Reset, Reform, Renew & Resilient

Norfolk County Council

Organisation	Norfolk County Council (NCC)
Industry	Local Government
Location	135 locations across Norfolk, England
Employees	7,500 staff
Website	www.norfolk.gov.uk
Relationship with Canon	April 2017

OBJECTIVES

- Move towards a more sustainable document management approach
- Create a seamless work experience for staff within a hybrid, agile working environment
- Provide citizens with new and improved digital services through NCC
- Reduce the costs associated with printing and mail

CHALLENGES

- The pandemic meant that action had to be taken immediately to create new ways of working and build homeworking solutions
- Many processes were reliant on hard copies and in-office working at a cost of **£1 million per year**, while staff costs for generating and handling paper was estimated at an additional **£1.5 million annually**
- **39,000 boxes** of paper needed to be identified, retrieved, and assessed for scanning programme "Operation Paperchase", which was taking employees significant time to complete
- NCC was simultaneously undergoing a complex business transformation programme to enable smarter working, buildings rationalisation, "Digital Norfolk" and Oracle replacement

APPROACH

NCC invested in a number of Canon services and solutions to continually improve, transform and enhance its services. This included the installation of new Canon devices and cloud solutions, plus a new Digital Transformation Services facility featuring Canon hardware and software solutions based in Scottow.

RESULTS

- **£3.85 million** financial savings over 5 years from Digital Transformation projects
- Cloud based solution providing an intuitive experience for both staff and the public with increased security of data and supportive of hybrid and agile working.
- **25m** to **6m p.a. reduction in print volumes**
- **£450k** storage savings

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THE STORY

Norfolk County Council set itself ambitious goals to continue its development into a more sustainable and forward-thinking digital organisation. Part of this journey included a commitment to becoming carbon net zero by 2030, as well as a multifaceted digital transformation project that the Council has been making impressive progress on.

Of course, in early 2020, the pandemic arrived. It meant some plans needed to be rethought completely, whilst others would have to be accelerated and delivered almost overnight. Providing staff with the tools to work remotely, and significantly reducing the Council's reliance on paper documents, became essential for work to continue and to support the move to working from home.

Canon has a longstanding relationship with NCC – dating back to 2017 when they redesigned its Managed Print Service – so when the pandemic hit, the Council discussed both short and longer-term responses with them.

"Our initial priority was to find ways to keep our services running", said Gerry Baker, Digital Projects Manager at NCC. "We delivered Microsoft Teams to 7,500 staff in six weeks to enable our people to collaborate remotely. Canon also helped us deploy home printing desktop devices to staff, and Registrars were still able to print important, business and citizen critical documents such as birth and death certificates."

TURNING CHALLENGES INTO OPPORTUNITIES

NCC was already thinking about the future. In those early days of the pandemic, no one knew for sure whether there would be a permanent shift in working patterns. But there were clearly opportunities to use the situation to drive long-lasting improvements in the way services were delivered. Inbound and outbound mail services were

introduced to better support staff, allowing for more efficient workflows that went far beyond printer access, and the Council procured several smaller Canon multi-function devices (MFDs) to enable them to establish pop-up offices and give Registrars the opportunity to go where they were most needed: working from a hospital one week, and then a Library the next. "It was clear to us that we needed to be more flexible in how we delivered a face-to-face service to the public" said Kurt Frary, Deputy Director of ICT, NCC.

> **"Canon is helping us to only buy what we need. We previously had to build huge systems which became obsolete and needed to be replaced every few years. We now expect that we will iterate our product suite with continual upgrades at least every 6 months. The flexibility and potential of the solutions Canon has provided is hugely exciting for the way we work."**
>
> Kurt Frary, Deputy Director of ICT, Norfolk County Council

Canon also worked with the Council on a plan to help adapt to the evolving needs of staff and the public. For example, E-signature facilities were implemented, meaning senior management would no longer be required to visit the office simply to sign any contracts or paperwork. Canon's cloud based print management software, uniFLOW Online, allowed staff to access secure printing and scanning from a range of locations, while tailored services were offered to support specific areas – like the Council's Library transformations.

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THE NEXT GENERATION OF DIGITAL SERVICES –

REIMAGINING THE TRADITIONAL MFD FLEET

Looking even further into the future, NCC wanted to drastically reduce its reliance on paper as part of a drive to become more sustainable, whilst also making advanced centralised capabilities available to staff that need to print important documents.

This led to the creation of the hugely impressive new Digital Transformation Services facility in Scottow, Norfolk. Developed in conjunction with Canon and powered by an array of Canon hardware and software solutions, the facility allows the Council to provide a scalable physical and digital presence to help them and their partners to access a wide range of services.
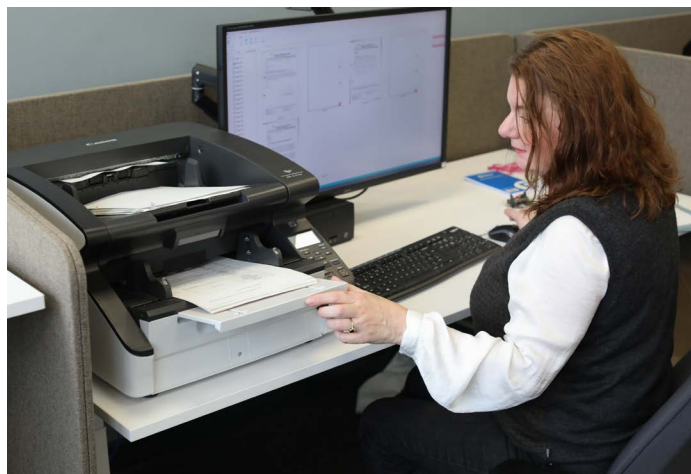
This will become increasingly vital as offices evolve and organisations strive to reduce their carbon footprints.

It also has the capacity to store 26,000 boxes and offers bulk document scanning and advanced archive storage.

The facility has provided a physical and digital platform for delivery and development of the next generation of digital services to support the Council's Digital Transformation strategy, utilising Canon's Information Management solutions.

At the same time, the Council also deployed a number of wide format printers with production scanning capabilities, alongside Canon's IRISPowerscan solution, which allow NCC to access data at ease and send a scanned copy of the requested file electronically.

This all forms part of NCC's reimagining of the traditional MFD fleet. The Council envisages its new centralised print service as a digital enabler for the workforce, and with the move to cloud services, the Council's need for printing has dropped significantly. The drop, from 25 million pages per year to 6 million, means significant environmental and financial savings which are then reinvested in new technologies or frontline services.

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SHARING THE BENEFITS

Refreshingly, a major aim of the Council's programme is to allow others to benefit from their insights, technology, and innovations, with the aim of driving efficiency across the sector. A prime example of this is the Council's digital archiving programme, which can easily be moved between locations.

What is striking about NCC's plans is how agile they are. To meet the challenges posed by the pandemic, and to explore the potential opportunities presented by changes to work patterns, they needed a strategic partner able to react equally quickly.

"What we value most is that we trust Canon to work alongside us on our long-term strategic vision.

It's no longer about bringing massive change every 5 years, but about making a huge change to how we work and prepare ourselves for the future of local government. Working with a forward-thinking partner like Canon enables us to deliver new and improved digital services benefitting the citizens of Norfolk."

Kurt Frary, Deputy Director of ICT, Norfolk County Council

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The Canon Solution

OFFICE PRINTING SERVICES:

- Canon imageRUNNER ADVANCE MFDs x 300
- Canon i-SENSYS desktop MFDs x 50
- uniFLOW Online cloud based software
- 47 Libraries for staff and public printing
- 50 fire stations with printing facilities

uniFLOW Online Cloud Solution:
NCC is planning options to move printing services to the cloud with uniFLOW Online. This provides advanced connectivity with Microsoft Office 365 and the ability to easily allow multi agency and partnership working. Staff can now print and scan quickly and securely wherever they are working. Transition to cloud services is a key element of the Information Management Technology (IMT) digital strategy and we are now moving from a proof of concept to a fully operational deployment.

Library Solution:
60 new multi-function devices were added to 47 Libraries in Norfolk, significantly improving the printing facilities. Canon also helped to facilitate a better system for their public users to securely print, copy and scan with the ability to charge for this activity in Libraries ranging in size from three public terminals to over 100, addressing more of the Library users' digital needs.

DIGITAL POST ROOM AND PRINT SERVICES:

- Canon varioPRINT 140 production mono
- Canon imagePRESS C810 production colour
- Canon imagePROGRAF wide format solutions
- PRISMA suite software with integration to uniFLOW
- IRISPowerscan
- Canon imageFORMULA production scanners
- Canon staple removers

Inbound Mail:
NCC has embraced and expanded the versatility of the Canon IRIS data capture technology through the use of QR codes. Once the intelligent QR code images are scanned, the embedded metadata is captured and the digitised content is stored in Microsoft SharePoint, where Council departments are notified that the content is then accessible via their individual department's Microsoft Teams channel.

Outbound Mail:
Following the outbreak of Covid, NCC urgently needed to provide staff with a mechanism to print and mail their letters to citizens. Canon quickly implemented a simple workflow within Objectif Lune PReS Connect to allow staff to submit the single ad-hoc letters to this document hub for print and mail distribution. A dedicated web-based submission tool was introduced so staff could preview the jobs prior to submission and see job status from a dashboard. Doing this has enabled the Council to redirect over 10% of the original office fleet volume to Canon's production printers.

These projects continued to evolve, and now PReS Connect is used to manage the output from Oracle plus ad-hoc letter submission. Operators can manage print production via the PRISMA software with an integrated secure print and mail solution that ensures no delays in communication with citizens and staff. This solution is now being expanded to NCC's Local Government partners to help them reduce costs.

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can support your business needs**

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