

Project Initiation Document (PID)

Project reference

P033

Project title

Printer Migration

Manager

David Newton, Assistant Director, ICT and Facilities Management

Sponsor

Glen Chipp, Chief Executive

Corporate Plan link

Aim 3.b. Modernising council operations

Project purpose

Definition

The authority has numerous and out-of-date shared and desktop printing equipment. Initial discovery shows this provides relatively poor value for money. The contract to maintain our shared printers is up for renewal, and this presents an opportunity to rationalise and improve our printing facilities.

Mandate

Chartered by the Transformation Programme Board
Previously agreed by Management Board / Cabinet as part of ICT Strategy.

Background information and impact assessment

An audit of desktop and multi-function printer use has been completed. This has been used to inform the proposed number of MFDs that are required: 15 covering the Civic Offices, and a further 11 covering the satellite sites (plans of the Civic Office potential locations are appended to this document).

A number of options have been identified in terms of the composition of the new MFD fleet. These are outlined on the table below in the assumptions section.

Change approach

Two quotes from existing and one other supplier utilising CCS Framework agreement.

Building works to be completed by Facilities Management.

Cabling to be carried out by PTC.

Business case / problem statement

Discovery indicates that we could save c. £27k if desktop printing migrated to multi-function devices. Our paper supply has gone up, from around 1.3 million pages (2011/12) to 1.5 million pages (2014/15).

The authority has around 150 printers, with 115 of them desktop printers, the majority of which are approaching end of life. Our multi-function devices are 4 years old and the contract is up for renewal.

Consider setting printer defaults to duplex, grey scale and sending large jobs to reprographics.

Retain a number of fax lines.

In scope

- Printer management software.
- All desktop printers, including Revenues and Benefits.
- All Multi-Function Devices (MFDs).
- All outstation printers and MFDs, including Lowewood Museum.
- Legal printing (using legal paper).
- Large print runs to default to reprographics.
- Letterheads, letterhead templates and compliments slips.
- Fax machines.

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	<ul style="list-style-type: none"> ▪ Members room photocopier. ▪ Order and replenishment of printer paper, staples and toner. ▪ Fault reporting and repair management process. 																														
<p><i>Dependencies and constraints</i></p>	<ul style="list-style-type: none"> ▪ P002 Service Accommodation Review. ▪ P004 Corporate Communications – printed letterheads. ▪ Reprographics review [project pending]. ▪ Full rollout of proximity access cards (staff identity cards). ▪ Migration of Proprint templates for Revenue and Benefits. Can only happen after implementation, so their printers will remain in situ whilst this is implemented and tested. ▪ Removal of some/all vending machines. ▪ Expiration of Framework August 2016. 																														
<p><i>Out of scope</i></p>	<ul style="list-style-type: none"> ▪ A0 plotters in planning etc. ▪ Cheque printer. ▪ Receipt printers and other specialist media printers (to be determined). ▪ Reprographics printers. ▪ Printers in single user satellite sites – to be evaluated and determined. ▪ Workshop and MOT backup printer for Oakwood Hill depot. ▪ EFDC printer at BIFFA, Waltham Cross. ▪ Licensing printer with specialist media (to be checked). 																														
<p><i>Assumptions</i></p>	<p>The table that follows summarises the annual costs of a range of options, based upon an average framework price for rental given a three year lease.</p> <p>The preferred option would be either the baseline solution, or option A. The costings are indicative based on an average of comparable devices from the CCS framework agreement we propose to use. The costs are annual lease costs based on a 3 year lease. The difference between the baseline and Option A is that Option A swaps mid-range MFDs for the devices at the Broadway and Hemnall Street.</p> <table border="1" data-bbox="375 1272 1420 2004"> <thead> <tr> <th><i>Option</i></th> <th><i>Civic Offices</i></th> <th><i>Remote Sites</i></th> <th><i>Total</i></th> <th><i>Cost Difference</i></th> </tr> </thead> <tbody> <tr> <td><i>Baseline</i></td> <td>15 x Mid-range MFD £15,000</td> <td>11 x Compact MFD (£4,400)</td> <td>£ 19,400</td> <td>-</td> </tr> <tr> <td><i>A</i></td> <td>15 x Mid-range MFD £15,000</td> <td>2 x Mid-range MFD (£2,000) (Debden Broadway and Hemnall Street) 9 x Compact MFD (£3,600)</td> <td>£ 20,600</td> <td>+ £ 1,200</td> </tr> <tr> <td><i>B</i></td> <td>15 x Mid-range MFD £15,000</td> <td>11 x Mid-range MFD (£11,000)</td> <td>£ 26,000</td> <td>+ £ 6,600</td> </tr> <tr> <td><i>C</i></td> <td>15 x Mid-range MFD £15,000</td> <td>4 Reused (Debden Broadway, Hemnall Street, Housing DLO) (£0) 7 x Compact MFD (£2,800)</td> <td>£ 17,800</td> <td>- £ 1,600</td> </tr> <tr> <td><i>D</i></td> <td>15 x Mid-range MFD £15,000</td> <td>1 Reused (Debden Broadway) 10 x Compact MFD (£4,000)</td> <td>£ 19,000</td> <td>- £ 400</td> </tr> </tbody> </table>	<i>Option</i>	<i>Civic Offices</i>	<i>Remote Sites</i>	<i>Total</i>	<i>Cost Difference</i>	<i>Baseline</i>	15 x Mid-range MFD £15,000	11 x Compact MFD (£4,400)	£ 19,400	-	<i>A</i>	15 x Mid-range MFD £15,000	2 x Mid-range MFD (£2,000) (Debden Broadway and Hemnall Street) 9 x Compact MFD (£3,600)	£ 20,600	+ £ 1,200	<i>B</i>	15 x Mid-range MFD £15,000	11 x Mid-range MFD (£11,000)	£ 26,000	+ £ 6,600	<i>C</i>	15 x Mid-range MFD £15,000	4 Reused (Debden Broadway, Hemnall Street, Housing DLO) (£0) 7 x Compact MFD (£2,800)	£ 17,800	- £ 1,600	<i>D</i>	15 x Mid-range MFD £15,000	1 Reused (Debden Broadway) 10 x Compact MFD (£4,000)	£ 19,000	- £ 400
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If the number of mid-range MFDs is increased or increased, the annual cost will change by £1,000 for each device added or removed. Similarly, the effect of adding or removing a Compact MFD is £400 annually.

Options C and D below would retain the new MFD in Communities which is owned outright, and in the case of Option C the three MFDs which retained flood damaged units. These options would only be viable in the event of Canon being awarded the contract, and would be dependent on the machines being upgradable to a comparable standard to the new MFDs (i.e. addition of a card reader and stapler / collator module).

In addition to this cost there is an annual cost of around £6,500 to cover server software which is required for follow me printing and rules based routing.

If the fax option is taken an additional cost of £4,000 would be incurred annually.

Accountancy have confirmed that these costs and the machine rental will be absorbed by Directorates / Service Area budgets when this contract replaces the previous one. It is also assumed that any increase in the per page charge (reflecting the near doubling of print volumes through MFDs that the audit indicated would occur) will be more than covered by the current printer cartridge budget.

It is also assumed that as part of the rollout of the new MFDs, and the linking of use to security access cards, the recharge model for MFD printing will be changed (and indeed also for prints using Reprographics which are routed via rules based printing) and will be recharged at a user level. This recharge will consist of the printing cost per side printed (0.3p for monochrome on an MFD and 3p for colour), and a charge for paper used.

	<i>Benefit</i>	<i>Measure</i>
<i>Benefits</i>	Multi-function devices are more efficient than desktop printers, ink/toner savings of £27.5k plus reductions in electricity consumption and paper usage.	Reduction in printer cartridge expenditure. Thus figure will be more specific once the number of printers required to remain is established. Target of 10% paper reduction.
	Data protection: Printing is secure, through use of touch-ID.	Implementation.
	Fewer printers and less printing are better for the environment.	Reduction in printer numbers. Target of 70% reduction based on printer fleet January 2016.
	Reduction in space taken up by desktop printers and also have less MFD's that are more capable.	
	New multi-function devices print faster, staple, punch and can produce colour copies	Implementation of features.
	Follow me printing give a single print queue simplifies printing and reduces waste.	Reduction in paper usage of 10%.

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<i>Benefit</i>	<i>Measure</i>
Printing letterheads from MFD's has no additional cost and will make a saving compared to pre-printed headed paper.	Saving of 100% headed stationery budget.
Recharge will be transparent at user level and will be based on automated reporting.	Production of user level usage reporting.
Any user can use any MFD at any site.	Implementation.
Colour printing can be managed at a user level.	Colour printing limited to those staff who require it for their role.
Removal of need to maintain expensive stock of printer cartridges.	Stock holding reduced to bare minimum to only support specialist printers. Other cartridges ordered as and when required.
MFD's can be monitored and managed centrally.	Removal of need for local meter reading.
Rules based printing routing large jobs to reprographics.	Additional saving in 'per print' cost.
Faxing from MFD's and desktop, incoming faxes to email.	Removal of fax lines giving savings.

Project team

<i>Role</i>	<i>Name</i>	<i>Responsibilities</i>
Chief Executive	Glen Chipp	Project Sponsor
Assistant Director, ICT & FM	David Newton	Project Manager
Head of Transformation	David Bailey	Transformation Lead
ICT Operations Manager	Steve Bacon	ICT systems
Service Desk Supervisor	Chris Askew	ICT
Facilities Manager	Stuart Mitchell	Facilities
Business Manager	Sharon Lekha	Business support
Senior Democratic Services Officer	Gary Woodhall	Governance rep
Housing Admin Officer	Kay Cobbin	Communities and outstations rep
Finance Officer	Anna Whittaker	Resources rep
Environmental Co-ordinator	Elizabeth Ainslie	Neighbourhoods and Green agenda rep
Administration and Premises Manager	James Carstairs	Communities) and outstations
To be determined	To be determined	Supplier rep

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		23.03.16	D Newton	Agreed by Transformation Programme Board (TPB)
Printer survey and quote			C Askew	Presented to Project Group
Desktop and shared printer audit		22.04.16	G Nicholas	Presented to Project Group
Starting a project meeting		25.04.16	D Newton	Project meeting
Second quote received	1.6.16	30.6.16	C Askew	Presented to Project Group
Project Initiation Document (PID)	1.4.16	30.5.16	D Newton	Agreed by TPB
Communications to staff	Jun 2016	Mar 2017	D Newton	Strategy in place following TPB agreement of PID
Procurement phase	Jun 2016	Jul 2016	D Newton	Successful completion
Contract granted	Jul 2016	Aug 2016	D Newton	Successful completion
Centralisation of cartridge supplies	Jun 2016	20.6.16	S Lekha	All supplies in central location by 20 June
Implementation phase	Jun 2016	Mar 2017	S Bacon	Successful completion
Template letterheads prepared and in use	Jun 2016	Aug 2016	C Askew	Templates complete and Available by 1 August
Replenishment process agreed	Sep 2016		D Newton	Process in place before installation begins
Fault reporting and repair process agreed	Sep 2016		S Bacon	Process in place before installation begins
Staff ID cards issued	Sep 2016		D Newton	Cards in place before installation begins
New multi-function devices installed and tested	Sep 2016	Oct 2016	C Askew	TBC dependent on vendor delivery schedule, MFD delivery during Sep/Oct
Old multi-function devices removed	Sep 2016	Nov 2016	C Askew	TBC dependent on vendor delivery schedule, MFD removal during Sep/Oct/Nov
Training	Oct 2016	Nov 2016	C Askew	Training to commence when installations commence, completion for each site / area before commissioning of MFD

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Key deliverable	Start date	End date	Lead officer	Acceptance criteria
Old desktop printers removed	Jun 2016	Dec 2016	C Askew	Removal to begin immediately, complete when all printers except out of scope are removed
Spare furniture removed	Jan 2017	Mar 2017	M Hobbs	Printer tables to be removed once printers removed
Evaluation of remaining specialist printers	Oct 2017	Jan 2017	S Bacon	Agreed technical justification in place for each remaining desktop unit, or an agreed exemption due to low use levels / home working
Redundant equipment disposed	Jan 2017	Mar 2017	C Askew	All desktop units other than specialist units, any other agreed units or ICT reserves disposed in line with WEEE
Snagging	Oct 2016	Mar 2017	C Askew	Implementation issues resolved
Termination of fax lines	Feb 2017	Mar 2017	A Stephen	Lines terminated once fax service is commissioned
Project evaluated	Apr 2017		D Newton	Evaluation report to TPB
Project closed	Apr 2017		D Newton	Closure report to TPB

Headline plan

	2016												2017				
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	
Project charter			▷	▷	▶												
Printer survey and quote	▷	▷	▷	▷	▶												
Desktop and shared printer audit	▷	▷	▷	▷	▶												
Starting a project meeting				▶													
Second quote received					▷	▶											
Project Initiation Document				▷	▶												
Communications to staff					▶	▶	▶	▶	▶	▶	▶	▶	▶	▶	▶	▶	
Procurement phase						▷	▶										
Contract granted							▷	▶									
Final MFD locations agreed						▷	▷	▶									
Centralise cartridge supplies						▶											
Implementation phase						▷	▷	▷	▷	▷	▷	▷	▷	▷	▷	▶	
Template letterheads in use						▷	▷	▶									
Replenishment process agreed								▷	▶								
Fault reporting and repair process agreed								▷	▶								

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	2016												2017			
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr
Staff ID cards issued								▷	▶							
Cabling and building works								▷	▶							
New MFDs installed and tested									▷	▶						
Old MFDs removed									▷	▷	▶					
Staff training										▷	▶					
Old desktop printers removed	▷	▷	▷	▷	▷	▷	▷	▷	▷	▷	▷	▶				
Spare furniture removed													▷	▷	▶	
Evaluate remaining specialist printers										▷	▷	▷	▶			
Redundant equipment disposed													▷	▷	▶	
Snagging										▷	▷	▷	▷	▷	▶	
Termination of fax lines														▷	▶	
Project evaluated and closed																▶

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

Budget plan

Period	2016-17	2017-18	Comments
Revenue	£ 20,000	£ 35,000	Rental and page cost, replacing existing charge at Directorate / Service level
Capital	-	-	
Savings	£ 12,500	Up to £ 25,000	Cartridge spend, this saving will not be available in full as print volumes through the MFDs will increase from the current level.

Communication management strategy

Stakeholder	Needs	Communications
All Staff	Information, training, replenishment and fault reporting strategies	Display in staff canteen, intranet, showcase on MFD plan, training events, regular updates
Leadership Team (LT)	Information, rollout plan, exemption policy	LT presentation
The Cabinet	Progress updates	Transformation updates
The Council All elected members	Information and training	Members Bulletin
Partners	None	
Customers and residents	None	

Risk log

<i>Description</i>	<i>Likelihood</i>	<i>Impact</i>	<i>Score</i>	<i>Control measures</i>
Staff not being able / willing to utilise the full functionality of the new MFD's.	B High	1 Major	B1 High	Staff will need clear communications and training on how to use the new printers and fax functionality.
The current contract needs to be renewed by 31 August 2016, or a new framework agreement would be required.	B High	1 Major	B1 High	Adherence to timetable, prioritisation of this project.
Broken desktop printers will not be replaced from this point forward.	B High	2 Moderate	B2 High	Where there is a business need, an existing printer may be re-sited.
Internal recharging mechanism results in reprographics being more expensive than MFD's.	B High	2 Moderate	B2 High	Ensure that the reprographics service review results in a consistent charging method. i.e. on-cost should be charged as an overhead and not on page cost.
Rumour and misinformation.	B High	3 Minor	B3 Medium	Clear communications with staff are essential to the success of the project.
Failure to secure suitable MFD locations.	C Medium	1 Major	C1 Medium	Ensure release of vending machine areas and storage rooms.
Failure to report faults.	C Medium	1 Major	C1 Medium	Ensure automated reporting is available. Provision of phone at each location for reporting to the ICT service desk.
Staff purchasing toner cartridges for desktop printers – wasting money.	C Medium	2 Moderate	C2 Medium	Double approval process.
Budget.	C Medium	2 Moderate	C2 Medium	Ensure close monitoring of potential expenditure.
Inadequate replenishment of supplies.	C Medium	2 Moderate	C2 Medium	Automated toner/stapling ordering from MFD supplier. Business support team to ensure paper replenishment on a daily basis.
Staff unable to use all MFD's on all sites.	C Medium	3 Minor	C3 Medium	Communicate that MFD's are a CORPORATE asset and that recharge will be at a user level.

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<i>Description</i>	<i>Likelihood</i>	<i>Impact</i>	<i>Score</i>	<i>Control measures</i>
Corporate communications project fails to agree corporate headed paper template to replace pre-printed headed paper, by August 2016.	D Low	1 Major	D1 Low	David B to ensure this is prioritised.
Staff unable to use card readers.	D Low	1 Major	D1 Low	Ensure full rollout of access (HID) cards to all staff.
Staff purchasing new letter headed paper stock.	D Low	3 Minor	D3 Low	Print to limit orders until ink runs out.

Project approval

<i>Role</i>	<i>Name / signature</i>	<i>Date</i>	<i>Version</i>
Project Manager	D Newton	01.06.2016	1.0
Project Sponsor	G Chipp	01.06.2016	1.0

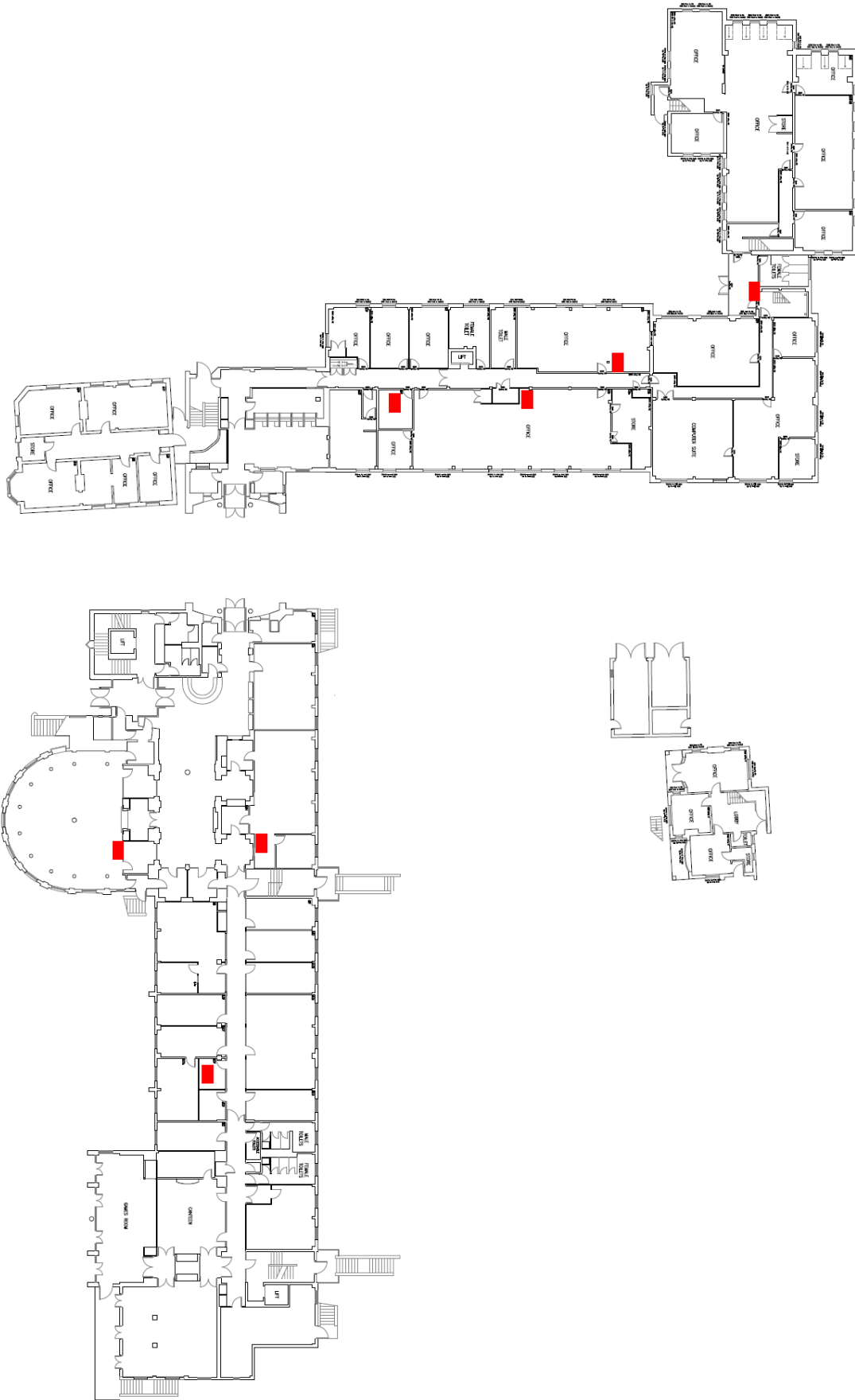
Version control

<i>Version</i>	<i>Date</i>	<i>Author</i>	<i>Nature of / reason for changes</i>
0.1	16.05.2016	D Bailey	Draft
0.2	20.05.2016	D Newton	Revisions
0.3	25.05.2016	D Newton	Revisions from project team
1.0	02.06.2016	D Bailey	C041 Transformation Programme Board
2.0	12.10.2016	G Nicholas	C113 Programme Management Office
<u>3.0</u>	<u>20.01.2017</u>	<u>R Linford</u>	<u>Amendments to Project Group</u>

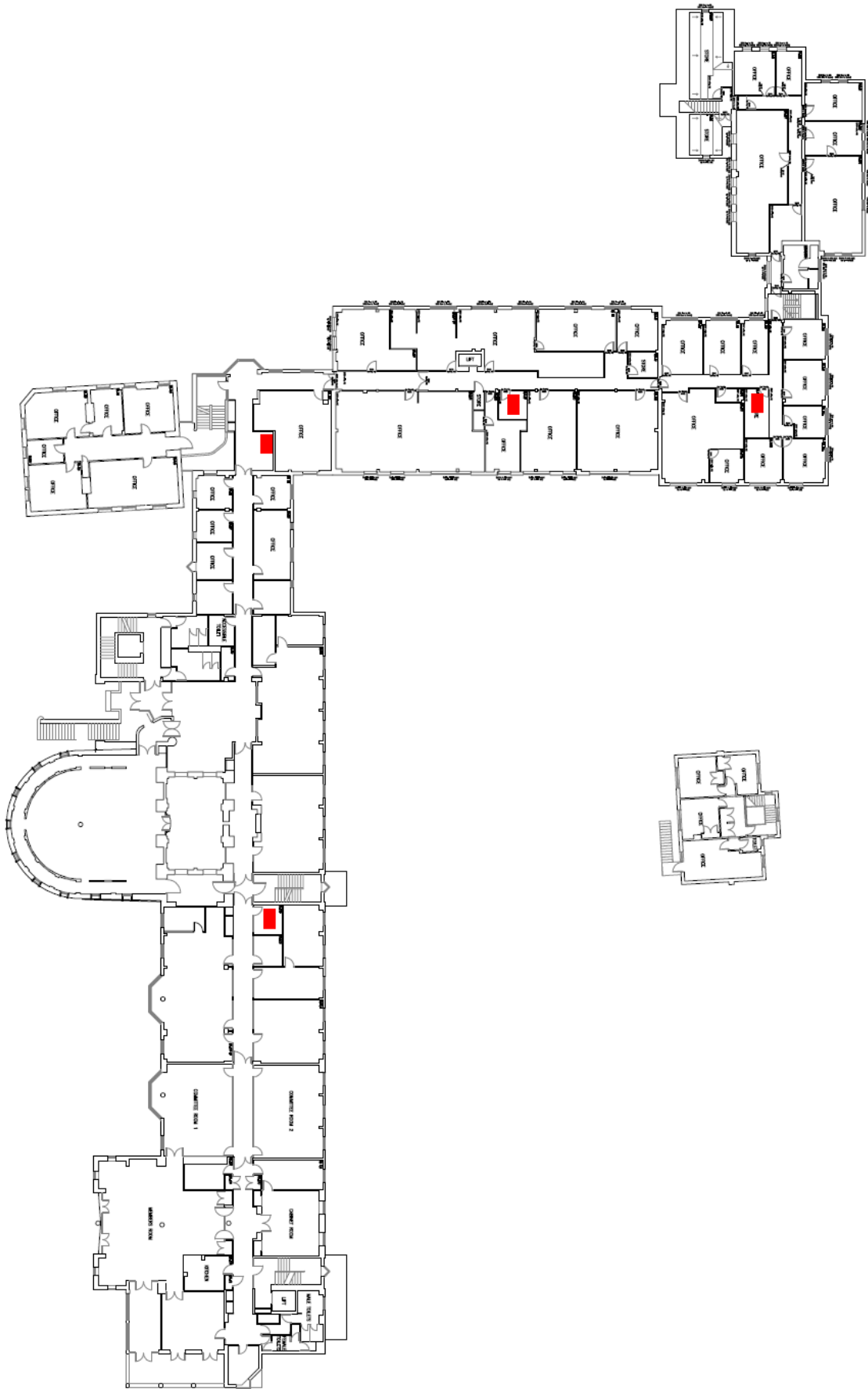
Distribution

<i>Role</i>	<i>Name</i>	<i>Date</i>	<i>Version</i>
Member	Transformation Programme Board	01.06.2016	0.3

Civic Offices Ground floor proposed MFD locations



Civic Offices First floor proposed MFD locations



Civic Offices Second floor proposed MFD locations

