

Project Initiation Document (PID)

Project number

050

<i>Project</i>	Reprographics Review
<i>Manager</i>	Paula Maginnis, Assistant Director – Human Resources
<i>Sponsor</i>	Bob Palmer – Director of Resources
<i>Corporate Plan 2015-20</i>	Aim 3b Modernising Council Operations

Project purpose

<i>Definition</i>	Complete a fundamental review of the Council's Reprographics function which seeks to make improvements to the service and offer value for money.
<i>Mandate</i>	Charter agreed by Transformation Project Board
<i>Background information and impact assessment</i>	<p>Establish a total figure of spending on external printing through the budget codes and Marketplace. However, it was difficult to get to a final expenditure figure as the use of budget and/or Marketplace codes are not always correct or consistent. The unconfirmed figure for external printing for 2015/16 was approximately £80,000.</p> <p>A survey was undertaken asking staff what printing they sent to desk top/local printers, to reprographics and what was sent externally. The conclusion backed up the anecdotal thinking of the Project Group in that desktop printers were used as they were convenient and used for confidential items (whilst they were in place), in house function was used for a range of mono and some colour work, large mono runs, binding/stapling etc, external printers used for complex colour and specialist work.</p> <p>Workflow information confirms that busiest time for the service is February – April. Other peak times occur when elections and referendums are called.</p> <p>It has been difficult to link to the Printer Migration Project despite representatives providing an update to the Project Group. In particular, the 'rules based' printing element.</p> <p>The Council owns all the equipment within reprographics, except the 2 mono copiers and 1 print copier, the leases expire in October 2018. The contract was renegotiated in 2015/16 and the cost reduced from £43,000 to £26,000 for 3 year leases.</p> <p>From 1 April 2017 the budgets for Reprographics were compiled on an allocation basis. Charging for work would be based on 'click' charges and/or materials.</p> <p>The employee costs have reduced from £132,000 in 2013/14 to £114,000 in 2017/18. In 2013/14 the establishment of the service has reduced from</p>

3fte to 4fte, the work has not diminished but has increased over this time.

The Finance Group undertook an assessment of print work split into 4 headings; what could be outsource, what could be allocated to a shared service, what would need to be retained and what could stop. This is provided in appendix 1. The wider Group had the opportunity to comment on this assessment.

The Group noted that if the service was outsourced it was unlikely that only one provider would be procured to provide a complete service due to the specialist nature of the elections work and the sensitivity of information provided regarding revenue, benefit and housing work. The particular service areas would be involved in any external provision to ensure credible suppliers where selected.

Approach

- The Red Quadrant 7 Ways model was used to map areas to review.
- A Project Team has been established, involving representatives from across the authority, to undertake the review.
- Financial and qualitative information have been reviewed and a finance sub group was established.
- Process mapping has been carried out
- Contact has made with other authorities to review their service provision with the aim to share services

Business case

Management Board and Members wish to ensure that services are offering value for money and are reviewed to take full advantage of any potential to increase income generation or reduce costs to keep Council Tax low and protect front line services. This would include exploring shared services with neighbouring authorities.

Make service improvements to ensure processes are efficient. For this project this means reducing administrative functions to increase time on service delivery.

In scope

The next phase of the Review will concentrate on;

- Externalisation - currently discussing the potential for a shared service with Harlow and Broxbourne
- Potential for external customers – currently discussing the potential for a shared service with Harlow and Broxbourne
- Workloads and staffing structures – this will be reviewed in light of the current discussions regarding a shared service
- Space/location requirements – unlikely to be sufficient and appropriate space in the one building following the member decision to redevelop the Condor Building & rear extension and will be considered within the discussions above.

The Review considered:

- Equipment & machinery – completed but will be kept under review in light of shared service discussions
- Internal services – service improvements have been made
- Costs and financial structure – changes have been made to the way the functions budgets are set

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Links to other plans, dependencies and constrains

- Accommodation Review (P002) – potential lack of space within foot print of remaining building.
- ICT discussion paper/Strategy – linked to the Accommodation Review regarding CS1&2 and location of IT Staff. Consideration of other office space to accommodate the ICT team. The Print function could be part of the considerations.
- Printer Migration Project (P033) – rules based printing
- Communications Project (P004) – recommendations as to what/how items are printed/publicised to reduce internal and external printing costs
- Customer Contact Project (P001) – website development to publicise items and events online to reduce internal and external printing costs
- Systems and Digital Development (P147) – e-billing and e-communications
- Review of members – paperless agendas

Out of scope

No reasonable options are ruled out, however the Project Team is mindful of the potential overlap with P033 (i.e. does not cover the MFDs but will consider the implications of rule based printing) and P004 (i.e. decisions need to be taken on what and how items are printed e.g. number of colours used, paper weight, which should be considered by the Communications Project). The project will also not cover barcoding of letters; this may be covered in the Post, Correspondence and Document Management project (P043).

Assumptions

Following the Cabinet decision to reduce the Civic Offices into one building, the Accommodation Review is recognised as a significant issue as the remaining building is unlikely to have sufficient or appropriate space to accommodate the function. The ICT discussion paper includes the same theme for this area.

Increase use of e-billing and e-communication is likely to have a future impact on the function – reducing requirements.

It is assumed that by working with 2 other authorities to explore the potential of a shared print service would result in lower costs and greater economies of scale in terms of machinery, preferred supplier lists and materials. Further work will be carried out in this area as the discussions develop.

Benefit

Measure

Business benefits

Service improvements;

- Create one method to request internal print work
- Design the form to make efficiency savings

One corporate order form is in place

15% reduction of Print Manager's time spent pricing jobs and associated paperwork

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Explore the potential of a shared service with Broxbourne and Harlow	25% reduction in costs Implementation of a preferred supplier list for the 3 authorities
Reduced number of codes on Marketplace that staff can use for external printing to ensure a clearer understanding of how much and with whom Council money is spent.	Annual reports detailing the amount of external expenditure

Project team

<i>Role</i>	<i>Name</i>	<i>Responsibilities</i>
Director of Resources	Bob Palmer	Project Sponsor
Head of Transformation	David Bailey	Programme Lead
Assistant Director - HR	Paula Maginnis	Project Manager
Reprographics Manager	Ann Hickman	Lead Officer
Reprographics Assistant	Donna Harding	Project Team – Service Area
Reprographics Operator	Mick Perry	Project Team – Service Area
Council Tax Manager	Peter Freeman	Project Team - Resources
Senior Benefits Officer	Ian Willis	Project Team - Resources
Assistant Director – Governance & Performance	Simon Hill	Project Team – Governance Member of Finance sub-group
Community Health & Wellbeing Manager	Gill Wallis	Project Team (Link to Communications Project) - Communities
Economic Development Officer	Mike Warr	Project Team (Link to Communications Project)- Neighbourhoods
Principal Accountant	John Bell	Project Team – Accountancy Member of Finance sub-group
ICT Business Analyst	Clive Morley	Project Team- ICT

Project plan

Key deliverables, milestones and acceptance criteria

<i>Key deliverable</i>	<i>Start date</i>	<i>End date</i>	<i>Lead officer</i>	<i>Acceptance criteria</i>
Project Charter			PM	Completed. Agreed by Transformation Board

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<i>Key deliverable</i>	<i>Start date</i>	<i>End date</i>	<i>Lead officer</i>	<i>Acceptance criteria</i>
Set up Project Team		September 2016	PM	Completed. Project Team has initial meeting
Discovery Work	29 September 2016	30 November 2016	All	Completed. Project Team reviews outcome of information
Draft PID	1 December 2016	31 December 2016	PM	Completed. Draft PID is circulated for comment and agreement by the Project Team.
Final PID	1 February 2017	31 May 2017	PM/GN	PID is agreed by Transformation Board
Produce initial Order Form	24 November 2016	31 May 2017	AH	Form demonstrated to the Project Team. Team discusses and agrees form. Form in place for staff to use by end of May 2017
Restrict number of marketplace codes used when ordering external printing	25 January 2017	31 May 2017	AH	Reduced number of codes on Marketplace that staff can use for external printing
Explore potential for shared service with Broxbourne and Harlow	24 March 2017	31 December 2017	PM	Report to Transformation Project Board
Establish a preferred supplier list for external printing	24 March 2017	31 December 2017	PM	Supplier list is established in conjunction with Broxbourne and Harlow.
Explore outsourcing possibilities	1 July 2017	31 December 2017		Report to Transformation Project Board
Review Project	1 January 2018	31 January 2018	PM	Project is reviewed in line with the Council's Project Management methodology; project is closed and evaluated or next phase to start.

Headline plan

2016/2017/2018																	
Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan

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2016/2017/2018

	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan
Set up project & discovery	▷	▷	▷	▷	▶													
PID					▷	▷	▷	▷	▷	▶								
Develop & implement e-form				▷	▷	▷	▷	▷	▷	▶								
Review Market Place Codes						▷	▷	▷	▷	▶								
Preferred supplier list						▷	▷	▷	▷	▷	▷	▷	▷	▷	▷	▷	▶	
Shared Services						▷	▷	▷	▷	▷	▷	▷	▷	▷	▷	▷	▶	
Outsourcing possibilities												▷	▷	▷	▷	▷	▶	
Review of Project																		▶

Key: ▷ = activity period, ▶ = completion / key deadline

Budget plan

Period	2016-17	2017-18	Comments
Revenue	n/a	n/a	
Capital	n/a	n/a	
Savings		£25,000	Potential shared services savings Increase in productivity due to efficient processes
Totals		£25,000	

Communication management strategy

Stakeholder	Needs	Communications
Staff	Service delivery changes Project updates	District Lines District Lines
Leadership Team	Service delivery	Presentation
Members	Savings Potential Externalisation Options	Cabinet Report Cabinet Report
Partners (Broxbourne & Harlow Councils)	Exploration and agreement of shared service delivery	Meetings
Transformation PMO	Project updates	Email

Risk log

<i>Description</i>	<i>Likelihood</i>	<i>Impact</i>	<i>Score</i>	<i>Control measures</i>
The outcome of the Accommodation Review – potentially lack of sufficient and appropriate space in one building	High	Major	B4	Project management Explore potential for shared service with neighbouring authorities Explore alternative accommodation for function
Harlow and Broxbourne do not enter into a shared service arrangement	Medium	Major	B4	Explore outsourcing opportunities

Project approval

<i>Role</i>	<i>Name / signature</i>	<i>Date</i>	<i>Version</i>
Project Manager	Paula Maginnis	23.05.2017	2.0
Project Sponsor	Bob Palmer	23.05.2017	2.0

Version control

<i>Version</i>	<i>Date</i>	<i>Author</i>	<i>Nature of / reason for changes</i>
1.0	10.05.2017	PM	Author
2.0	23.05.2017	PM	Edits due to Programme Management Office feedback

Distribution

<i>Role</i>	<i>Name</i>	<i>Date</i>	<i>Version</i>
Member	Programme Management Office	16.05.2017	1.0