Case Study

Westminster City Council
Local Government
Local Government Framework Services

Ricoh digital transformation services help Westminster City Council deliver operations efficiency, workforce agility and target £100m cost savings

Westminster City Council, responsible for one of London's most iconic areas, is leading a dramatic change to the way it delivers services to the community. Part of the change is due to a new Framework agreement through which Ricoh is providing a range of digital transformation services. The partnership between the council and Ricoh has already seen more efficient, smarter operations, a more agile workforce and a significant contribution to achieving the council's aim of £100m in cost savings.

Executive summary

Name: Westminster City Council
Location: London
Size: 4,800 staff
Activity: Local Government

Challenges

- Support the need for more efficient operations and services
- Contribute to meeting tough cost saving and financial control challenges
- Help the council deliver its internal 'Digital by Default' strategy

Solution

- Designed a council-specific Framework agreement with Ricoh
- Ricoh Business Process services for digital transformation
  - Production & Managed Print Solution
  - Document Management Services
  - Inbound & outbound digital mailroom services
  - Scanning and archiving

Benefits

- Helps the council achieve its aim of £100m in cost savings
- Fundamental to WCC's digital transformation strategy
- Reduces print device numbers by 50%, cuts paper use across the council
- Delivers savings, efficiency improvements for print and document management
- Speeds up planning application process, substantial cut in paper volumes
- Parking services delivering better user satisfaction, fewer complaints, faster case processing

Challenges

Westminster City Council, in the heart of London, presides over one of the most iconic areas of London. It includes landmark sites such as: Buckingham Palace, the Houses of Parliament, London's Hyde Park and the famous retail locations of Knightsbridge and Oxford Street. It serves a residential population of 240,000, which increases with up to a million visitors every day coming into Westminster to work or enjoy the area's many cultural highlights. Economically, Westminster contributes to over two percent of UK GDP.

WCC has embarked upon an extensive plan to make operations more efficient, reduce costs and improve services for the community. A key part of the plan is a digital transformation programme that deploys the use of technology to enable smarter operations and processes and a more agile workforce.

Anthony Oliver, Chief Procurement Office at Westminster City Council, says, "Westminster has gone through a significant amount of change already. But over the next three years, we'll be transforming even further as part of our goal to be the leading authority in the UK. And it's not just how we implement technology, it's how we use technology and enable our workforce to use that technology to function better and provide services to the community in the best way."

The council recognised that in order to achieve its vision, it needed to change and improve a number of operational resources. But the council did not just want the latest digital equipment, it also wanted services that would make technology transformative. The council had begun by looking at how print was used across the organisation, but this quickly expanded to incorporate a broad range of other business operations.

To ensure it had access to best technology and services, WCC spearheaded a local government Framework agreement for its organisation, but also made it available to 19 London authorities, including WCC's tri-borough partners, Hammersmith and Fulham and the Royal Borough of Kensington and Chelsea. WCC undertook a rigorous sourcing process which, under EU procurement regulations, required the council to demonstrate value for money, capability and quality of service.

Ricoh was successful in winning the Framework agreement. Oliver says, "Although the Framework is not exclusive - and we will continually benchmark service provision – WCC is looking for a relationship where it can invest in technology and a relationship to make it successful for the council and Ricoh."

Solution

Under the Framework, WCC is using a range of outsourced Ricoh Business Process Services focused on print and document management and inbound/outbound hybrid mail. A Ricoh Production Print Solution, comprising an on-site print room - managed by Ricoh staff using Ricoh colour and mono digital print technology - handles complex, large-scale print work. Any specialist work that cannot be done in-house is also managed by Ricoh using commercial printers.

The production print solution integrates with a Ricoh Managed Print Service (MPS). This uses Equitrac management software and around 140 Ricoh Multifunction Products (MFPs) distributed across a number of council sites to handle standard printing. Pull print helps to reduce waste and allows staff to print to any device on the network between offices and locations.

WCC's parking department uses Ricoh Print and Mail Room services to manage all documentation related to parking. This includes, for example, printing and mailing all outbound letters to do with handling Penalty Charge Notices (PCNs), processing resident parking and even producing the PCNs traffic wardens put on vehicle windscreens. Ricoh also manages all inbound correspondence. This covers setting up a PO box offsite, scanning received letters and automatically attaching them to the relevant case workflows in WCC parking systems, ensuring no letters or paper are given directly to the council. Ricoh also processes and banks parking-related cheques.

Because of the challenges that the area's unique building heritage presents, WCC's planning department handles more applications than any other authority in the UK. As with Parking, WCC is using a Ricoh Print and Mail Room Service to manage all inbound and outbound mail. Ricoh also worked on specialised scanning and archiving projects, including scanning and indexing 284,000 microfiche images into the council's planning systems.

RICOH
imagine. change.

Benefits

"Westminster has got some tough financial challenges, especially making savings in excess of a £100 million. Our digital transformation and Ricoh's support is helping us meet those targets. But it's also about the council becoming more efficient and effective in how it delivers services. Ricoh is helping us achieve significant cost savings and efficiency improvements in our parking and planning departments. Technologies, like Ricoh's Pull print, means a more agile workforce that can work from anywhere, whether from floor to floor or building to building," says Oliver.

Ricoh print services have led to a reduction in print devices by 50% percent and a cut in print and paper, while still driving up cost and operational efficiency. Better reporting and management has led to greater insight into, and control of, how print is used. WCC's multi-story headquarters building in Victoria is about to be refurbished, with staff working temporarily out of two locations. Pull print will help staff work seamlessly between different offices.

Planning in WCC is a huge logistical challenge because of the unique nature of the area. For instance, sometimes thousands of letters and documents are needed for just one application. Oliver says, "Ricoh's inbound and outbound digital mail services are contributing significantly to the transformation of our planning department. We've all seen the man behind his desk with mountains of paperwork - that could have been Westminster. But digital transformation is making a difference and the council is now much quicker and more efficient at processing people's applications."

Ricoh's document management and mailing services are a key part of the council's Parking Transformation Programme, which is designed to make it fair, easy and safe to park in Westminster. Ricoh services, along with other aspects of digital transformation, such as an app to find vacant parking spaces, are reducing costs and improving efficiency. WCC

has even been able to cut the number of parking tickets it issues each year by over 50 percent.

Adam Warnes, Head of Parking at Westminster City Council, says, "The efficiencies that Ricoh has provided allow us to reduce back office costs and make our business a lot smarter. All our stakeholders have seen an enormous benefit, in terms of correspondence and communicating with the parking service. Turnaround is much faster, number of complaints have fallen and user satisfaction is up. Going forward, we want to digitize the service further, put more services online and really drive that track channel shift from traditional white mail to more online correspondence."

Ricoh digital transformation services sit alongside a number of other changes that the council is enabling such as online, self-service portals for getting parking permits, submitting and tracking planning applications and more mobile working.

As part of the digital transformation roadmap – and as a result of the success of Ricoh's work with planning and parking - WCC is now talking to Ricoh about rolling out digitalised mailing services for all council departments.

Oliver says, "Ricoh is a very important partner to Westminster. And it's important to say that we run a very robust procurement, which has delivered a very efficient and effective Framework. That means we can, at low cost, draw down services from that Framework, rather than going through a complete re-procurement. We can use those services that we need today. But as the council transforms, and we need other digital services, we can look to the Framework to deliver them efficiently."

Ricoh Solution/Products

- Ricoh digital production print technology
- 140+ Ricoh Multifunction Products
- Equitrac

"Westminster has got some tough financial challenges especially making savings in excess of a £100 million. Our digital transformation and Ricoh's support is helping us meet those targets. But it's also about the council becoming more efficient and effective in how it delivers services. Ricoh is helping us achieve significant cost savings and efficiency improvements in our parking and planning departments. Technologies, like Ricoh's Pull print, means a more agile workforce that can work from anywhere whether from floor to floor or building to building."

Anthony Oliver, Chief Procurement Officer, Westminster City Council

City of Westminster

RICOH
imagine. change.