

# Decision Pathway – Report



**PURPOSE:** Key decision

**MEETING:** Cabinet

**DATE:** 03 September 2019

<b>TITLE</b>	IT Transformation Programme		
<b>Ward(s)</b>	Bristol City Wide		
<b>Author:</b> Simon Oliver	<b>Job title:</b> Project Manager		
<b>Cabinet lead:</b> Cllr Cheney	<b>Executive Director lead:</b> Mike Jackson		
<b>Proposal origin:</b> BCC Staff			
<b>Decision maker:</b> Cabinet Member			
<b>Decision forum:</b> Cabinet			
<b>Purpose of Report:</b>			
This report seeks approval to:			
<ol style="list-style-type: none"> <li>1. Purchase/Lease multi-functional devices and printers (and supporting equipment) as replacement for the aged equipment that is now considered to be 'end of life', and to align with the digital transformation.</li> <li>2. Purchase the associated support &amp; maintenance contract for the above.</li> </ol>			
<p>The project will deliver a managed service as part of digital transformation, including acquiring new multi-functional devices (MFDs) to replace hardware, future proofing the printer estate to reduce one-off spends, give the ability to print securely from any device (including Bring Your Own Device (BYOD)) that can link to BCC network, and provide a print solution that can be exploited to enhance the digital transformation programme. Seeking authorisation for the Digital Transformation Director to procure a contract for the replacement MFD's, associated equipment and support</p>			
<b>Evidence Base:</b>			
1. Context			
<p>The project will deliver a managed service as part of digital transformation. This will include acquiring, through purchase or lease, new multi-functional devices (MFDs) to replace hardware, future proofing the printer estate to reduce one off spends, give, the ability to print securely from any device (including Bring Your Own Device (BYOD)) that can link to BCC network, and provide a print solution that can be exploited to enhance the digital transformation programme.</p>			
2. Why do we need to perform this work?			
<ul style="list-style-type: none"> <li>• BCC MFD/printer estate consists of circa 180 MFD devices some of which are up to 12 years old (and considered 'end of life' technology/outdate).</li> <li>• Earlier review of IT estate identified the need to rationalise our printer estate and provide a future proof managed print solution that will facilitate secure printing within our offices and in public areas, such as libraries.</li> <li>• If approval was not provided the consequences would be that the Council would continue to use outdated equipment for printing which over time will become unsupportable.</li> <li>• The existing supplier contract has been non-compliant for a substantial amount of time. A procurement exercise was undertaken in 2016 and non-awarded with no further action since. Requirement to re-procure in line with procurement regulations and CPG has declined to authorise any further waivers to the existing circumstance.</li> </ul>			
3. Are there any other benefits?			
<ul style="list-style-type: none"> <li>• Financial               <ol style="list-style-type: none"> <li>a. Reduced costs through device consolidation and proactive management of consumables (e.g. ink/toner)</li> <li>b. Management information to assist in budgeting and plan printing costs more effectively</li> <li>c. Reduced admin costs associated with a multi-supplier print environment</li> <li>d. Flexible commercial model, based on output rather than devices</li> </ol> </li> </ul>			

- e. Savings from business' new ways of working expected to go some way to covering costs of managed service; print volumes to further decrease due to new ICT initiatives.
- Organisational
  - a. Enhanced staff productivity
  - b. Heightened security of devices and data
  - c. Enable greater mobility of users
  - d. Integrate paper documents into digital workflows
- Environmental
  - a. New energy efficient devices to reduce energy usage
  - b. Less waste of consumables such as toner and paper
  - c. Guidance and assistance in reducing print output
- 4. What is being proposed?
  - Procurement route: Crown Commercial Services framework - Further competition via RM3781. Expires 25/10/2020.  
This is the most appropriate route to market with access to the key suppliers in this market and purpose terms and conditions for this requirement. RM3781 permits price per click models allowing the transfer of risk to the supplier and BCC to balance the differing requirements across the Council.
- 5. Why is Cabinet decision needed?
  - The expected costs of implementing and subsequently supporting & maintaining the print services are estimated to be up to ~£2m over 7 years (at up to £275k per annum with contract being 7 years). This excludes the costs as an optional extra for Hybrid Mail.
  - Based on current cost estimates, these can all be met within existing capital and revenue budgets within the ICT division; however the printing value has been increased as to allow for the contract being for a Managed Service. Actual costs to be discovered during competition.
- 6. What next?
  - A higher level of confidence of the final costs and delivery plan will be achieved through the procurement exercise and via Full Business Case approvals.

**Cabinet Member / Officer Recommendations:**

That Cabinet:

1. Authorise the Digital Transformation Director (in consultation with the ITTP Programme Board including Executive Member for Resources and Deputy Mayor to take all steps necessary to procure and award a contract for the purchase/lease of replacement Multifunctional Devices, printers, associated equipment and a support and maintenance contract, for a term of up to 7 years at an estimated cost of £2m (£275k pa).

**Corporate Strategy alignment:**

The Corporate Strategy identifies a need to work with back office services to identify what needs to change to be a more effective and efficient council to achieve our priorities. This project as part of the ITTP and resulting IT Strategy is a core component of this, particularly contributing to one of the four Organisational Priorities outlined in the Corporate Strategy (p11): *Working Smarter*

The implementation of updated print management software will facilitate printing from any device using Windows 10 and the refresh of the hardware estate should reduce the hardware maintenance costs per annum whilst providing innovation through digital transformation. This work aligns to our aim of Improving our Digital Capability by moving to an environment where technology is an enabler and tools and services are consistently available anywhere on any device.

**City Benefits:**

1. Supports the continual provision of library print services to the public
2. Increases accessibility to BCC staff for use of printers through use of modern technology such as adjustable screens, RFID readers and voice recognition.
3. Improvement on sustainability through suppliers proving use of recycled content reduced waste, and lower energy consumption.
4. Improved customer service, providing modern capabilities to BCC staff such as scan to SharePoint (BCC's document management solution) in line with customer expectations, as well as allow for compatible use of Windows 10 devices.

<b>Consultation Details:</b> N/A		
<b>Background Documents:</b> 1) Why Lot 3? ( <a href="#">CCS Paper</a> ). 2) Original (Future State Assessment, now ITTP) <a href="#">FSA Cabinet Paper</a>		
<b>Revenue Cost</b>	Up to £275k p.a. for up to 7 years: £1,925,000.00	<b>Source of Revenue Funding</b>
<b>Capital Cost</b>	Up to £70k Implementation	<b>Source of Capital Funding</b>
		Ongoing costs: Cost Centre Print strategy 11326 (Circa budget £178k). Variance agreed to be covered by Division 21.
		Available funding from July 2018 cabinet report. Cost code to be confirmed by Programme: 15091-1005
<b>One off cost</b> <input checked="" type="checkbox"/>	<b>Ongoing cost</b> <input checked="" type="checkbox"/>	<b>Saving Proposal</b> <input type="checkbox"/>
		<b>Income generation proposal</b> <input type="checkbox"/>
<b>Required information to be completed by Financial/Legal/ICT/ HR partners:</b>		
<p><b>1. Finance Advice:</b> This activity to rationalise and update print services is one of the technology initiatives outlined within the IT Transformation Programme as approved at Cabinet in July 2018.</p> <p>The report requests approval to purchase/lease multi-functional devices, printers and supporting equipment along with a fully managed service as replacement for ‘end of life’ equipment.</p> <p>The previously approved ITTP Capital budget has capacity to meet the capital costs (up to £70k).</p> <p>The ICT division’s BAU Revenue commits to meeting the recurring costs from within its existing annual Revenue budget (up to £275k p.a.).</p>		
<b>Finance Business Partner:</b> Jemma Prince 17/6/19		
<p><b>2. Legal Advice:</b></p> <p>It is proposed to use an EU compliant Crown Commercial Services Framework for the procurement of the equipment and supports service. The framework has been reviewed by legal services and approved for use in accordance with the Councils Procurement Rules. Legal services will provide support and assistance in relation to the Council’s call-off from the framework as required.</p>		
<b>Legal Team Leader:</b> Eric Andrews 17/06/2019		
<p><b>3. Implications on IT:</b> “Even in this “digital” age, the ability to print, scan and copy documents remains a business requirement and the need for an updated printer fleet is clear, improving reliability, providing increased functionality and reducing environmental impact. The use of a fully managed service provides for effective ongoing management of the council local printing requirements.”</p>		
<b>IT Team Leader:</b> Ian Gale 17/06/2019		
<b>4. HR Advice:</b> No direct HR implications.		
<b>HR Partner:</b> James Brereton (People & Culture Manager), 19th June 2019.		
<b>EDM Sign-off</b>	Mike Jackson	17 July 2019
<b>Cabinet Member sign-off</b>	Cllr Craig Cheney	22 July 2019
<b>For Key Decisions - Mayor’s Office sign-off</b>	Mayor’s Office	5 August 2019

<b>Appendix A – Further essential background / detail on the proposal</b>	<b>NO</b>
<b>Appendix B – Details of consultation carried out - internal and external</b>	<b>NO</b>
<b>Appendix C – Summary of any engagement with scrutiny</b>	<b>NO</b>
<b>Appendix D – Risk assessment</b>	<b>Yes</b>

<b>Appendix E – Equalities screening / impact assessment of proposal</b>	<b>YES</b>
<b>Appendix F – Eco-impact screening/ impact assessment of proposal</b>	<b>NO</b>
<b>Appendix G – Financial Advice</b>	<b>NO</b>
<b>Appendix H – Legal Advice</b>	<b>NO</b>
<b>Appendix I – Exempt Information</b>	<b>NO</b>
<b>Appendix J – HR advice</b>	<b>NO</b>
<b>Appendix K – ICT</b>	<b>NO</b>