Background
Every day the UK’s Department for Works and Pensions (DWP) helps people find work and administers state allowances to those out of work, unable to work, retired, or requiring financial protection. In more than 1,000 DWP offices, employees were using more than a billion sheets of A4 paper every year as they created customer records, filled in and processed forms and sent millions of faxes as they carried out their day-to-day activities.

The Challenge
With demand for DWP’s services growing due to recessionary pressures, the department knew that its aging fleet of printers, copiers and fax machines wasn’t up to the job. There were too many different suppliers and models for effective fleet management. The devices were generally old and in poor repair so the department’s employees couldn’t rely on them when doing their jobs.

With no management information to speak of, DWP had little idea how much its office printing, copying and faxing was costing taxpayers; but it knew it needed to upgrade them to be both fit for purpose and more cost-effective. Equally importantly, the department wanted to improve the sustainability of its offices by reducing their use of energy and consumables.

Thus was born the ‘Sustainable Print Service’ project.

The Solution
After thoroughly assessing the market, DWP selected Xerox to be its provider for a department-wide managed print service that was set to save DWP £15m over five years.

Among the reasons for its choice was Xerox’s ability to take on all of DWP’s existing lease liabilities; and to combine these with all the costs of the deal — including setup and project resource costs; hardware; software; consumables; site-by-site service design; implementation; change management; training; ongoing management and support — into a complete price-per-page utility commercial model.

The project had two key challenges. One was the sheer number of sites and devices: the Xerox assessment discovered that DWP had more than 30,000 devices nationwide. The other challenge was to help DWP staff accept the changes that the new service would bring. Many were used to having their own individual printers; that was going to change. Also, for the first time DWP would have the ability to charge individual business units for every page they printed, thanks to a visibility of costs they didn’t have before.

DWP knew Xerox was up to the job because we’d successfully managed similar challenges in transforming and managing DWP’s document supply chain for its core business documents, mass mailings, bulk copying and other key document production areas.

“The Xerox Sustainable Print Service is delivering even more than we thought it would. Our employees are getting a highly reliable service with great new features. The department as a whole is meeting increasing demand while saving millions of pounds and thousands of tonnes of carbon emissions.”

Frank Tudor,
Head of Commercial Management, DWP
Making a difference culturally and environmentally.
£15m of taxpayers’ money to be saved over five years.

A joint DWP/Xerox project team worked very closely with groups representing the users of the service and managed a significant communication and training programme to smooth the migration to the new service. Buy-in was first obtained through a pilot rollout to 22 representative sites. A 14-month phased national rollout followed, finishing six weeks ahead of schedule.

By the end of service deployment, DWP’s 30,000 devices had been reduced to 8,300, most of them multifunctional devices (MFDs) able to print, copy, fax and scan. Every site has a service designed specifically for its needs, in line with DWP’s new print policy. The policy specifies, for example, that no-one should have to walk more than 20 metres to a printer; that black-and-white duplex printing should be the default; and that colour printing should be available only where there’s a confirmed business need.

The Results
The 62% reduction in the number of devices is clearly a major source of cost savings for DWP. The department is also avoiding significant network costs every year by retiring thousands of network ports. And with new energy-efficient devices, its print-related power consumption is down by around 60%.

Sustainability and further cost savings are being delivered through the cultural changes that the service has encouraged. With black-and-white duplex printing now the default and users aware of the utility cost of printing, paper use is already down by 14%; equating to 147 million sheets of paper saved every year.

DWP employees have been very accepting of the changes. They appreciate the importance of controlling costs and improving sustainability. And they’re certainly enjoying the much improved service they’re getting.

Staff now have access to features they didn’t before, such as scanning and secure printing (where a printer releases a job sent to it only when a PIN is entered). Devices are in good working order because they’re remotely monitored and consumables are automatically ordered. If staff have to call the helpdesk their problem can usually be solved immediately. Engineer callouts are down by 78% — another source of savings and a further reduction in DWP’s carbon footprint.

Soon after launch, DWP’s sustainable print project won Green IT Magazine’s Green IT Awards’ Public Sector Project of the Year. The Department now has a print service fit for purpose and, through detailed management reporting, the visibility and control to ensure that it stays that way.

The Future
Xerox will continue to work with DWP to deliver more value. The widespread availability of scanning provides opportunities to digitise paper-based processes. The Xerox MFDs also have a programmable interface that lets you scan a document, then press a button to send it straight to the person or department that will process it.

Xerox is also talking to DWP about how to support the print needs of homeworkers and about integrating the management of its office and central reprographic print environments, both currently managed by Xerox.

About Xerox Services. Xerox Corporation is a world leader in business process, information technology and document outsourcing services. Our unique combination of industry expertise and global delivery capabilities helps you reduce costs, streamline operational processes and grow revenue while clearing the way for you to focus on what you do best: your real business.

For more information on how we can help you, visit www.xerox.co.uk/services.