

SERVICE SPECIFICATION

Print and Digital Services- PADS (including Mail and Courier Team)



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I. INTRODUCTION

I.0 Service Description

Print and Document Services primarily acts as the print and mail facility for Plymouth City Council although there are a small number of commercial external customers who commission support when required on an ad hoc basis. The Mail Room processes a large percentage of outbound mail items for Plymouth City Council. This includes statutory documents. There are no statutory obligations connected to the Courier element of the Mail Room however a Service Level Agreement exists between Plymouth City Council and local schools to provide a weekly, term-time delivery and collection service. The service also provides expertise on best practice for print and mail projects and applications.

As Plymouth City Council operates its services and functions from various buildings and sites in and around the City, physical mail items are collected, redirected and delivered via an internal courier service provided by the service. All Plymouth City Council service areas use the services of the Mail Room; Customer Services (Council Tax/Benefits and Business Rates) and the Transaction Centre rely heavily upon the Mail Room to fulfil and post the bulk of the mail items generated. The main postage user is Revenues and Benefits although other Council departments do rely heavily on the service to fulfil its print and mail requirements. This will be detailed later in the document in Service Statistics.

The Print Room provide a facility for high volume printing of statutory documents including documents produced by HR Payroll, Council Tax, Business Rates (NDR), Electoral Services and Democratic Support. The mail room at PADS is reliant upon the print room to produce daily items of mail released by Plymouth City Council. Electoral Registration are also utilising the Print and Mail Room to release registration documents. This partnership has been developed as a result of the recent review of Election Services. The print room are also required to work out of hours emergency conditions on the 6th June 2017 to produce postal packs that were required due to an error within Electoral Registration.

Mail usage fluctuates year on year dependent upon the needs of the service. Recently, the referendum regarding membership of the EU, a change of service conditions within street services and a general election all added to spend on the 0088/5401 budget. In terms of current usage, the annual spend on mail is projected to be £580-600k.

The service averages 72,500 mail items per month. The main users of mail services are Customer Services (Revenues and Benefits) and the Transaction Centre (incomes, debtors and creditors). Collectively, these two service areas are responsible for 434,014 letters annually. Year End billing accounts for a further £35,000 spend on the 0088/5401 budget (estimated). There is spend on the 0041/5401 budget that would include postage (Electoral Registration) and this will need to be consolidated against the 0088/5401 budget prior to year-end in April 2018.

The current process of mail fulfilment carried out by Print and Document Services is not managed through a single system. The current workflow requires information from a Xerox Digital Print Press, a print Management Information System and the counting facility on the DS-200 envelope inserter. All work fulfilled within the Mail Room is recorded using Tharstern SQL (a print management information system). Postal spend is recorded by the Neopost franking machine and reports are obtainable from that device.

The managed print contract is due for renewal and this is an opportunity to future proof the service area. Current machinery is generally of a high quality however there is a requirement for updated finishing equipment. The service collate data using Tharstern SQL for mail fulfilment. No data exists

For the Courier element of the Mail Room. The mail room machinery contract with Neopost expires September 2019.

There are no partners other than Plymouth City Council internal service areas. The mail room does however provide ad hoc mail services for New Devon CCG, Catered, and Pluss.

2.0 OUTCOMES EXPECTED FROM SERVICES TRANSFERRED

2.1 Mandatory

- To provide high volume, transactional and commercial print for Plymouth City Council.
- To act as subject matter experts and to advise on best practice for print
- To provide a facility for high volume printing of statutory documents including documents produced by HR Payroll, Council Tax, Business Rates (NNDR), Electoral Services and Democratic Support.
- To produce high volume agenda documents for Democratic Support. In the last calendar year, 35 agenda packs have been produced. 678 packs in total for a combined income recovery cost of £3442.46
- To continue to deliver a business to business service acting as a commercial print room for non-In acting as a trading account, the print room perform journal transfers of budget - the income budget is designed to cover costs however the income budget is sometimes exceeded.
Plymouth City Council customers providing print and mail support to external organisations.
- To continue to support the Electoral Service with the production and dissemination of Electoral Registration documents in a timely manner
- To provide an emergency out of hours support service if required by any departments within PCC
- Production of the annual year end billing for Customer Services – this includes 116,000 Council Tax bills for all domestic premises, 12,000 + Business Rates bills for all non-domestic premises and in the region of 35,000 Housing Benefit statement letters.
- To provides the print service for HR Payroll. This relates to payslips including those for Schools (teaching and non-teaching) and PCC staff.
- Provide a diverse range of printed products for PCC and external customers
- Provide cost estimates to enable customers to manage their budgets and provide speculative estimates for projects and proposals.
- The Print Room should provide daily and periodic printed works that are then fulfilled by the Mail Room

2.2 Desirable

- Consolidate all Business Reply Licenses
- Capture postage spend at General Ledger level. Postage spend by Plymouth City Council is not recharged to service areas other than the two business Centre's – Stoke and Cattedown. All PCC spend is covered by GL code 0088/5401. Postage spend by external PCC accounts is recharged periodically - quarterly - at a flat rate.

Electoral Registration have actual and committed spend on 0039/5401 and 0041/5401 to the value of £219,243.81

- Standardisation of processes - Electoral Registration use PADS' online business account to employ external postage agents - this could be covered by a purchase order - this needs clarification as over £120k is showing on 0041/5401 (Electoral Registration Postage) - seems to

include print and postage - Using at the General Ledger line to assess postage spend will not be sufficient

- Updating cost system - Mail fulfilment and mail materials are not recharged to internal service areas - current work is recorded but not recharged this system has not been updated for four years.
- Reduction in postage costs by introducing mail management software to include 1 or more mail items in a single envelope where appropriate.
- Introduction of software or process to offer assurance against data breach. As mail is currently sorted into envelopes manually there is room for human error as well as being an inefficient use of resource.

2.3 Service Availability

Print, Document and Mail Teams are available between 7:30am and 5:30pm (this is dictated by the Royal Mail daily delivery and collection times) however out of hours work is required at certain periods as the team is required by Emergency Planning Teams to act as an agent in the event of an emergency.

3.0 SERVICE OBJECTIVES

The main objectives of the service are:

- To provide the inbound and outbound mail service for Plymouth City Council
- To offer a print and mail fulfilment service for Plymouth City Council.
- To advise the wider organisation on best practice for print and mail. To provide specialist knowledge to the organisation when conducting print and mail projects.
- To manage the budget 0088 and 0090 for all Plymouth City Council mail and print (current budget manager is Mike Hocking).
- To provide a daily courier service for Plymouth City Council premises - this includes delivery/collection and transport of locally fulfilled mail items.
- To present Royal Mail with fulfilled mail items on a daily basis.
- To provide the current School Courier Service
- To enable the printing and posting of annual year end billing for Council Tax and Business Rates (NNDR)
- To carry out all ad hoc commercial mail work.
- To provide a high volume print solution for the organisation including commercial customers.
- To provide cost estimates for proposed print and mail work.
- To generate income on a commercial basis.

4.0 SCOPE OF SERVICES TO BE TRANSFERRED

- Plymouth City Council will delegate Delt to act as its agent for delivering its Print and Mail Services to both its internal staff and partners.
- The Print and Mail Team comprising of staff and its agreed functions will be transferred to Delt

5.0 SCOPE OF SERVICES TO BE RETAINED

- A designated Officer within PCC will have responsibility for reporting the KPI's supplied by Delt as part of this service specification to senior management and elected members as required
- PCC will retain a strategic risk register
- Responsibility for PCC Constitution and Financial Regulations will be retained. This includes any review to these, which will be communicated to Delt as appropriate
- Maintaining a working relationship with the ombudsman will be retained
- Fraud investigation (LAIEF) emails from DWP will be retained by Customer Services
- The publishing of data required as to the Department of Culture and Local Government and the Department of Work a Pensions which is relevant to the Service Improvement team will be published by PCC. Delt will be required to supply the required information
- Submission of returns in accordance with European Regulations will be retained
- Approval of submissions to Government Offices

6.0 FUTURE IMPACTS THAT MAY IMPACT SERVICE DELIVERY

No policy changes are anticipated to impact the service, however legislative changes to the General Data Protection Regulations 2018 and the General Data Protection Bill which is currently going through its reading in the House of Lords will impact the way in which the service collects, manages and shares data.

Changes or amendments to the following acts and legislation will impact service delivery and changes will need to be communicated with Delt.

- Freedom of Information Act 2000
- GDPR compliance

Print Room technology will change over the next 5 years and the digitisation of mail will have an effect on physical volumes. Commercialising the Mail Room would require investment technology and staff training.

UK business mail is distributed to the receiver by a single mail provider Royal Mail - this means that Plymouth City Council postage spend is linked with tariffs set by Royal Mail. . Royal Mail have invested heavily in their shift from business mail to Mail Mark and all UK high volume users will need to adapt to this change - Mail Mark offers reduced tariffs and intelligence in the sortation process at Royal Mail. Plymouth City council currently have no in-house solution to adapt to this change. Investment of £30k p.a. is required to meet this demand.

7.0 SERVICE STATISTICS

All print work is recharged via the General Ledger for internal work and via Debtors for External/commercial work.

Mail service work is not cross charged internally however statistics are kept as part of the mail Services workflow. All ad-hoc commercial work is invoiced via Debtors.

Between January 2017 and January 2018, the print room produced work cross charged and invoiced to the value of £237,924.12 (this includes Year End Billing). 17% of this income came from external/commercial sources.

Total External Income	-39699.8
Total Internal Income	-198,224.32
Total combined income	-237924.12

During the same period, the mail room produced fulfilment work to the value of £64,332.78 (Itemised this accounts for 493,963 units).

The value of the fulfilment work is based upon current cost models.

In terms of capacity, both the mail and print service have scope for additional volume.

8.0 PERFORMANCE DATA

The Mail Room currently maintains an SLA for the School Courier Service. This is to provide a green bag courier service once per week. There are no performance measures attached to this SLA. This SLA is an agreement between the Mail Room and each individual school and is renewed annually.

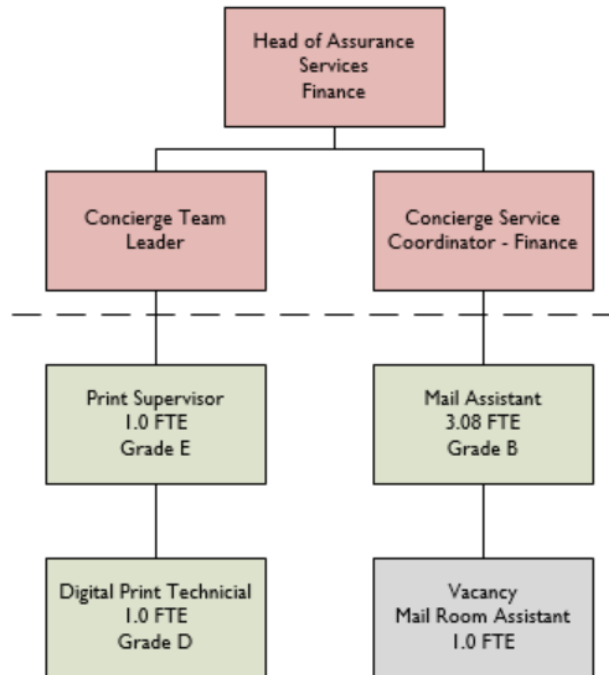
There are no contractual arrangements sourced from the Mail Room however HR Payroll distribute payslips for Schools/Academies via the Mail Room. The mail room services external clients however, this is done on an ad hoc basis and external clients are invoiced to cover costs. There are no performance statistics related to this type of activity.

The team are not performance managed to output targets, however the service does have an income budget of £200K for print and £30K for mail room.

9.0 PEOPLE AND RESOURCES

The team consists of the following staff. Not all of these roles are in scope for transfer to Delt. Those that are in scope are clearly identified in the table and structure diagram below. Those roles indicated in red on the diagram are out of scope.

Role	Grade	FTE	In/ Out of Scope
Concierge Service Coordinator	E	1.0	Out of Scope
Mail Service Assistant	B	3.08	In Scope
Vacancy - Mail Service Assistant	B	1.0	In Scope
Print Supervisor	E	1.0	In Scope
Digital Print Technician	D	1.0	In Scope



There is no additional administrative support for the service area. Administrative processes are conducted by all staff. Administration support is provided by the Print Supervisor and also the Concierge Service Coordinator. Mail Service Assistants (MSA's) do have driving duties on their Role Profile however not all MSAs hold a driving licence due to Health and Safety reasons some of them are unable to drive. The mail room and courier service does not have a dedicated line manager - line management is shared with other service areas outside of PADS.

Staff turnover is low. All Mail Service Assistants currently have 10 years plus experience in their role. There have been some changes in line management due to EVRS and restructure however Line Manager is now in place. The line manager is in scope for the wider FM restructure and it will need to be addressed if the line manager post will stay within PADS or be changed or deleted. The current Print Supervisor has extensive experience of line managing the mail room and courier service.

There are no significant staffing issues associated with the service.

10.0. REPORTING, MONITORING AND STATUTORY RETURN ARRANGEMENTS

- The service is bound to abide by the Data Protection Act.
- The service is not obliged to provide statutory monitoring duties or reports
- The service supports other departments in delivering their statutory obligations; Council Tax correspondence including bills, court summons letters. Housing Benefit statements. Pay slips. Electoral Registration documents and correspondence (poll cards and postal vote packs are currently produced externally) plus agendas and supporting documents for Councilor led meetings both public and private.

11.0 SERVICE LEVEL MINIMUM EXPECTATIONS

The only formal service expectation is that the service provide a weekly green bag mail services for schools that sign up for the service. There are no other formal agreements in place.

12.0 SERVICE TRANSITION ARRANGEMENTS

- The Print and Document Service and Mail Team is currently based in Windsor House and will continue to be based at this site. This arrangement may be reviewed when PCC's Accommodation Strategy has been completed which will take into consideration Shared Services with partners. The pro rata accommodation costs have been factored into the Payment Mechanism
- There are no contracts between the Print and Document Services and Mail team and external organisations.
- All existing arrangements with services that are supported by the Print and Document Service and Mail Team will be retained e.g. Customer Services. The costs for this support will be factored into the Payment Mechanism.

13.0 PLYMOUTH CITY COUNCIL OBLIGATIONS

- Plymouth City Council has no legal obligation to manage and maintain Print and Mail services.
- The service is responsible for supporting departments with issuing the following statutory correspondence; Council Tax correspondence including bills, court summons and letters. Housing Benefit statements, Pay slips, Electoral Registration documents and correspondence

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