



Reprographics Service Delivery Plan 2023 to 2024

Overview of the service

Reprographics service belongs to the commercial area within Council's structure and is overseen by Director Commercial.

Predominantly an internal service focused on helpful, efficient and successful cooperation with all East Cambridgeshire District Council (ECDC) departments, Reprographics is first and foremost a facilitator of all public facing services and a promoter of internal policies and procedures.

Our team works closely with officers on producing all digital and printed campaigns, aids in the delivery of corporate objectives and commitments and assists in marketing projects and mailouts. There isn't a strategy, plan or idea that we are not involved in, making us a perfect hub for all ECDC services. Furthermore, we are also responsible for inputting and referencing paper and digital communications through corporate Document Management System; traditional incoming and outgoing mail service; safety of all staff in line with Security Threats Codes of Practice (suspect parcels); procurement of photocopiers to ECDC and provision of paper, stationery and other print consumables to all staff.

In addition to the above, Reprographics service is a revenue generating section through provision of graphic design, printing and finishing service, web design and photography service to East Cambs Trading Company, East Cambs Street Scene Ltd., and external customers, for example, Specsavers, Ely Museum, Stained Glass Museum, Tourist Information Centre. Our mission is 'commercial for community' and we take great pride in delivering a high-quality service to local organisations, businesses and sole traders.

Graphic design

This service is delivered within corporate and commercial business areas utilising creative and organisational skills on par with a complete Adobe Creative Cloud software and is supported by constant investment in professional training and on the job development. Typical graphic design tasks are: creating new print and digital marketing materials, for example posters, flyers, booklets, social media images and banners, campaign branding, business stationery, calls to action, digital fillable forms, licences, reports and newsletters.

In line with the Council's Equality, Diversity and Inclusion Action Plan for 2021 to 2024, we have been educating members of staff on the importance of including a diverse community in terms of content and images in all publications. Many new designs are now compliant with the Plan in addition to meeting the accessibility legislation and marketing criteria for both print and digital designs.

Web design

Web design is a niche corporate and commercial service provided by the Reprographics team to selected customers. This includes the website building, content updating and custom elements creating.

Photography

Photography service includes studio headshots, event photography and on location shoots. In 2022 to 2023, this area of the service was mostly utilised internally for staff photos, ID cards, social media and press releases.

Printing

Reprographic printing consists of three areas:

- specialist corporate and commercial printing
- agenda printing
- Document Management System printing (DMS printing)

Specialist corporate and commercial printing includes: leaflets, brochures, booklets, business stationery, posters; wide format printing such as vinyl banners, roll up banners, display artwork and signage; plastic card printing for internal and external use and finishing service such as folding, creasing, cutting, laminating, binding and gluing.

Agenda printing is a corporate requirement in line with statutory publication of agenda documents.

DMS printing for Development Control and Building Control within the frame of Council's Document Management System.

Document Management System

Our team plays a vital role in digitalising, storing, sharing and managing paper and digital communication related to the operations of Development Control (planning, appeals, enforcement) and Building Control.

All documents are subject to necessary preparation or digital manipulation (scanning, redacting, splitting, combining, extracting and rotating). Finished documents are registered into the EDRMS system according to their type, sensitivity, date received and case reference making them ready for searching, sharing and viewing by both ECDC officers and Public Access users. Input data is also subject to strict prescribed deadlines to ensure applications are registered and verified on time.

Mail Service

Mail service includes the opening and sorting of incoming post, redistributing internal post and MailMark franking of outgoing mail. In 2022 to 2023, we have introduced a Microsoft mail merge service for letters, emails, labels and envelopes to all internal customers.

Suspect Parcels

Our team plays a key role in implementation of Security Threats Code of Practice and in dealing with suspect parcels. All incoming packages are treated as a security threat and are scrutinised and X-rayed for suspicious content without exception. The team continues to educate all members of staff of the importance of parcel notifying and promotes the use of the online intranet form as an easy and convenient way to do so.

Stationery and Consumables

Reprographics team is responsible for provision and distribution of paper, photocopier toners and stationery to all ECDC staff in addition to monitoring supply chains and procurement of all mail room and print consumables to ensure business continuity. We are fully committed to Council's Climate and Environmental Action Plan. We create paper usage reports and are fully invested into an internal campaign on reducing paper waste. We also promote the reduce-reuse-recycle culture through the "Cabinet of Curios" for all reusable office stationery and consumables, like notepads made from scrap paper.

Cost of service

Graphic design, photography, printing and stationery - £156,130.

Document Management and mail services - £110,822.

Staffing Information

Reprographics team comprises of Reprographics Manager (1 full time), Reprographics Officers (1 full time and 2 part time: 22.5 hours and 26 hours - vacant) and Reprographics and Document Management System Officers (4 part time: 21, 22, 23 and 24 hours)

This is equivalent to staffing level of 5.74 Full Time Equivalent (FTE).

Forward planning for Councillors

Proposed item	Proposed date of decision	Committee
Half year report 2023 to 2024	November 2023	Finance and Assets
End of year report 2023 to 2024	March 2024	Finance and Assets
Service Delivery Plan 2024 to 2025	March 2024	Finance and Assets

Reprographics Service Delivery Plan 2023 to 2024

This Service Delivery Plan describes what Reprographics service will be doing to deliver continuous improvement (service objective). Each performance measure relates to the Council's strategic outcomes and Corporate Plan 2022 to 2023.

Council's Strategic Outcome: Maintain sound finances. Improve systems and practices.

Reprographics' Strategic Objective: Effectively contribute to the delivery of Council's corporate objectives and priorities.

Link to Corporate Plan: Sound financial management. Improving transport, Housing, Cleaner, greener East Cambridgeshire, Social and community infrastructure.

Performance measure	Target and reporting timescale	Baseline/output from 2022 to 2023	Owner and co-owners
Graphic design, web design and photography: complete all requests to agreed deadlines	100%, annually	1,755 requests (up to 31 December 2022) completed to agreed deadlines, 100%	Reprographics Manager Reprographics Officer (3)
Specialist printing and finishing service: complete all requests to agreed deadlines	100%, annually	2,348 requests (up to 31 December 2022) completed to agreed deadlines, 100%	Reprographics Manager Reprographics Officer (3)

Council's Strategic Outcome: Maintain sound finances. Improve systems and practices.

Reprographics' Strategic Objective: Identify and utilise commercial opportunities in order to contribute towards Council's budget.

Link to Corporate Plan: Be more commercial but within reason, "commercial for community".

Performance measure	Target and reporting timescale	Baseline/output from 2022 to 2023	Owner and co-owners
Meet revenue target of £48,507 through provision of graphic design, web design, photography, printing and finishing service to external customers	100%, annually	Revenue target 2022 to 2023 of £17,679 met. £42,205.87 gross revenue (up to 31 December 2022), 239% £36,966.53 net revenue (up to 31 December 2022), 209%	Reprographics Manager Reprographics Officer (3)

Council's Strategic Outcome: Customers are at the heart of everything we do.

Reprographics' Strategic Objective: Ensure an efficient and proactive service is provided to all our customers.

Link to Corporate Plan: Sound financial management. Minimise bureaucracy, duplication and ensure efficiency and transparency across Council services.

Performance measure	Target and reporting timescale	Baseline/output from 2022 to 2023	Owner and co-owners
Document Management System (DMS): index documents into EDRMS system within prescribed deadline of 3 working days or 24 hours for invalid planning applications	100%, annually	22,793 documents (up to 31 December 2022) indexed within prescribed deadlines, 100% 97.48% of documents received are digital, 2.52% paper	Reprographics Manager Reprographics and DMS Officer (4)
DMS Printing: print documents for operations of Development Control and Building Control within 3 working days from receipt	100%, annually	17,194 documents, 98,282 pages, 5,455 A1 plans, 429 A2 plans (up to 31 December 2022) printed within agreed deadlines, 100%	Reprographics Manager Reprographics and DMS Officer (4)
Organise cross-departmental meetings to ensure maximum effectiveness and best adaptation to evolving demands of the Reprographics service	Minimum annual meetings, annually	Licensing meeting June 2022 Building Control meeting November 2022 Development Control meeting February 2022 100%	Reprographics Manager Reprographics and DMS Officer (4)
Print and post agendas for Council and Committee meetings within prescribed 5 or 7 working days deadline	100%, annually	1,651 Agenda papers (up to 31 December 2022) printed and posted within prescribed deadlines, 100%	Reprographics Manager Reprographics and DMS Officer (4) Reprographics Officer (3)
Sort all incoming post at the agreed times during the day ensuring the confidentiality of documents and compliance with finance and audit regulations	100%, annually	New performance measure.	Reprographics Manager Reprographics and DMS Officer (4)
Operate a cost-effective outgoing mail service by ensuring every item meets strict criteria for Royal Mail automated sorting process and by completing MailMark franking by 3.30pm every day	100%, annually	46,035 outgoing mail items (up to 31 December 2022) inspected and posted, 91.26% of mail sent by 2 nd class, 100%	Reprographics Manager Reprographics and DMS Officer (4)
Procure all paper, envelopes, consumables and office stationery items to agreed stock levels for all staff	100%, annually	New performance measure.	Reprographics Manager Reprographics and DMS Officer (4) Reprographics Officer (3)
Fulfil all online stationery requests within 24 hours of receipt and attend to all consumables and photocopiers' repair enquiries upon request	100%, annually	260 online stationery requests (up to 31 December 2022), walk-in requests for stationery and photocopiers repairs are not monitored, all requests completed, 100%	Reprographics Manager Reprographics and DMS Officer (4) Reprographics Officer (3)
Complete corporate brand review and produce brand guidelines for all staff	By 31 March 2024, annually	New performance measure.	Reprographics Manager Reprographics Officer (3) Communications Manager

Council's Strategic Outcome: Be an excellent employer.

Reprographics' Strategic Objective: Support a continued professional development within Reprographics service by identifying training needs and following effective performance management processes. Review corporate risks associated with Reprographics service.

Link to Corporate Plan: Sound financial management.

Performance measure	Target and reporting timescale	Baseline/output from 2022 – 2023	Owner and co-owners
Complete all mandatory ECDC corporate training within prescribed deadlines	As requested, annually	Equality and Diversity (December 2021 to August 2022) Fire Extinguisher (June 2022) Bomb Threats and Suspect Packages (May 2022) Procurement and Contract Procedure Rules (June 2022) Risk Management (July 2022) Job Evaluation (November 2022) Emergency Rest Centre (December 2022) Data Protection (December 2022) Mental Health (January 2023) Management Development Programme (from January 2023 until July 2023) Safeguarding (March 2023)	Reprographics Manager Reprographics Officer (3) Reprographics and DMS Officer (4)
Complete professional training as identified in the appraisal development plan to agreed deadline	As identified, annually	Adobe After Effects, Motion Graphics (April 2022 to March 2023) Adobe Styles and Structures (October 2022) Accessibility in Adobe InDesign and Microsoft Word (October 2022) General Accessibility and Content Workshop (January 2023) Microsoft Excel advanced level (October 2022 to March 2023) Vinyl signage CMP-200 (September 2022) Microsoft Mail Merge (December 2022)	Reprographics Manager Reprographics Officer (3) Reprographics and DMS Officer (4)
One to one meetings	Minimum monthly, annually	Scheduled individual meetings held monthly with exception of August 2022 and December 2022 in addition to add-hoc one to one meetings.	Reprographics Manager Reprographics Officer (3) Reprographics and DMS Officer (4)
Team meetings	Minimum quarterly, annually	Service branding (May 2022) Licensing procedures (June 2022) Paper use (July 2022) Health and Safety, Risk Assessments (September 2022) Crazy busy productivity workshop (October 2022) Data Protection and Record of Processing Activities (December 2022) Paper waste reduction campaign (January 2023) Service Delivery Plan (February 2023)	Reprographics Manager Reprographics Officer (3) Reprographics and DMS Officer (4)
Complete staff appraisals annually and within a timeframe set by Human Resources team	100%, annually	All appraisals completed within a timeframe (February to March 2022), 100%	Reprographics Manager
Review corporate risks associated with Reprographics service, including but not limited to: • health and safety measures in common areas	Minimum annually, annually	Health and Safety and Reprographics risk assessments are formally reviewed at a team meeting (September 2022) and monitored throughout the year. Security Threats Code of Practice: actions mitigating the risks are reviewed constantly and improvements implemented immediately, raising awareness and educating all ECDC staff at the induction stage and via	Reprographics Manager Reprographics Officer (3) Reprographics and DMS Officer (4)

Performance measure	Target and reporting timescale	Baseline/output from 2022 – 2023	Owner and co-owners
<ul style="list-style-type: none"> Security Threats Code of Practice – ensure all parcels received at the Grange are processed for suspect content to mitigate an associated risk of injury or loss of human life Service Delivery Plan business continuity and resilience to breakdown of supply chains (paper, stationery, inks, toners and other consumables) 		<p>email campaigns, all parcels are X-rayed for suspicious content without exception.</p> <p>Service Delivery Plan is formally reviewed at the team meeting (February 2023) and monitored throughout the year.</p> <p>Business continuity and resilience to breakdown of supply chains: actions mitigating the risk are taken daily.</p>	
Provide accessibility training session and guidelines to all identified staff members in order to enable corporate compliance with WCAG 2.1 statutory accessibility regulations for Council’s published communications (print and web)	As identified, annually	New performance measure.	Reprographics Manager

Council’s Strategic Outcome: A clean, green and attractive place.

Reprographics’ Strategic Objective: Undertake activities which help to mitigate/adapt to climate change. Contribute to the implementation of Council’s Climate and Environmental Action Plan.

Link to Corporate Plan: Cleaner, greener East Cambridgeshire.

Performance measure	Target and reporting timescale	Baseline/output from 2022 – 2023	Owner and co-owners
Produce ECDC paper usage reports	Monthly reports, annually	Monthly (from April 2022 onwards) paper usage reports produced as an executive summary, departmental breakdown and departmental environmental impact data sets.	Reprographics Manager
Assist in the creation and implementation of paper waste reduction campaign to all ECDC staff by creating an action plan and campaign content; promote a culture of reuse-reduce-recycle of all ECDC resources	As required, annually	<p>Climate group and paper workgroup meetings.</p> <p>Paper waste reduction plan created and approved in December 2022.</p> <p>Paper waste reduction campaign content created in December 2022.</p> <p>Recycling scheme for all toner and ink cartridges.</p> <p>Introduction of A4 recycled office paper to all staff.</p> <p>Paperless departmental processes and procedures.</p> <p>Reduce-reuse-recycle promoted within Reprographics service to all staff by introducing a “Cabinet of Curios” and producing scrap paper notebooks.</p>	<p>Reprographics Manager</p> <p>Reprographics Officer (3)</p> <p>Reprographics and DMS Officer (4)</p>