Costing EDRM Programmes

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To provide you with an overview of the cost drivers for Electronic Document & Records Management (EDRM) Programmes based on our Central Government experience
Conflicting Goals?

**Business Goals:**
- Productivity, (speed of capture & retrieval)
- Storage (minimise)
- Accessibility (within security constraints)
- Compliance (legal retention)

**Preservation Goals:**
Accessibility and understanding over time
Outline

- Introduction to EDRM
- Current approach to costing EDRM programmes
- Issues with current approach
- Multi-perspective approach to costing EDRM programmes
- Conclusions
Introduction to EDRM

- ‘Modernising Government’ 1999

- Various Legislation
  - FOI Act 2000, s46 Code of Practice
  - Data Protection Act
  - Environmental Information Regulations

- Business Drivers
  - Governance over corporate information
  - Efficiency savings
  - Flexible working

- Need to do something!
  - Electronic records
  - E-mail management
  - Content management of intranet/internet
  - Case working, forms processing etc
Expanding Scope of ‘Recorded Information’

- Instant Messages?
- Voice?
- Information Space
- Electronic documents (EDRMS, e-mail, intranet, etc)
- ‘Recorded Information’ (digital, paper, physical)
- Electronic Records (EDRMS)
- Paper Records
- TNA
- 2% ??
- Long term preservation
EDRM Projects & Information Lifecycle

1. Create
2. Classify
3. Store
4. Retrieve
5. Preserve
6. Dispose

User focus is document management, not records management
Typical EDRM Project

EDRM product selection

System design (classification scheme, retention schedule, metadata, security and access etc)

~ 25%

Product configuration

System Build

~ 40%

Testing

~ 20%

Training design & development

Go-live

Training delivery

Data migration

Supporting ‘change management’

10s of £m ... 18 mths - 2 yrs

£
Issues with current Costing Approach

- Focus almost exclusively on initial implementation costs
  - Project focus is short term e.g. 0 – 3 years for an EDRM project

- EDRM system design
  - EDRM, as designed currently, will work! [i.e. based on paper paradigm, one repository]
  - Change effort required to implement
  - Data migration in and between EDRM systems

- Immaturity of EDRM products
  - Possible complicated upgrades e.g. technical architecture changes
  - Upgrades will be straightforward [e.g. like upgrading MS Office] !!
  - Different EDRM products - ‘flavours of the month’

- EDRM market place volatility (due to acquisitions/mergers)
  - Possible large data migrations downstream as a result

- Not yet fully proven functionality
  - Export of records to TNA or OGDs
  - Import of records from other EDRM systems or OGDs
  - Digital preservation

Cost Implications?
Data Migration – Typical Scenario

EDRM Product ‘A’

- Metadata held in Database X
- Content held in Filestore X
- ~ Millions of documents by year three?

EDRM Product ‘B’

- Develop bespoke ‘datapumps’
- Build and test on development system
- Test dependent application interfaces
- Migrate (authenticity, reliability & integrity)
- Manage the change

- Have to test that content has been migrated, together with associated metadata
- Have to migrate metadata held in Database X to Database Y – different table structures?
- Content held in Filestore X must be migrated to Filestore Y

RDBMS ‘X’ (Metadata) + Filestore X (Content) = £

RDBMS ‘Y’ (Metadata) + Filestore Y (Content)
Reducing Costs

- **Implementation Costs**
  - Simpler design
  - Easy to use product
  - Less change burden on the user

- **Costly Data Migration => need better Interoperability**
  - Standards based file store
  - File formats
  - Interchange standard eg XML

- **Expensive ongoing change support and system maintenance**

We need a better definition of EDRM Costs…
Multiple Perspectives of EDRM Costs

Technology

RM Process

People

Hidden

EDRM Costs
Technology Costs

- Software
- Hardware
- Configuration
- Infrastructure Integration (e.g. remote working)
- Application Integration (e.g. central repository)
- Testing
- Maintenance & Support
- Business Continuity
Records Management Process Costs

- Capture
- Store
- Retrieve
- Review
- Archive
- Dispose
People Costs

- Process Design
- Specialist Training
- User Training
- Classification System Design
- Working Practice Development
- Scanning Effort
- Problem Resolution
- New Joiners
Hidden Costs

- Adapting to Organisational Changes
- System Migration
- Review and Disposal
## Cost Summary

<table>
<thead>
<tr>
<th>£/User</th>
<th>Implementation</th>
<th>Annual Live Running</th>
<th>Migration (3-5 years)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Technical</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Configuration</td>
<td>£100 - £2000</td>
<td>£20 - £200</td>
<td>? Interoperability</td>
</tr>
<tr>
<td>Hardware</td>
<td>£200 - £600</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Software</td>
<td>£600 - £2000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Process</td>
<td>£500 - £2,500</td>
<td>? Folder Mgmt</td>
<td></td>
</tr>
<tr>
<td>Change/Trg</td>
<td>£800 - £4,000</td>
<td>? Support</td>
<td>? Change</td>
</tr>
<tr>
<td>Management</td>
<td>£300 - £1,500</td>
<td>?</td>
<td></td>
</tr>
<tr>
<td>User Effort</td>
<td>£300 - £600</td>
<td>?</td>
<td>?</td>
</tr>
<tr>
<td>Total</td>
<td>£2,800 - £10,000</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Affordability?**
Benefits

- Productivity (if high paper volumes)
- Storage (in the longer term)
- Service Responsiveness (if carefully designed)
- Compliance
- Cross-functional opportunities (if viewed strategically)
Conclusions

- EDRM projects are not representing whole life costs of managing information
  - *We’re just understanding the affordability of EDRM*

- Significant uncertainty over full costs

- EDRM is expensive, but costs have to come down as market matures

- Multi-perspective approach to costing gives a better indication of costs

- The costs are in EDRM implementation are driven by:
  - Complexity of EDRM system design
  - Associated business processes
  - Potential migration complexity
  - Potential frequency of migration
  - Resulting ‘Change Management’ effort