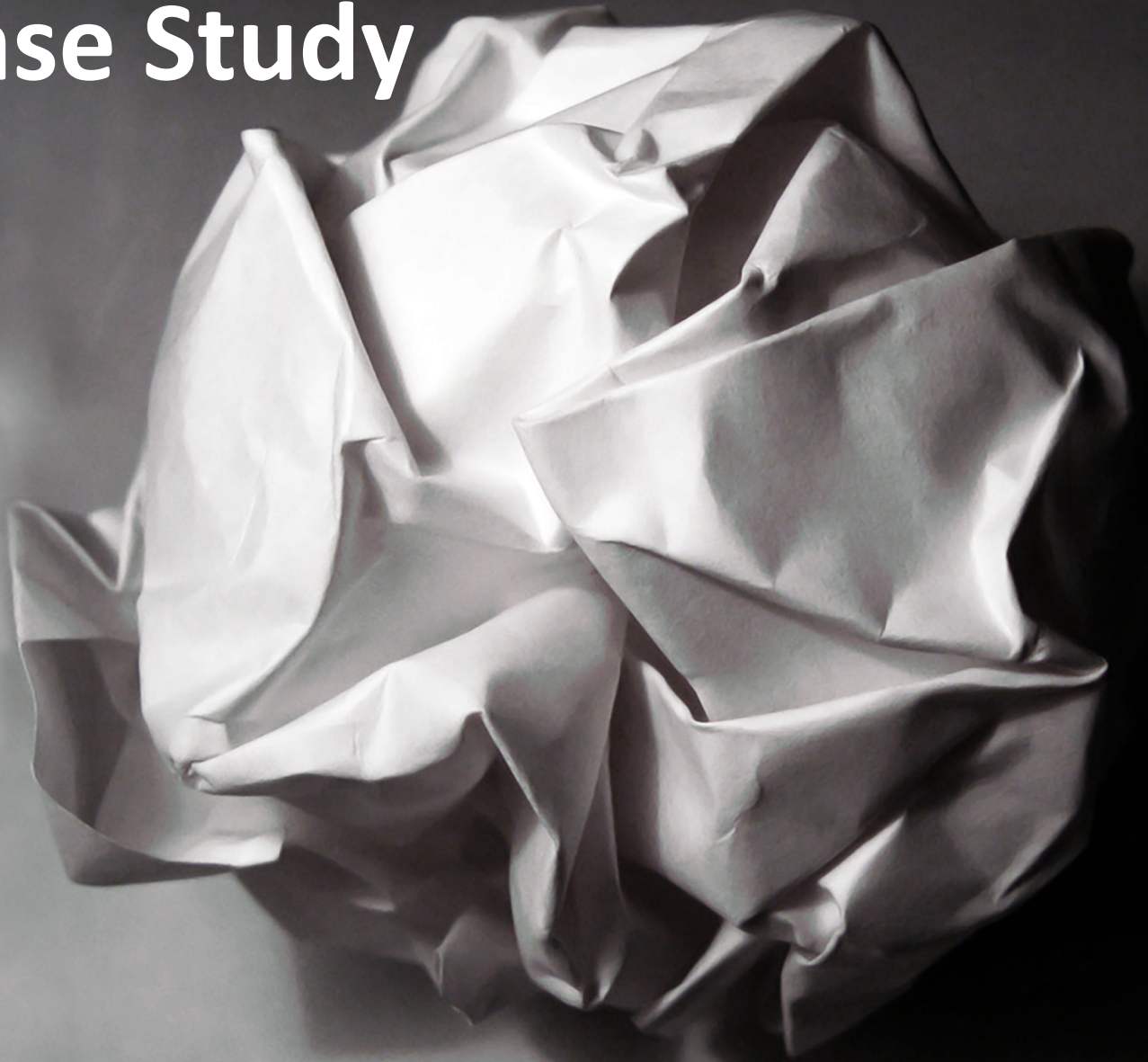# Sir Rupert Hamer Awards
Case Study

Cardinia Shire Council

Paper Independence: Supporting the Activity Based Working environment - a cultural revolution

Public Record Office Victoria

State Government Victoria

Cardinia Shire Council

Sir Rupert Hamer Award recipient, Cardinia Shire Council is the first council to adopt an Activity Based Working model which has transformed the council from being totally dependent on paper into an office with a fully mobile workforce with a 100% TRIM user rate

Key Topics

Electronic recordkeeping, EDRMS, HP Records Manager (formally known as TRIM), mobile workforce.

Key Discoveries

- **Having all levels of the organisation on board and keeping them updated will help ensure a project is effectively implemented and maintained.**
- **Effective planning is essential to ensure a project runs smoothly and is taken up by all levels of the organisation.**
- **When implementing new systems and technology, it is important that ongoing training, both throughout the project and after the project is conducted.**
- **Compliance reviews and reporting are integral to maintain quality and efficiency of the project.**

About

Cardinia Shire is one of the fastest growing regions of metropolitan Melbourne. Located 45 kilometers east of Melbourne CBD, the Shire extends from the Dandenong Ranges in the north to Westernport Bay in the south.

The shire comprises of rapidly growing residential areas, rural farmland as well as densely vegetated rolling hills, plains and wetlands
accessible by the Monash Freeway and the Princes Highway.

The Challenge

As part of their adoption of an Activity Based Working (ABW) model to deliver greater staff productivity by enabling a more flexible and mobile working environment; Cardinia Shire Council set itself a challenge to stop using paper.

The Council sought to rethink the way it operated and create a more mobile workforce that would deliver improved services by:

- cutting down on paper usage
- increasing the use of an electronic document and records management system (EDRMS)
- investing in staff training
- establishing processes to replace paper transactions with electronic.

Sir Rupert Hamer Awards

The Sir Rupert Hamer Awards, recognise excellence and innovation in records management within the Victorian Public Sector.

Cardinia Shire Council received a 2013 Sir Rupert Hamer Award in the following category:

Small Agency

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The Solution

Cardinia Shire Council developed and introduced the Paper Independence Project.

The Paper Independence Project was an ongoing program that covered all levels of the Cardinia Shire Council and consisted of a number of steps to drive the council in the direction of paper independence. The project was designed to reduce paper use across the organisation, support employee mobility and protect the organisation's information assets through the increased use of the EDRMS TRIM.

Approach

Starting in 2012, Cardinia Shire Council took a systematic approach to the implementation of their new paperless environment, called the Paper Independence Project. The Project was authorised by the Shire CEO and Senior Management and then a project team was formed comprising of Corporate Information, Information Technology, Organisational Development and Performance and Innovation. Paper reduction was also promoted through an internal training program known as the Cultural Strengthening and Leadership Program.

The Paper Independence Project continued with senior management communicating their support and with the definitive designation of the EDRMS TRIM as Cardinia Shire Council's central tool for the capture, distribution and management of information.

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The Council ensured that comunication and consultation with all staff and business units was carried out throughout the process in the form of ongoing training, workshops and bulletins, as well as through the celebration of achievements. Ultrabooks (light-weight laptops) were also issued to all Council staff to support mobility and the ability to conduct business.

digitally when outside of the office. Furthermore, "Follow Me" printing, a system where printing is stored on a server to be activated from any printer which supports the feature, was introduced to help reduce paper waste.

TRIM was then upgraded and all staff received ongoing training, refreshers and support in its use and compliance reviews were also implemented. This process continued as part of the ongoing implementation of the Paper Independence Project. Documents were also migrated across to TRIM from personal and public drives and internal network drives were made read-only.

In addition, a paper audit was conducted across every employee within each business unit to achieve the following:

1. Identify and implement opportunities to replace paper transactions with digital transaction processes.
2. Identify items to be collected into a Corporate Library (new initiative).
3. Identify archive requirements for each area.

Once the paper audit had been completed, a 12 month archiving project commenced to shift all the paper records to an offsite storage facility with a scan-on-demand service for retrieval.

Cardinia Shire Council mostly used internal resources and they stayed within the normal operating budget. They also worked with all levels of their organisation to ensure that a

complete change in attitude and a collective change in behaviour was achieved.

The Result

The Paper Independence Project has been very successful for Cardinia Shire Council producing significant business improvements which have been well received by staff and customers.

- **Decreased paper usage:** Printing costs reduced by 70% during the first 12 months of the project being implemented
- **Increased usage of EDRMS TRIM:** In the 12 months since the project began TRIM registrations have increased by 300%. Cardinia Shire Council has moved from an organisation of part time TRIM users to 100% active TRIM users who utilise the EDRMS to collaborate, transfer, store and manage corporate information.
- **Increased knowledge of records management:** The training provided to staff during the project has also been able to enforce the importance of Records Management Policy; legislation related to privacy, freedom of information and health; and reinforce good recordkeeping practice in general, along with effective business practices.
- **Increased archiving, storage and disposal:** The Paper Independence Project has introduced more effective business practices in archives management, offsite storage, and managing transfers to Public Record Office Victoria.