

# Program Recommendations: Cost & Efficiencies Analysis

Norfolk County – Records Management Strategy



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## Introduction

This document summarizes the estimated costs and anticipated efficiencies around implementing Norfolk County's records and information initiatives. Recommendations were developed by Gravity Union in consultation with Norfolk staff to address the following objectives of the County:

- Establish a strategy and requirements for implementing a successful corporate-wide records management program.
- Identify opportunities to mature the County's records management by-laws, policies, and procedures to align with best practices and legislative requirements.
- Determine processes and initiatives to improve County oversight over its physical records storage.
- Implement and sustain technology that supports the County's records program long-term.

The proposed initiatives are further informed by the following business decisions and parameters:

- The County aims to proceed with the rollout and implementation of FileHold as its EDRMS.
- Any records management program initiatives would be led and executed with existing staff resources.

## Estimated Implementation Costs

As an outcome of the engagement, Gravity Union detailed recommendations for the County around the sustained implementation of its EDRMS, and the evolution of its records management program and practices.

High-level descriptions of recommended initiatives and anticipated resource requirements are listed in the table below. Where staff time is given as a resource requirement, no additional monetary compensation is anticipated for the tasks' performance. However, the success and growth of the County's RIM efforts would be further bolstered by a temporary and/or permanent increase in records and information management staff that can support these efforts.

**Table: Records Management Initiatives and Resources**

<b>Theme</b>	<b>Initiative Description</b>	<b>Resource Requirements</b>
<b>Governance</b>	Modernize and refresh RM governance documentation.	Staff time and/or external resources
<b>Change Management Planning for FileHold Project</b>	Formalize change management strategies and consider a long-term business case to increase # of FTE RM staff to support RM programs and systems.	Staff time
<b>Records Management Champion Team</b>	Establish RM champion team and SPOC communication flow for RM processes and services.	Staff time
<b>Records Management Champion Team</b>	Leverage RM champions to perform enterprise inventory of active record repositories and collaboration spaces.	Staff time
<b>Records Management Champion Team</b>	Train champions on FileHold and FileTrail use; equip with skill to complete onboarding RM training in their division or department.	Staff time
<b>Records Management System Rollout</b>	Follow recommended rollout process with each business unit to effectively determine requirements and implement electronic records	Staff time and/or external resources

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	management solution for their records.	Additional FileHold user licenses where required (\$84 per user/year).
<b>Records Management System Rollout</b>	Evolve existing FileHold configuration to automate retention event metadata, set convert-to-record schedules on vital assets, and revise navigational tree for ease of use and adoption.	Staff time
<b>Search</b>	Create a County Search Centre of Excellence for system and enterprise search solutions.	Staff time
<b>Search</b>	Enable and monitor FileHold search performance log.	Staff time
<b>Search</b>	Ensure any continued rollout of SharePoint Online for County collaboration accounts for metadata required in FH for search continuity and ease of transfer.	Staff time and/or external resources
<b>Search</b>	Grant access to and train Records Analyst or other FOI staff on Purview eDiscovery.	Staff time and/or external resources E5 or Compliance add-on licensing required for eDiscovery users (County-negotiated rates)
<b>Security and Mobile</b>	Plan for and deploy Purview Information Protection and Data Loss Prevention policies.	Staff time and/or external resources Additional Microsoft licensing may be required for users benefitting from the solution (County-negotiated rates)
<b>Security and Mobile</b>	Next-Level Security activities including Azure AD Premium implementation, conditional access policies, design/implementation of	Staff time and/or external resources

	terms of use, and a best practices campaign for secure access.	
<b>Security and Mobile</b>	Evaluate MS Sentinel as a SIEM for cloud workloads.	Staff time and/or external resources
<b>IT Readiness</b>	Recommended activities to increase the reliability and resiliency of the FileHold system for internal and external users.	Staff time
<b>IT Readiness</b>	Set and communicate Purview retention policies on temporary collaboration locations.	Staff time and/or external resources.  Additional Microsoft user licensing may be required depending on scope and locations planned for retention policy application.

## Summary of Cost Savings

By implementing the above recommendations as part of its Records Management Strategy and program, the County should realize benefits of increased overall productivity and resource spend on its ungoverned information repositories like network file and physical storage space. Reduced time spent by end-users on tasks like information retrieval and recovery would also present significant – but unquantifiable – efficiencies for County departments. Further, establishing a County-wide records management champion team and leveraging existing staff resources for the team’s associated tasks would improve the County’s ROI on implementing FileHold, FileTrail, and staff training initiatives.

The table below estimates anticipated cost savings posed by the records management strategy’s implementation and expected outcomes:

<b>Strategy Outcome</b>	<b>Expense Alleviated</b>	<b>Cost Savings</b>
<b>The County reduces its volume of physical records storage by 20%.</b>	Cost of physical storage areas in County buildings.	\$27,000 (based on 20% reduction in current sq. footage use)

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<p><b>The County implements an RM champion team to scale program with existing human resources.</b></p>	<p>Immediate hiring of 1.5 new FTE Records and IM Analyst roles in Clerks Department.</p>	<p>\$70,000 (based on 40 hour week, 1.5 FTE, at Grid 4, step 1 of collective agreement ending 2022)</p>
<p><b>County expands its number of FileHold user licenses for electronic records management to support rollout.</b></p>	<p>Cost of M365 licensing upgrades to support auto-classification with Purview Records Management as an alternative solution.</p>	<p>\$39,000/year (based on approximate rates of E5 Information Protection &amp; Governance Compliance add-on if applied to 730 O365 E1 and 300 O365 E3 license-holders, as compared to equivalent annual licensing rates for FileHold).</p>
<p><b>Estimated Total (per year)</b></p>		<p><b>\$136,000</b></p>