



East Cambridgeshire
District Council

Reprographics Service Delivery Plan 2026 to 2027

Overview of the service

The Reprographics team works closely with officers across the council and its trading companies on producing all digital and printed campaigns, aids in the delivery of corporate objectives and commitments and assists in marketing projects and mailouts. There isn't a strategy, plan or idea that we are not involved in, making us a perfect hub for all ECDC services. Furthermore, we are also responsible for inputting and referencing paper and digital communications through corporate Document Management System; traditional incoming and outgoing mail service; safety of all staff in line with Security Threats Codes of Practice (suspect parcels); procurement of photocopiers to ECDC and provision of paper, stationery and other print consumables to all staff.

In addition to the above, Reprographics service is a revenue generating section through provision of graphic design, printing and finishing service, web design and photography service to East Cambs Trading Company, East Cambs Street Scene Ltd., and external customers, for example, Specsavers, Ely Museum, Stained Glass Museum, Tourist Information Centre. Our mission is 'commercial for community' and we take great pride in delivering a high-quality service to local organisations, businesses and sole traders.

Graphic design

This service is delivered within corporate and commercial business areas utilising creative and organisational skills on par with a complete Adobe Creative Cloud software and is supported by constant investment in professional training and on the job development. Typical graphic design tasks are: creating new print and digital marketing materials, for example posters, flyers, booklets, social media images and banners, campaign branding, business stationery, calls to action, digital fillable forms, licences, reports and newsletters.

In line with the Council's Equality, Diversity and Inclusion Action Plan for 2021 to 2024, we have been educating members of staff on the importance of including a diverse community in terms of content and images in all publications. Many new designs are now compliant with the plan in addition to meeting the accessibility legislation and marketing criteria for both print and digital designs.

Web design

Web design is a corporate and commercial service provided by the Reprographics team to selected external customers. This includes the website building, content updating and custom elements creating.

Photography

Photography service includes studio headshots, event photography and on location shoots. In 2025 to 2026, this area of the service was mostly utilised by the trading company and internally for staff photos, ID cards, social media and press releases.

Printing

Reprographic printing consists of three areas:

- specialist corporate and commercial printing
- agenda printing
- Document Management System printing (DMS printing)

Specialist corporate and commercial printing includes leaflets, brochures, booklets, business stationery, posters; wide format printing such as vinyl banners, roll up banners, display artwork and signage; plastic card printing for internal and external use and finishing service such as folding, creasing, cutting, laminating, binding and gluing.

Agenda printing is a corporate requirement in line with statutory publication of agenda documents.

DMS printing for Development Control and Building Control within the frame of council's Document Management System.

Document Management System

Our team plays a vital role in digitalising, storing, sharing and managing paper and digital communication related to the operations of Development Control (planning, appeals, enforcement) and Building Control.

All documents are subject to necessary preparation or digital manipulation (scanning, redacting, splitting, combining, extracting and rotating). Finished documents are registered into the EDRMS system according to their type, sensitivity, date received and case reference making them ready for searching, sharing and viewing by both ECDC officers and Public Access users. Input data is also subject to strict prescribed deadlines to ensure applications are registered and verified on time.

Mail service

Mail service includes the opening and sorting of incoming post, redistributing internal post and MailMark franking of outgoing mail. In 2022, we have introduced a Microsoft mail merge service for letters, emails, labels and envelopes to all internal customers.

Suspect parcels

Our team plays a key role in implementation of Security Threats Code of Practice and in dealing with suspect parcels. All incoming packages are treated as a security threat and are scrutinised and X-rayed for suspicious content without exception. The team continues to educate all members of staff of the importance of parcel notifying and promotes the use of the online intranet form as an easy and convenient way to do so.

Stationery and consumables

Reprographics team is responsible for provision and distribution of paper, photocopier toners and stationery to all ECDC staff in addition to monitoring supply chains and procurement of all mail room and print consumables to ensure business continuity. We are fully committed to Council's Climate and Environmental Action Plan. We create paper usage reports and are fully invested into an internal campaign on reducing paper waste. We also promote the reduce-reuse-recycle culture through the "Cabinet of Curios" for all reusable office stationery and consumables, like notepads made from scrap paper.

Cost of service

Graphic design, photography, printing and stationery - £138,122.

Document management and mail services - £230,890.

Staffing information

Reprographics team comprises of Reprographics Manager (1 full time), Reprographics Officers (2 full time and 1 part time: 22.5 hours) and Reprographics and Document Management System Officers (4 part time: 21, 22, 23 and 24 hours)

Forward planning for Councillors

Proposed item	Proposed date of decision	Committee
Half year report 2026 to 2027	November 2026	Finance and Assets
End of year report 2026 to 2027	March 2028	Finance and Assets
Service Delivery Plan 2027 to 2028	March 2028	Finance and Assets

Reprographics Service Delivery Plan 2026 to 2027

This Service Delivery Plan describes what Reprographics service will be doing to deliver continuous improvement (service objective). Each performance measure relates to the council’s strategic outcomes and Corporate Plan 2023 to 2027.

Council’s Strategic Outcome: Maintain sound finances. Improve systems and practices.

Reprographics’ Strategic Objective: Effectively contribute to the delivery of council’s corporate objectives and priorities.

Link to Corporate Plan: Sound financial management. Sustainable communities. Cleaner, greener East Cambridgeshire.

Performance measure	Target and reporting timescale	Baseline/output from 2025 to 2026	Owner and co-owners
Graphic design, web design and photography: complete all requests to agreed deadlines.	100%, annually	4,933 requests (up to 31 December 2025) completed to agreed deadlines. 100%	Reprographics Manager Reprographics Officer (3)
Specialist printing and finishing service: complete all requests to agreed deadlines.	100%, annually	1,730 requests (up to 31 December 2025) completed to agreed deadlines. 100%	Reprographics Manager Reprographics Officer (3)
	Print and post agendas for Council and Committee meetings within prescribed 5 or 7 working days deadline.	806 agenda papers (up to 31 December 2025) printed and posted within prescribed deadlines. 100%	Reprographics Manager Reprographics Officer (3)

Council’s Strategic Outcome: Maintain sound finances. Improve systems and practices.

Reprographics’ Strategic Objective: Identify and utilise commercial opportunities in order to contribute towards council’s budget.

Link to Corporate Plan: Sound financial management.

Performance measure	Target and reporting timescale	Baseline/output from 2025 to 2026	Owner and co-owners
Meet revenue target of £21,448 through provision of graphic design, web design, photography, printing and finishing service to external customers.	100%, annually	£46,027 commercial revenue (up to 31 December 2025). 106% The higher revenue baseline resulted from a major waste project generating additional revenue.	Reprographics Manager Reprographics Officer (3)

Council’s Strategic Outcome: Customers at the heart of everything we do. Maintain sound finances. Improve systems and practices. Be an excellent employer.

Reprographics’ Strategic Objective: Prioritise Reprographics change readiness to ensure the best fit and seamless support for the Local Government Reorganisation.

Link to Corporate Plan: Sound financial management.

Performance measure	Target and reporting timescale	Baseline/output from 2025 to 2026	Owner and co-owners
To actively facilitate and engage with the Local Government Reorganisation (LGR) programme and be operationally ready to transition into the new authority model without service disruption.	Conduct asset inventory and lifecycle plan for software and equipment, review current supplier arrangements, review policies and procedures, undertake data cleansing. Identify and enable a new change management and skills training. By March 2027, annually	New performance measure	Reprographics Manager Reprographics and DMS Officer (4) Reprographics Officer (3)

Council’s Strategic Outcome: Customers are at the heart of everything we do.

Reprographics’ Strategic Objective: Ensure an efficient and proactive service is provided to all our customers.

Link to Corporate Plan: Sound financial management.

Performance measure	Target and reporting timescale	Baseline/output from 2025 to 2026	Owner and co-owners
Document Management System (DMS): index Planning and Building Control documents into EDRMS system within prescribed deadline of 3 working days or 24 hours for invalid planning applications and print all relevant documentation within 3 days from receipt.	100%, annually	22,386 documents (up to 31 December 2025) indexed within prescribed deadlines. 100% 5,565 jobs; 27,123 pages (up to 31 December 2025) printed within agreed deadlines. 100%	Reprographics Manager Reprographics and DMS Officer (4)
Mail service: sort all incoming post at the agreed times during the day ensuring the confidentiality of documents and compliance with finance and audit regulations. Operate a cost-effective outgoing mail service by ensuring every item meets strict criteria for Royal Mail automated sorting process and by completing MailMark franking by 3.30pm every day.	100%, annually	22,747 incoming mail items (up to 31 December 2025) sorted and distributed. 100% 79,699 outgoing mail items (up to 31 December 2025) inspected and posted. 95.12% of mail sent by 2nd class and Business Advance Mail (BMA). 100%	Reprographics Manager Reprographics and DMS Officer (4)

Performance measure	Target and reporting timescale	Baseline/output from 2025 to 2026	Owner and co-owners
Procurement: procure all paper, envelopes, consumables and office stationery items to agreed stock levels for all staff. Fulfil all online stationery requests within 24 hours of receipt.	100%, annually	226 stationery and consumables orders placed and completed (up to 31 December 2025). 100% 213 online stationery requests (up to 31 December 2025). Walk-in requests for stationery are not monitored. All requests completed	Reprographics Manager Reprographics and DMS Officer (4) Reprographics Officer (3)
Build a new website to promote grounds maintenance services for ECTC.	1 April 2027, annually	New performance measure	Reprographics Manager Reprographics Officer (3)

Council's Strategic Outcome: Be an excellent employer.

Reprographics' Strategic Objective: Review corporate risks associated with Reprographics service.

Link to Corporate Plan: Sound financial management.

Performance measure	Target and reporting timescale	Baseline/output from 2025 to 2026	Owner and co-owners
Regularly review corporate risks associated with Reprographics service, including but not limited to: - health and safety measures in common areas - Security Threats Code of Practice – ensure all parcels received at the Grange are processed for suspect content to mitigate an associated risk of injury or loss of human life - Service Delivery Plan - business continuity and resilience to breakdown of supply chains (paper, stationery, inks, toners and other consumables)	Ongoing, annually	Health and Safety and Reprographics risk assessments were formally reviewed at a team meeting in November 2025. Risks are monitored throughout the year. Security Threats Code of Practice: actions mitigating the risks are reviewed constantly and improvements implemented immediately, raising awareness via intranet's blog, educating all ECDC staff at the induction stage and via email campaigns. All parcels are X-rayed for suspicious content without exception (995 items until 31 December 2025). The business continuity plan and resilience to breakdown of supply chains - actions mitigating the risk are taken daily.	Reprographics Manager Reprographics Officer (3) Reprographics and DMS Officer (4)

Council's Strategic Outcome: A clean, green and attractive place.

Reprographics' Strategic Objective: Undertake activities which help to mitigate/adapt to climate change. Contribute to the implementation of Council's Climate and Environmental Action Plan.

Link to Corporate Plan: Cleaner, greener East Cambridgeshire.

Performance measure	Target and reporting timescale	Baseline/output from 2025 to 2026	Owner and co-owners
Produce ECDC paper usage reports to support and monitor the paper reduction culture; promote a culture of reuse-reduce-recycle of all ECDC resources.	Monthly reports, ongoing, annually	Monthly paper usage reports produced as an executive summary, departmental breakdown and departmental environmental impact data sets. Annual paper reduction targets monitored and shared regularly with the service leads. Digitalisation of paper forms including Accident and Near Miss Reporting form, Parish Conference Feedback Form and Business, Landowners and Parish Councils Questionnaire. We recycle our toner and waste cartridges through The World on Loan – a recycling programme that’s part of our new print contract. PaperCut Grows – through our print contract trees are planted to offset our printing. Participation in the office food waste pilot. Making notepads from the paper off cuts. Annual review of the office stationery and consumables offer against the demand trends, reflected in stock levels. Digital communications to reduce waste and raise awareness (reusable stationery items, outgoing mail required practice).	Reprographics Manager Reprographics Officer (3) Reprographics and DMS Officer (4)