

LONDON BOROUGH OF CROYDON

REPORT:	MEMBER DECISION Cabinet Member for Finance	
DATE OF DECISION	VIRTUAL MEETING 22 JUNE 2023 <i>Guidance: For delegated decision Dem.Services can advise</i>	
REPORT TITLE:	Laptop Refresh Programme	
CORPORATE DIRECTOR / DIRECTOR:	Elaine Jackson, Assistant Chief Executive And Paul Golland, Interim Chief Digital Officer & Director of Resident Access	
LEAD OFFICER:	Ilona Smith, ICT Project Manager Email: ilona.smith@croydon.gov.uk 020 8726 6000 Ext: 22571	
LEAD MEMBER:	Cllr Cummings, Cabinet Member Finance	
DECISION TAKER:	Cllr Cummings, Cabinet Member Finance	
AUTHORITY TO TAKE DECISION:	Delegated authority set out in the Annual Procurement Plan 2022-23 approved by CABINET on 16 NOVEMBER 2022 (part A agenda item 14)	
KEY DECISION? [Insert Ref. Number if a Key Decision] <i>Guidance: A Key Decision reference number will be allocated upon submission of a forward plan entry to Democratic Services.</i>	Yes [Ref. 4023F]	REASON: Key Decision – Decision incurs expenditure, of more than £1,000,000
CONTAINS EXEMPT INFORMATION?	NO	
WARDS AFFECTED:	N/A	

1 SUMMARY OF REPORT

- 1.1** This report recommends approving the procurement strategy which will lead to the award of a contract to the value of £4.8 million to replace all End User Device's (EUD's) within the council as well as introducing a modern device build, device deployment, and device management technology.
- 1.2** Since the last large-scale hardware EUD refresh in 2016 the market has moved on significantly and this report recommends the opportunity is taken to move to a new model of device purchase, device build, device distribution, and ongoing device management which will improve user experience and service.

- 1.3** The End User Device Refresh Project is crucial to support the Council's hybrid and flexible working and a digitally enabled approach to the way that services are delivered.
- 1.4** This report and recommendations address the following Council priorities 2020-2024:
- Sound financial management and sustainability
 - Good customer service and operational delivery
 - Good governance
 - In addition to the above are the Mayoral Priorities of:
 - Have a rigorous, continuous pressure on in-year departmental spending.
 - Review and manage contracts better.
 - Ensure value for money.

2 RECOMMENDATIONS

For the reasons set out in the report [and its appendices], the Procurement Board is requested to recommend to the Cabinet Member for Finance:

- 2.1** To agree the procurement strategy for the End User Device Refresh project to conduct a competitive procedure which will lead to the award of a 4 year contract with an estimated value of £4.8m for the supply of End-User Devices and associated services for device distribution, device deployment, and device management, as well as the decommissioning of outdated existing devices in a secure and environmentally friendly manner (meeting WEEE regulations).

3 REASONS FOR RECOMMENDATIONS

- 3.1** Many of the devices currently used by the Council have exceeded their end of technical life. There is an urgent need to replace devices to ensure they are fit for purpose, run latest technology, and are security compliant.
- 3.2** The increasing failure rate of laptop devices will have an impact on costs and operational support as well as causing disruption to council staff and impacting their productivity.
- 3.3** Risk of device failure rises as the devices get older and this is compounded by the shortage of spare parts for the older devices. Older devices are no longer supported by the manufacturers.
- 3.4** New devices with a maintenance warranty will significantly decrease demand and cost of service desk resources to fix or replace failed devices.
- 3.5** A large volume tender is more likely to achieve the best value for money with discounts for high volume compared to ad hoc replacement of devices.
- 3.6** Implementing modern device build, device distribution, and ongoing device management technologies will improve user experience and service.
- 3.7** The procurement exercise and End User Device strategy is a key enabler to the delivery of the council's Hybrid and Flexible working policy which aims to create a more responsive and efficient workforce whilst meeting residents' needs.

4 BACKGROUND AND DETAILS

- 4.1** There are circa 3,700 laptop, desktop & tablet devices currently in use by staff across the council delivering all Council services. These are largely made up of Lenovo Thinkpad laptops of different models. Many devices are up to 7 years old, they are at their end of life and need replacing.
- 4.2** Industry best practice states that hardware devices should be refreshed every 4 years to ensure they remain fit for purpose, are able to run latest versions of device management software, latest security updates and other software applications e.g., Microsoft Teams, and remain within the manufacturer's support agreements. As a rule of thumb IT hardware over 5 years old should be replaced.
- 4.3** The last large scale hardware device replacement was carried out in 2016; when new hardware devices (predominantly laptops) were issued to all LBC users when the Council migrated to the Windows 10 operating system.
- 4.4** To meet short term demand, our end user support contractor, Littlefish, have maintained a stock of laptop devices for new users and to replace ones for current users where devices develop an unreparable fault. Frequent below threshold tenders are performed to acquire lower volumes of devices which when taken in aggregate requires compliance with the Council tenders and contract regulations and Public Contract Regulations to address the aggregate overall requirement.
- 4.5** In 2022 the council spent £534,921.37 on new laptops for new starters and the replacement of unreparable devices, 450 laptops were ordered. In that year the council retired a total of 167 laptops (due to lost, damaged, stolen or failed due to hardware problems) the remaining 283 were primarily given to new starters.
- 4.6** This project will result in all LBC staff requiring a corporate laptop to be provided a new high specification laptop which meets the requirements for their role and the software applications they need to work with. As well as being higher powered laptops with much improved performance there will be an upgrade to Windows 11 as the operating system. All users will have the opportunity to receive new peripherals such as headset, multi-port adaptor, laptop stand and protective carry sleeve. Were an LBC staff user currently uses a corporate desktop pc or a corporate tablet device these will also be replaced with new appropriate devices if required to meet new base levels for performance and operating system version.
- 4.7** Smart phones are NOT included in this procurement, they will be part of a separate future project.
- 4.8** The following is in scope for this procurement:
- The initial sourcing and provision of the end user devices.
 - The provision of device peripherals such as protective laptop sleeve, headset, multi-port adaptor, laptop stand.
 - The device build with a Windows 11 Operating System and the asset tagging of the device with both a physical asset label and a digital asset tag within the device microprocessor software.
 - Distribution of new devices and collection of old devices directly to and from a user's home address where possible with an alternative option for collection and drop-off at an office location.
 - Implementation and set-up of a modern device management and patching solution.
 - Implementation and set-up of a modern software application distribution and installation solution.
 - The provision of a 4-year maintenance warranty for all devices.

- Decommissioning and disposal of old devices no longer fit for purpose in a secure way and to meet WEEE regulations for being environmentally friendly.

4.9 Contract management approach

- Contract Management will be managed by the Commercial Contracts Manager and the Technology and Architecture Manager, within Croydon Digital Services. They will ensure on-going compliance and value for money. A contract management plan will be implemented.
- There will be regular contract performance meetings set out in the contract terms plus escalation routes defined in the contract.
- Some of the KPI's that will be actively managed are:
 - New laptops delivered successfully to end users on booked delivery dates – 97% and above
 - Failure of new laptop within 2 working days of delivery – 3% or less
 - Replacement of failed laptop within 2 working days of supplier notification – 95% and above

5 ALTERNATIVE OPTIONS CONSIDERED

5.1 Alternative Options were considered when reviewing this re-procurement.

5.2 Options Analysis.

Option	For	Against	Comment/appraisal
Do nothing	No capital expenditure required, Resources can concentrate on other projects and BAU work.	Users must carry on using obsolete devices. Increased calls and costs for service desk. Old devices no longer compatible with software upgrades and Line of Business applications. Continued device management issues and security risks. New devices will still have to be sourced ad hoc.	Not recommended
Lease devices instead of buy	Leasing company manages the full lifecycle of devices.	Due to the ongoing financial situation, this cannot be funded from Capital budgets as the council will not own the assets. No Revenue budget source available for this. Continued device management issues.	Not recommended
Desktop as a service	Devices and support provided via a service subscription fee. Devices are replaced as required as part of subscription.	Due to the ongoing financial situation, this cannot be funded from Capital budgets as the council will not own the assets.	Not recommended

		No Revenue budget source available for this. Overlaps with scope of the end user support services contract.	
Buy refurbished devices	Cheaper than new devices.	Refurbished devices are already pre-used and/or faulty returns unlikely to be as reliable as new devices or have the same life expectancy as new devices. Suppliers unlikely to provide 4-year maintenance warranty desired.	Not recommended
Bring your own device	No direct expenditure for devices by LBC	Not all staff would be able to bring their own device. All corporate software applications would have to be hosted via Citrix or another virtual desktop solution which would be very expensive on this scale. Security risks.	Not recommended
Continue to only replace old faulty devices as and when they fail	No single large expenditure.	Due to the ongoing financial situation, this cannot be funded from Capital budgets. No Revenue budget source available for this. Will cost more in the long run as there will be no bulk discount.	Not recommended

6 CONSULTATION

- 6.1 No statutory consultation required but CDS have conducted the following activities:
- User research carried out with a representative sample of users, including the LBC Disability Forum, to establish their top-level issues and requirements.
 - Evaluation devices provided by main laptop manufacturers for users to physically assess and provide feedback.
 - Soft market testing exercise with manufacturers and resellers to validate planned approach and requirements.

7. CONTRIBUTION TO COUNCIL PRIORITIES

- 7.1 Supporting Corporate Priorities - This will enable CDS to deliver the following corporate priorities:
- We will live within our means, balance the books, and provide value for money.

- We will focus on providing the best quality core digital support services we can afford so that Staff in the council that need these core services in order to provide statutory services at a minimum to vulnerable residents can continue to do so.
- To ensure we get full benefit from every pound we spend for our staff.

7.2 Mayor's priority

- Ensure value for money. By running a competition, the council will ensure best pricing and value for money.
- Look to deliver services with other councils/ organisations to gain economies of scale. By using the CCS framework, we will be getting the benefit of combined demand across central government departments and other agencies from central government, health, fire and police and other local government.

8. IMPLICATIONS

8.1 FINANCIAL IMPLICATIONS

- 8.1.1** The capital budget required for the End-User Device refresh project is £4.84 million. The capital project GFCAP90 – Laptop Refresh budget was formally approved at Full Council on 8th March 2023, and is profiled across 2022-23 to 2024-25, see table in 8.1.7.
- 8.1.2** Please see section 10.1 for a detailed breakdown of the project budget. Expenditure includes all known resourcing, legal, software and hardware purchase costs and implementation costs including a 10% contingency.
- 8.1.3** The original profiling of the capital budget over the 3-year period is based on the majority of spend being in 2023-24. Due to some delay during scoping of the project the award and start of the contract is now expected to be Nov '23 - Dec '23 and consequently some elements of the 2023-24 expenditure might not happen until 2024-25. Any expected slippage or reprofiling of the budget expenditure cannot be confirmed until tender responses have been received and the tender awarded, the delivery plan will then be clear and will be reported through monthly capital monitoring.
- 8.1.4** This project meets the essential spend criteria in the following ways:
- 8.1.5 Expenditure required to deliver the council's provision of statutory services at a minimum possible level:** The current estate of laptops includes over 1,700 devices (Lenovo X250s) deployed in 2015-16. These are now towards or at end of life and need replacing. Without functioning laptops council staff are not able to carry out their statutory duties and services.
- 8.1.6 Expenditure necessary to achieve value for money and/or mitigate additional in-year costs:** As mentioned in 4.5, in 2022-23 the council spent £0.78m on replacing end of life laptops. This was funded by the Tech Refresh capital project GFCAP87. In total the 2022-23 this project was overspent against budget by £0.17m. This overspend has been adjusted against the 23/24 budget reducing it from £0.30m to £0.13m. Until the Laptop Refresh project procurement contract is in place there will continue to be significant pressure on the Tech Refresh budget as irreparable failures of the current ageing laptop estate will continue at the same rate.

8.1.7 Revenue and Capital consequences of report recommendation

	Previous Year	Medium Term Financial Strategy – 3 year forecast		
	2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26
Capital Budget available	222	3,349	1,264	0
Slippage Requested	(22)	22	0	0
Revised Capital Budget	200	3,371	1,264	0
Cost of Project	200	3,371	1,264	0
Remaining Budget	0	0	0	0

8.1.8 Comments approved by Lesley Shields, Head of Finance for Assistant Chief Executive and Resources on behalf of the Director of Finance. 08/06/23

8.2 LEGAL IMPLICATIONS

- 8.2.1 The Executive Mayor has the power to exercise executive functions pursuant to s9E of the Local Government Act 2000 and has the power to delegate those functions.
- 8.2.2 At present the delegations in the Council's Tenders and Contracts Regulations have been superseded by the Executive Mayor's Scheme of Delegation following the introduction of the Mayoral Model and the specific delegations in the annual procurement plan approved by the Executive Mayor in Cabinet.
- 8.2.3 The Executive Mayor has delegated to the Cabinet Member for Finance, authority to make the decision upon recommendation from the CCB pursuant to the annual procurement plan.
- 8.2.4 The Council is under a duty to comply with the Public Contracts Regulations 2015 (PCR). The report states that an open procedure tender exercise will be undertaken.
- 8.2.5 The Council is also under a general Duty of Best Value to make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness (Section 3 of the Local Government Act 1999 (as amended by s137 of the Local Government & Public Involvement in Health Act 2007)).
- 8.2.6 Approved by Sonia Likhariou on behalf of the Director of Legal Services and Monitoring Officer. (Date 02/06/2023)

8.3 EQUALITIES IMPLICATIONS

8.3.1 An Equalities Analysis has been completed, this concluded that in general there will be a positive impact on all groups as new modern laptops will be provided replacing the old out of date problematic devices.

Some individuals with a disability who require accessibility software which they already have installed on their current laptop will need this installing to their new laptop. These people will be identified from existing records and arrangements made to make the required updates to the new laptop. Also, any assistive hardware they may use, such as keyboards, mice and monitors, will be retained for use with the new device.

8.3.2 CDS will continue to liaise with the corporate office, the Disability Forum and individual officers with regards to the Equalities impact of procuring new devices and their use throughout the business.

8.3.3 All bidders are required to indicate they have equalities policies as part of the tender process.

8.3.4 Comments approved by Denise McCausland, the Equalities Manager – 11/10/2022

OTHER IMPLICATIONS

8.4 PROCUREMENT IMPLICATIONS

8.4.1 Outcomes required and identified needs

A successful procurement will deliver a contract with a supplier capable of replacing all End User Device's (EUD's) within the council as well as introducing a modern device build, device deployment, and device management technology. Best value to be achieved by a competitive tender.

The current model of supplying a device which then requires software to be installed by either CDS or the end user IT support contractor, devices will be preconfigured with all necessary software and can be delivered to an end user home or office location ready to use.

8.4.2 The current arrangements

There is no single contract currently in place for large scale supply of devices. Ad hoc tenders are performed periodically for the one-off supply of low numbers of devices (typically from 50 up to 150 devices). Although value has been achieved using this approach, aggregating the demand into one single large requirement is more likely to yield unit cost discounts.

Devices are currently delivered to the council and then software is installed and configured before end users are contacted to collect from the desktop services team.

8.4.3 Rationale for procurement and route to market

The rationale for the procurement is set out in section 3 and 4 of this report.

Route to Market

A PCR compliant open competitive tendering procedure will be run which complies with the Public Contracts Regulations 2015 and the Council's Tenders & Contracts Regulations. The tender will be managed by the Strategic Procurement Manager. Providers will be invited to tender and detail their service offering and prices through a competitive tender via the council e-tendering portal. These submissions were evaluated against detailed requirements which reflected the requirements of the council.

The tender will be held as a further competition using Crown Commercial Services framework Technology Products & Associated Services RM6068. The framework is available to all public sector and third sector organisations, including local authorities, charities and housing associations.

Lot 2 Hardware, and associated services will be used as this covers the requirements not just for devices and peripheral equipment but also for the configuration, software installation and other services such as delivery and asset tagging which the council requires.

The CCS frameworks benefit from the aggregation of demand across central government and multiple other public sector organisations. The CCS team ensures the best prices are achieved under the frameworks through a combination of controls, measures, and ongoing procurement activity. One of these activities is the negotiation of pan-government discounts through MoU agreements.

These agreements provide for a best public sector price to the distribution channel for transactional purchases, allowing resellers to compete on resale margin, and a single point of contact for any volume discount discussions.

There are 36 suppliers on the framework lot which covers a range from SME to large value add resellers which include some of the leading suppliers listed below.

ACS SYSTEMS UK LIMITED	DELL CORPORATION LIMITED	PACIFIC COMPUTERS LIMITED
AKHTER COMPUTERS LIMITED	DESK TOP PUBLISHING MICRO SYSTEMS LIMITED	PHOENIX SOFTWARE LIMITED
ATOS IT SERVICES UK LIMITED	EUROPEAN ELECTRONIQUE LIMITED	PLANET IT LIMITED
BECHTLE DIRECT LIMITED	GALTEC SOLUTIONS LIMITED	PROBRAND LIMITED
BOXXE LIMITED	GETECH LIMITED	QUADRIS LIMITED
CAPITO LIMITED	HP INC UK LIMITED	SOFTCAT PLC
CASED DIMENSIONS LIMITED	INSIGHT DIRECT (UK) LTD	SOFTWAREONE UK LIMITED
CCS MEDIA LIMITED	JIGSAW SYSTEMS LIMITED	SPECIALIST COMPUTER CENTRES PLC
CDW LIMITED	KAZTECH SOLUTIONS LTD	STONE TECHNOLOGIES LIMITED
CENTERPRISE INTERNATIONAL LIMITED	KINGSFIELD COMPUTER PRODUCTS LIMITED	STORM TECHNOLOGIES LIMITED
COMPUTACENTER (UK) LIMITED	MTI TECHNOLOGY LIMITED	TRUSTCO PLC
DAISY CORPORATE SERVICES TRADING LIMITED	NVT GROUP LIMITED	XMA LIMITED

The framework terms are broadly comparable with council terms and the call off contract allows for special terms to be added to meet council requirements if not already included.

The framework ends 9th December 2023 and a contract must be entered into before that date.

Competition Using other Frameworks was considered

None provide as much choice as the CCS framework although could be less effort as fewer bids to handle.

YPO Technology Hardware, Software and Services – 979 Lot 3 Hardware and Software
13 well known suppliers of which several are specialist for print.

Framework ends September 2023.

London Procurement Partnership
Information Management & Technology (IM&T) Lot 3 Hardware
10 well known resellers, solutions providers and a manufacturer (Fujitsu)
Framework ends February 2024

NHS Digital Workplace: Hardware (Link 3) Lot 6
9 well known resellers including a manufacturer (Dell)
Framework ends August 2024

Health Trust Europe
ICT Solutions 2019 Framework (ComIT 2 – Complete IT)
7 of the largest resellers
Framework ends September 2023

8.4.4 Overview of supply market including any market engagement

Many of the suppliers listed above are regular suppliers to the council and have been informed of the proposed opportunity. The reseller market for IT end user devices is highly competitive and the providers work to resale margins. Many can offer added value in the form of other services.

Opportunities for involvement of SME's / local businesses or voluntary sector:

Some of the framework suppliers are classed as SMEs. Bidders will be encouraged to use local suppliers, if possible, for example the delivery of devices to end users home addresses within the borough or nearby.

8.4.5 Proposed contract period with reasons why

A 4 year contract term is recommended. This term will allow time for a complete refresh of devices during a phased roll out which will replace the oldest devices first and it will also cover the period of the 4-year maintenance warranty we are asking the supplier to provide.

8.4.6 Evaluation criteria headings and proposed quality/price/social value split

Bidder evaluation

An evaluation panel consisting of CDS technical officers, Procurement and finance will be established. Each tender submission will be evaluated in accordance with the published criteria, the Public Contract Regulations, council Tenders and Contracts Regulations and Corporate Evaluation Guidance.

Using the framework guidance, weighting criteria will be measured as follows:

65% Cost,
25% Quality
10% Social Value.

Mandatory criteria will also be used to ensure quality. A weighting will be applied to each Method Statement/requirement. Each Method Statement/requirement which is not pass/fail will be scored by the evaluation

Quality will consider the following criteria which are set out in the framework:

- Service delivery
- Quality and future product direction, buyer service and satisfaction, logistics and delivery capabilities, goods and services fitness for purpose, understanding buyer needs
- Value Added Services: Services offered at no extra cost such as training, general ad hoc advice

Quality scoring will be as set out in the table below:

Mark	Score	Description
Rejected	0	The response is unacceptable as there is a fundamental failure to address all or most of the areas within the Method Statement; OR There are non-compliant or partially compliant responses to the requirements within the Method Statement which are critical to the technical solution resulting in a high likelihood that the technical solution will not work at all
Poor	1	The response is inadequate as it fails to address many areas within the Method Statement and/or the response is poorly structured, inconsistent or includes little or no supporting evidence ; OR There are non-compliant or partially compliant responses to the requirements within the Method Statement with significant deficiencies resulting in a technical solution that is likely to be unfit for purpose, and requiring workarounds
Adequate	4	The response is acceptable and addresses the majority of the requirements within the Method Statement to an acceptable level of detail , however the response could have displayed more expertise, know how, consistency and substantiation ; BUT There are non-compliant or partially compliant responses to the requirements that will require some compromise from the Customer in relation to the technical solution.
Good	9	The response is acceptable and fully addresses all of the requirements within the Method Statement to a good level of detail . The response is detailed, clear, consistent, evidenced and the Supplier displays expertise and know how ; AND Where requirements within the Method Statement are not fully met, the deficiencies are immaterial , and will require minimal

		compromise on the part of the Customer in relation to the technical solution.
Excellent	16	<p>The response fully addresses all requirements within the Method Statement to an excellent level of detail and meets/exceeds all of the requirements.</p> <p>The response is detailed, clear, consistent, well-evidenced and the Supplier displayed expertise and know how; AND The response includes innovative approaches to meet the requirements within the Method Statement resulting in added value for the Customer, for example through efficiency or simplicity; AND The response includes advanced solutions to one or more requirements making an impactful difference to the Customer's Solution.</p>

Pricing method

The Premier Supplier Programme rebate offered is subtracted from the Gross Total Price to calculate the net total price.

The bidder with the lowest (net total) price for the relevant item will achieve the maximum score for that item.

Other bidders will be allocated a score on a pro/rata basis based on percentage variation to the lowest price e.g.

$$\frac{\text{Lowest (net total) Price Bid Submitted for criterion}}{\text{Bidder (net total) Price Submitted for criterion}} \times \text{Price weighting}$$

Overall

The price scores and quality scores will be added together to provide an overall combined score.

Bidder financial stability:

Bidders will be requested to provide the last 2 years financial information for their firms to enable the council to undertake a financial appraisal utilising a financial health score.

This will help ensure that the successful contractors have the necessary economic and financial standing and, hence, the capability in meeting the financial obligations anticipated under the contract, bidders will be rejected if they do not meet the minimum requirements specified.

8.4.7 Procurement timetable

Activity	Proposed Date
Publish advance notice of key decision	Completed
Engage Head of Scrutiny	Completed 13-06- 2023
Brief Cllr Cummings	Completed 15-06-2023
Procurement Board Strategy Report Approval	16 June 2023
Strategy approved by Cabinet Member for Finance under delegation in APP	To 23 June 2023
Key Decision Scrutiny call in period	To 20 June 2023
Finalise Tender documentation	23 June 2023
Issue tender	26 June 2023
Tender close	04 August 2023
Tender evaluation	04 August To 28 August 2023
Procurement Board for Award Report	22 September 2023
Cabinet Member briefing	25 September 2023
Delegated Decision	26 September 2023
Scrutiny call in period	To 05 October 2023
Contract award letters	After 1pm 05 October 2023
Voluntary Standstill	05 to 13 October 2023
Contract signature	10 November 2023
Contract commencement	17 November 2023

8.4.8 Social Value

Social value will form 10% of the evaluation criteria and will be a measurable deliverable in the contract.

Bidders will be asked to propose deliverables to tackle digital inclusion within the borough.

8.4.9 Living Wage

Bidders will be required to confirm commitment to paying the living wage as part of the tender.

8.4.10 Early Payment Scheme

Bidders will be asked to commit to the early payment scheme as part of the tender. Pricing evaluation will consider the level of rebate offered.

8.4.11 Modern Slavery

All bidders are required to indicate if they are qualifying organisations under the Modern Slavery Act 2015 confirm they have published a statement which complies with Section 54 of the Modern Slavery Act.

8.4.12 Procurement Risks

Ref	RISK SCENARIO		RISK RATING			RISK MITIGATION
	RISK	Impact	Impact {1-5}	Likelihood {1-5}	Tot	Mitigation
1	Later delivery of project	Failure to have entered into a new agreement as soon as feasible will result in potential shortage of devices, increased device failures and impacts on officers. Note the framework ends Dec 9 th 2023.	3	3	9	Capacity is an issue There will be regular reporting to the project sponsor
2	Challenge from potential other suppliers.	Halt to procurement process so unable to meet timescales. Same impact as Risk 1	2	2	4	Risk is low as compliant procurement to take place Project will be managed in line with the Council's tenders, framework rules & contract regulations.
3	No bids	Will lead to ongoing issues as outlined in risk 1	3	1	5	Unlikely as market has been approached and feedback suggests there is interest
4	Only 1 bid received	May not achieve desired outcomes May not achieve best value	2	1	2	Unlikely to occur. Apply MEAT criteria to lone bid to ensure value for money achieved
5	Council etender system may not be available beyond 31 st August 23	Could delay tender. Same impact as Risk 1	4	4	16	Use current system, change to new system to complete tender if tenders can be returned before 31 st Aug. issue on proactis, Or delay tender issue but we note framework end date in December 2023, OR possibly run the tender using the CCS tenders portal.

6	Framework being used expires in December 2023	A contract must be entered into before framework end date or tender will need to be abandoned with same impact as Risk 1	4	3	12	Prioritise project resources, ensure legal support available when needed, decision makers to be briefed.
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8.4.13 Approved by: Gerard Gough, Strategic Procurement Manager on behalf of the Director of Procurement. (Date 30/05/2023)

8.5 HUMAN RESOURCE IMPLICATIONS

8.5.1 There is no Human Resource implication because the council is buying new devices and software to manage the set-up of user profiles and deploying software applications on devices, there is no additional training required for end users. However, a review of leavers policy will be carried out separate to this project to improve the return/collection of devices from leavers.

8.6 DATA PROTECTION IMPLICATIONS

8.6.1 The DPIA covers 3 areas of the scope for this procurement, the asset tagging of devices where a device is logged to a specific employee, the optional use of biometric log on by an employee, and the optional home delivery of a device to the employee's home address.

8.6.2 As the contractor will need to capture employee personal data to facilitate the home delivery service the contract with the supplier will require terms covering GDPR compliance and a data processing agreement.

8.6.3 The DPIA (see appendix A) has been reviewed by Howard Passman with feedback and comments provided by Howard and Jacqueline Ann Lowe, appropriate changes have then been made.

8.6.4 Approved by: Paul Golland, the Director of IT. (Date 12/06/2023)

8.7 ENVIRONMENTAL IMPLICATIONS

8.7.1 Redundant devices will be securely disposed of with accredited data destruction and device disposal to recognised environmental standards with certificated proof.

8.7.2 New laptops use considerably less power than our existing estate, which will help to reduce the Council's carbon footprint and associated energy costs throughout the business.

8.7.3 Approved by: Bob Fiddik on behalf of the Director of Resources. (Date 09/06/2023)

8.8 ICT AND RISK IMPLICATIONS

- 8.8.1** As a result of increased number of device faults and failures, there is the threat of additional cost of purchasing new laptops in small quantities that can lead to impact on staff productivity and efficiency and additional support calls raised with the council's end user support contract provider LittleFish.
- 8.8.2** There is a threat of additional charges for the purchase of new devices for new starters and the replacement of unrepairable devices that can lead to a delay in the planned deployment, increased spend and impact savings and benefits. This is Business critical as we are continuing to spend money replacing failing devices on an increasing basis. A decision to approve the strategy is required as soon as possible to ensure that the procurement process can begin so the council can appoint a new supplier to refresh devices to avoid spending more money replacing failing devices.
- 8.8.3** As a result of an increased risk of a cyber security event with old devices not meeting current security specifications there is a threat of a cyber security event that could lead to reputation damage and huge fines.
- 8.8.4** Approved by: Paul Golland, the Director of IT. (Date 12/06/2023)

8.9 CRIME AND DISORDER IMPLICATIONS

- 8.9.1** There are no direct crime and disorder implications arising from this procurement

8.10 PROPERTY AND ASSET MANAGEMENT IMPLICATIONS

- 8.10.1** There are no property and asset management implications.

8.11 CORPORATE RESOURCES IMPLICATIONS

- 8.11.1** Project resources have been assigned and the project complies with the corporate framework and is registered with corporate PMO.
- 8.11.2** Any staff guidance required for the delivery/collection of a new laptop, the return of an old laptop, and the initial set-up of a new laptop will be provided via staff communications and Intranet guides.
- 8.11.3** A process will be put in place for staff to report issues or request general help with receiving and set-up of their new laptop. The process will be finalised after the receipt of tender responses and the contract award when it will be clearer how this is best delivered between the contractor and LBC.
- 8.11.4** Approved by: Paul Golland on behalf of the Director of Resources. (Date 12/06/2023)

9. APPENDICES

Appendix A – Data Protection Impact Assessment (DPIA)

Please see attached file: *A - DPIA form_Laptop Upgrades_v2.0_Approved.docx*

Appendix B – Equalities Impact Assessment (EIA)

Please see attached file: *B - EA form_Laptop Upgrades_20221011_v1.0_Approved.docx*

Appendix C - Glossary of Terms

Ends User Device (EUD)	A laptop, desktop pc, tablet, etc.
Device build	The initial set-up of a new EUD to an agreed base level.
Device distribution	The packaging and delivery of an EUD to the user.
Device deployment	The ability to setup a user profile in an automated way.
Device management	The ability to remotely update and manage software on an EUD.
WEEE regulations	Waste Electrical and Electronic Equipment regulations.
LBC	London Borough of Croydon
Multi-port adaptor	Hardware adaptor allowing a laptop to connect to multiple external devices such as a monitor.

10. BACKGROUND DOCUMENTS

10.1 Budget breakdown – see document “Laptop Refresh Budget Breakdown.xlsx”

11. URGENCY

11.1 n/a