

Saving millions: when sustainable office print rationalisation is done right



£15m

of taxpayers' money to be saved over five years

Background

Every day the UK's Department for Work 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.

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 energyefficient 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.

Case study – snapshot

The Challenge

- Give employees printing, copying and faxing services fit for purpose.
- Understand and reduce office print costs.
- Reduce carbon footprint.
- Overcome cultural resistance to change.

The Solution

- Department-wide managed print service with single utility model and guaranteed savings.
- Careful change management, communication and training to ensure staff understanding and acceptance.
- Rationalised service design in line with new sustainable print policy.
- Management reporting and ability to charge business units for their printing.

The Results

- Smooth migration ; staff satisfied with reliable service and new features.
- Engineer callouts down by 78%.
- Paper use down by 14%.
- 62% reduction in the number of devices: from >30,000 to 8,300.
- Significant annual saving in network costs.
- Power consumption down by around 60%.
- £15m saved over five years.

“ 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