

# Public Document Pack



## **OVERVIEW & SCRUTINY COMMITTEE CALL-IN MEETING**

Monday, 6 November 2023 at 7.00 pm  
Conference Room, Civic Centre, Silver  
Street, Enfield, EN1 3XA

Contact: Democracy

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Councillors: Margaret Greer (Chair), Mahmut Aksanoglu (Vice-Chair),  
Maria Alexandrou, Nawshad Ali, Kate Anolue, Hivran Dalkaya, James Hockney and  
Michael Rye, OBE

Education Statutory Co-optees: 1 vacancy (Church of England diocese  
representative), vacancy (other faiths/denominations representative), vacancy  
(Catholic diocese representative), Alicia Meniru & 1 vacancy (Parent Governor  
Representative).

Governance & Scrutiny Officer – Stacey Gilmour

## **AGENDA**

### **1. WELCOME & APOLOGIES**

### **2. DECLARATIONS OF INTEREST**

Members of the Council are invited to identify any disclosable pecuniary,  
other pecuniary or non-pecuniary interests relevant to the items on the  
agenda.

### **3. DECISION CALLED-IN-KD5579-DIGITAL SERVICES EUC (END USER COMPUTING) (Pages 1 - 4)**

To review the decision of the Cabinet Member for Finance & Procurement  
taken on 13 October 2023 as a result of the matter having been called-in.

#### **3.1 REASONS FOR AND OFFICER RESPONSES TO CALL-IN-KD5579 (Pages 5 - 16)**

The reasons for call-in received from seven Members of the Council,  
together with officer responses.

#### **3.2 ORIGINAL DECISION OF CALL-IN-KD5579 (Pages 17 - 28)**

The original decision documents.

#### **4. DATES OF FUTURE MEETINGS**

To note that the next scheduled date of the Overview & Scrutiny Business meeting is 14 November 2023 at 7:00pm in the Conference Room at the Civic Centre.



## London Borough of Enfield

<b>Report Title</b>	Cover Report for the Call in – Digital Services EUC (End User Computing)
<b>Report to</b>	Overview & Scrutiny Committee
<b>Date of Meeting</b>	6 <sup>th</sup> November 2023
<b>Cabinet Member</b>	Cllr Tim Leaver
<b>Executive Director / Director</b>	Fay Hammond, Executive Director of Resources
<b>Report Author</b>	Martin Sanders, Head of Service Management & Governance
<b>Ward(s) affected</b>	All
<b>Key Decision Number</b>	KD5579
<b>Classification</b>	Part 1 Public

### Purpose of Report

1. This report details a call-in submitted in relation to the following decision:  
The Cabinet Member for Finance & Procurement, Councillor Tim Leaver (taken on 13 October 2023). This has been “Called In” by 7 members of the Council: Councillors Chris Dey (Lead), Lee Chamberlain, Adrian Grumi, James Hockney, Paul Pratt, David Skelton and Andrew Thorpe.
2. Details of this decision were included on Publication of Decision List No. 25/23-24 issued on 13 October 2023.
3. In accordance with the Council’s Constitution, Overview and Scrutiny Committee is asked to consider the decision that has been called-in for review.

## Recommendations

- i. That Overview and Scrutiny Committee considers the called-in decision and either:
  - (a) Refers the decision back to the decision-making person or body for reconsideration setting out in writing the nature of its concerns. The decision-making person or body then has 14 working days in which to reconsider the decision: or
  - (b) Refer the matter to full Council; or
  - (c) Confirm the original decision.
- ii. Once the Committee has considered the called-in decision and makes one of the recommendations listed at (a), (b) or (c) above, the call-in process is completed. A decision cannot be called in more than once.
- iii. If a decision is referred back to the decision-making person or body; the implementation of that decision shall be suspended until such time as the decision-making person or body reconsiders and either amends or confirms the decision, but the outcome on the decision should be reached within 14 working days of the reference back. The Committee will subsequently be informed of the outcome of any such decision

## Background and Options

4. The request received on 20 October 2023 to “call-in” the decision of the Cabinet Member for Finance & Procurement taken on 13 October 2023 was submitted under rule 18 of the Scrutiny Procedure Rules. It was considered by the Monitoring Officer.
5. The Call-in request fulfilled the required criteria, and the decision is referred to the Overview & Scrutiny Committee in order to consider the actions stated under 3 in the report.
6. Implementation of the Portfolio decision related to this report will be suspended whilst the “Call-in” is considered.

## Reasons and alternative course of action proposed for the “Call in”

7. Please see the reasons for call in and the officer response under item 3.1

## Proposed course of action is for referral back to the Deputy Leader.

8. Having met the “Call-in” request criteria, the matter is referred to the Overview and Scrutiny Committee in order to determine the “Call-in” and decide which action listed under section 3 that they will take.

The following procedure is to be followed for consideration of the “Call-in”:

- i. The Chair explains the purpose of the meeting and the decisions which the Committee is able to take.
- ii. The Call-in lead presents their case, outlining the reasons for call in.
- iii. The Cabinet Member/ Decision maker and officers respond to the points made.
- iv. General debate during which Committee members may ask questions of both parties with a view to helping them make up their mind.
- v. The Call in Lead sums up their case.
- vi. The Chair identifies the key issues arising out of the debate and calls for a vote after which the call in is concluded. If there are equal numbers of votes for and against, the Chair will have a second or casting vote.
- vii. It is open to the Committee to either;
  - a. take no further action and therefore confirm the original decision
  - b. to refer the matter back to Cabinet -with issues (to be detailed in the minute) for Cabinet to consider before taking its final decision.
  - c. to refer the matter to full Council for a wider debate (NB: full Council may decide either to take no further action or to refer the matter back to Cabinet with specific recommendations for them to consider prior to decision taking).

### **Preferred Option and Reasons For Preferred Option**

9. Under the terms of the call-in procedure within the Council's Constitution, Overview & Scrutiny Committee is required to consider any eligible decision called-in for review. The alternative options available to Overview & Scrutiny Committee under the Council's Constitution, when considering any call-in, have been detailed in section 3 above.

### **Relevance to Council Plans and Strategies**

10. To comply with the requirements of the Council's Constitution, scrutiny is essential to good governance, and enables the voice and concerns of residents and communities to be heard and provides positive challenge and accountability.

### **Financial Implications**

11. There are no financial implications associated with this cover report.

### **Legal Implications**

12. S 21, S 21A-21C Local Government Act 2000, s.19 Police and Justice Act 2006 and regulations made under s.21E Local Government Act 2000 define the functions of the Overview and Scrutiny committee. The functions of the committee include the ability to consider, under the call-in process, decisions of Cabinet, Cabinet Sub-Committees, individual Cabinet Members or of officers under delegated authority.
13. Part 4, Section 18 of the Council's Constitution sets out the procedure for call-in. Overview and Scrutiny Committee, having considered the decision may: refer it back to the decision-making person or body for reconsideration; refer to full Council or confirm the original decision.

14. The Constitution also sets out at section 18.2, decisions that are exceptions to the call-in process.

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## **CALL-IN OF DECISION**

**TITLE OF DECISION: Digital Services EUC (End User Computing)**

**DECISION OF: Cabinet Member for Finance & Procurement, Councillor Tim Leaver**

**DATE OF DECISION LIST PUBLICATION: 13 October 2023**

**LIST NO: 25/23-24**

### **COUNCILLORS CALLING-IN**

**(The Council's constitution requires signatures of seven or more Councillors to call a decision in).**

#### **Call in Lead**

**(1) Signature:.....**

**Print Name: Chris Dey**

**(2) Signature:.....**

**Print Name: Lee Chamberlain**

**(3) Signature:.....**

**Print Name: Adrian Grumi**

**(4) Signature:.....**

**Print Name: James Hockney**

**(5) Signature:.....**

**Print Name: Paul Pratt**

**(6) Signature:.....**

**Print Name: David Skelton**

**(7) Signature:.....**

**Print Name: Andrew Thorpe**

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**Overview and Scrutiny Committee Meeting – 6 November 2023**

**Call-In of Decision -KD5579 List No: 25/23-24 (published on 13/10/23): Digital Services EUC (End User Computing)**

**Call-In Lead: Councilor Chris Dey**

**Reasons for the “Call in” are detailed below:**

**Officer Response:**

**Rationale for EUC & SMD Programme**

Our device estate is aged with the majority currently out of warranty including all our Mobile devices.

The deployment of the devices will be in order of prioritisation through age of device and/or defined by specific role requirements e.g. frontline Adult and Children’s Social Care.

The programme also recognises the financial challenges that the Council now faces and will deliver device volumes equating to the approved financial funds for the FY2023/24 £2.83m (detail is set out in KD5579). Future investment in this programme will not be undertaken unless approval to invest has been secured appropriately.

In preparing a programme with the correct scope and therefore the ability to secure investment approval a number of background activities were required, these included:

- Assessment of volumes of devices (Laptop, Mobile Phone and Tablet) managed/maintained, what is the asset management position
- Distribution of devices across the Council, who had what device, by individual, service, department
- Age of device and warranty position associated with the device
- Volumes of incident received through the service desk and the length of maintenance period associated with the device(s)
- What was the security profile for the device estate and impact on the Public Service Network (PSN) compliance

These background activities defined what was needed holistically to address an aged device estate, composing of a multitude of device types, sitting on a security and management platform that was considered to be vulnerable and an access point for undesirable individuals to access our network and all the systems sitting within the network.

It was ascertained that:

- Incident levels are very high based on a 12 month period July 22-23 recording 3,291 incidents across all devices e.g. 604 associated with X270 Laptop, 311 associated with Surface Pro and 185 associated with X390.
- The security profile for all our devices and the management platforms they sit on have a high number of concerns that need to be addressed to support our Public Service Network accreditation, this is a mandatory requirement. This includes the rebuild of the Active Directory to ensure that it is a harden state to prevent hacking of individuals data, operating system is built to best industry standard to address potential of hacking.

All of this would be addressed through the award of a contract to a partner through the Crown Commercial Services Framework EA21 for laptops and Link3 for the Smart Mobile Devices and Managed Service.

### **Laptops**

- High volume (73%) are out of warranty with additional 11% laptops out of warranty over the next 12 months.
- Current technical build/configuration on laptops will be rebuilt and delivered to industry standard on windows 11, this will dramatically reduce current maintenance overhead from DS staff, note windows 12 is released next year which will mean our estate is 2 builds behind.
- High level of support/maintenance/repair overhead and costs is being addressed, e.g. Surface Pro screen £525 without labour.

### **Approach & Benefits**

- Security platform being rebuilt, Active Directory (AD), Mobile Device Management (MDM), to address security issues.
- Replaced in priority order based on age and warranty status and to address security issues e.g. patching issues within the age of the device.
- The volume of model types (35) being reduced (3) to support consistent knowledge of devices on the technical estate.

### **Mobile Phones & Tablets**

- The volume of model types (65) being reduced (3) to support consistent knowledge of devices on the technical estate.
- Mobile devices only have standard manufacturers single year warranty.
- High proportion of Mobile phones and tablets are older than 3 years (66%) with 55% of these older than 4 years.
- Configuration on mobile devices to be rebuilt and delivered via new MDM to secure industry standard.

### Approach & Benefits

- Shutting the door on security holes, completing the transfer of SIMs from BTEE to Gamma network Services.
- With predefined profiles aligned with job roles, detailed App functionality delivered OTA via MDM secure control.

### Reason for call-in

The decision fails to list the age of the equipment that apparently needs replacing

### Officer response

The following provides an overview of the age of devices based on warranty schedule of laptop/mobile and tablet assets for our total devices. Please note that 73% of devices are out of warranty or have no warranty and a further 11% of devices will expire in 2024.

KD5579 recommendation is for £2.83m which covers the replacement of the *oldest* laptops and devices that are resulting in the greatest number of incidents logged/oldest windows version/least secure.

As part of this process in setting the laptop replacement programme, the total devices were allocated into four “tranches” for replacement and then prioritised (see question below for the detail). The two oldest tranches of laptops/devices are covered by the £2.83m.

The replacement of the remaining estate will be considered subject to affordability and impact on service delivery at a future date. Until that time, the remaining laptop estate will primarily be maintained on break and replace approach as they will be beyond economical repair.

### Laptops

Total Laptops held	- 4,135
Laptops older than 4 years	- 3,023
Laptops out of warranty in year 2024	- 477
Remining laptops that will remain in warranty post year 2024	- 635

### Mobile Phone and Tablets

Total devices	- 3,816
Devices out of warranty devices	- 3,816
All devices are older than 2 years less than 3 years	- 1,151
Devices older than 3 years less than 4 years	- 1,198
Devices older than 4+ years	- 1,467

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### Reason for call-in

The report does not mention the make/models of equipment being purchased or per unit costs.

### Officer response

The unit prices have been derived from the Crown Commercial Services (CCS) framework EA 21 contract and LINK3 framework. Through these frameworks the Council is able to maximise on the buying power from a framework which supports all public bodies procuring devices and services. The council in procuring from these frameworks are not purchasing devices and services in isolation supporting the Value for Money (VfM) required when spending public money.

The two tables below set out the planned devices that are required following an assessment undertaken of service need. Note that KD5579 limits expenditure to £2.83m which covers the oldest devices in phase 1 and 3 for laptops and all phases for mobile phones and tablets.

Within the laptop procurement the Council is receiving as standard (at no additional cost) premier support which includes for example battery replacement and screen replacement. The cost of the laptop (inclusive of premier support) ranges from £1,136 to £1,454. The Yoga (for social workers) range £1,386 - £1,686 (inclusive of premier support). The mobiles cost range from £454 to £1,031.

Phase	Lenovo TPad P16v i7 32GB 512GBSSD	Lenovo TPad X13 i7 16GB 512SSD	Lenovo TPad X13 i7 32GB 512SSD	Lenovo TPad X13 i7 Yoga Touch 16GB 512SSD	Lenovo TPad X13 i7 Yoga Touch 32GB 512SSD	None Withdraw from Service (EUC)	Replacement TBC	Grand Total
POC	3	5	1	2				11
Pilot		6		6				12
1	5	273	43	11		392	10	734
2	2	1223		3		184	17	1429
3	13	13	111	518	1	78	17	751
4	5	901	15	182	16	39	36	1194
<b>Grand Total</b>	<b>28</b>	<b>2421</b>	<b>170</b>	<b>722</b>	<b>17</b>	<b>693</b>	<b>80</b>	<b>4131</b>

SMD's (Phones & Tablets)	Samsung XCover Pro 6	Samsung Tab Active Pro 4	Samsung S23 Ultra	Replacement TBC	Reimage on Samsung Knox MDM	None Withdraw from Service (SMD)	Grand Total
POC	10	10	20				40
Pilot	15	17					32
1	628	64		23		276	991
2	684	255	60	88	721	945	2753
<b>Grand Total</b>	<b>1337</b>	<b>346</b>	<b>80</b>	<b>111</b>	<b>721</b>	<b>1221</b>	<b>3816</b>

<b>Reason for call-in</b>
No mention is given on how many laptops and mobile phones will be purchased.
<b>Officer response</b>
<p>As set out above, the programme aims to replace the oldest devices and all the mobile devices. It is anticipated whilst remaining within the approved investment funds for this programme of £2.83m, of which £1.9m is allocated to the procurement of the devices, the volume of devices will range from:</p> <p>Laptops:                    1000 – 1500 units</p> <p>Mobile Phones:        700 – 2400 units</p> <p>Tablets:                    90 - 255 units</p> <p>All devices are within an agreed catalogue. These devices have been defined to support device type against job role.</p> <p>This programme has undertaken an assessment of needs of each Directorate, and the needs of the devices for the roles in collaboration with service leads in the relevant departments.</p>

<b>Reason for call-in</b>
Lack of assessment regarding workload to IT staff for rolling out new equipment.
<b>Officer response</b>
<p>The roll out of the new equipment is primarily being taken by our partner, the cost of this is included within the £2.83m set out in the KD5579.</p> <p>The cost of the Council's Digital Team programme management including the requirement gathering, and deployment is included within the financial envelope set out in the report – "Resource Cost £250,680" (as set out in the report).</p> <p>Although a reduction in the number of incidents reported to the Service Desk is anticipated as a result of the new devices being issued, this benefit will dissipate as time passes and the number of incidents related to the aged remaining devices (which have not been replaced) rise. Therefore, at this stage no savings have been included from Service Desk support costs.</p>

<b>Reason for call-in</b>
Question as to why the Council has not addressed training need of staff to manage reconfiguration of mobile software.
<b>Officer response</b>
<p>The training of staff was a consideration within the planning of this programme. The training requirements of current staff were balanced against the changes that were being delivered with this programme.</p> <p>These changes across the board; the device itself and the security and Mobile Device Management (MDM) systems requires a change in the operating model and the support skills that are not within the current team.</p> <p>To upskill the staff will require a lengthy period which does not support the current timelines of deployment to secure efficiencies and improvements in our incident levels.</p> <p>Using our partners provide a resource support pool that have extensive experience of the devices being deployed, best industry practice approaches to configuring our new devices, via cloud based (new) Active Directory (AD) and the MDM System against individual job role profiles.</p> <ul style="list-style-type: none"> <li>• This approach supports: <ul style="list-style-type: none"> <li>○ Configuration Over The Air (OTA)</li> <li>○ Base configuration is standard and applications within this core build supports the majority of role requirements for eligible mobile users</li> <li>○ Job Role Profiles will provide the specific application set that is required for individuals in a specific service. If the individual then moves service areas, Active Directory picks up this change synchronises with the MDM profile and the users SMD will be automatically updated to reflect that change without the need for the user to return to base to effect the change</li> <li>○ Updates and rebuilds will be quicker as they can be done / managed remotely OTA</li> <li>○ Security engaged over the air will be quicker to either “Stun” the device temporarily or “Brick” the device to hand over to blue light services to address any criminal activity</li> <li>○ Efficiency savings immediately from security, service maintenance (ongoing) and on new Airtime usage contract with Gamma</li> </ul> </li> </ul>

<b>Reason for call-in</b>
Report lacks detail around the issue of SIM contracts 'needs to be brought under control'
<b>Officer response</b>
<p>Since 2020, and the inception of Covid-19 and move to home working, the number of SIMS increased across the Council. Based on current working practices a review of our data requirements for hybrid working longer term was undertaken and this has resulted in a change in our contract from individual SIMS to a single data and voice contract for the whole of the Council. This has facilitated a review of the requirements of the organization to reflect our modern council.</p> <p>The Mobile Voice and Data – SIM Airtime Contract was awarded in June 2023. This was a 2+1+1 year contract to Gamma Network Solutions Limited (GNSL) under CCS Framework Lot 1 of RM6261.</p> <p>The project team have used specialised industry experience to challenge all services currently being supported, and to get the business to review their requirements. In addition, the supplier is to use its' expertise to confirm and manage the administration for the reduction of SIMs in use, transfer all to a co-terminus shared airtime agreement, and therefore the council only pays for what is being used.</p> <p>In summary:</p> <ul style="list-style-type: none"> <li>• <b>1,827</b> SIM have been cancelled with a further portion being targeted for cancellation through collaboration with Directorates to optimize SIM requirements within the Council. This exercise will confirm actual need for SIM and associated device for role.</li> <li>• Laptops will not have SIMs, optimise ways of working, tethering off mobile phone, primary profile of single SIM per mobile user.</li> </ul>

<b>Reason for call-in</b>
No cost assessment is provided on option of continuing with IT products that are out of warranty.
<b>Officer response</b>
<p>In considering the devices programme an assessment of the options included the following information:</p> <ul style="list-style-type: none"> <li>• An assessment was undertaken based on a snapshot of incidents for devices over a 12-month period Jul 22-23 – 3,291 incidents recorded.</li> </ul>

- 50% of MS Surface Pros had incidents, these are the most expensive and resource intense repair device, example £520+ cost for every screen that needs to be replaced, smoldering screens (from batteries) and other components not unusual and have been witnessed within the repair environment of DS and with frontline service staff.
- Laptops are currently beyond economical repair and without new laptops old laptops are cannibalised to support the rebuild at component level to secure a working laptop. This does not guarantee a working laptop at the end because of the age and damage that may occur during repurposing components from one laptop to another.
- An average phone issue takes between 30 mins and 24 hours to remediate a problem with a phone.

**Reason for call-in**

Report does not detail the tendering process.

**Officer response**

- The tender process was completed in 2021 through Crown Commercial Services (CCS) framework which aligned with EA21.
- Link3 framework is being used to manage the second contract in respect of Smart Mobile Devices. This contract and framework has been approved as required based on the link in work and impact on the successful delivery of the programme and subsequent management of the smart mobile device operational service.
- Digital Services have worked in collaboration with the procurement lead.

**Reason for call-in**

Financing this project means £3.2m being added to the MRP & debt interest. The report does not set out what cuts to residents' services will be required to fund this decision. Year one alone will have an impact of £803k

**Officer response**

The original capital budget of £2.8m was approved as part of the £55m Digital Services ten-year capital programme in January 2023 and the interest and MRP attributable to the programme were included in the medium term financial plan and will be addressed as part of this annual process.

The change in the economic environment and increase in interest rates has led to a



refresh of the Council's Capital Strategy which will be set out in the November 2023 Cabinet report – "2024/25-2033/34 Capital Strategy". As part of this refresh, a review of all capital projects has been undertaken, including the original digital services investment programme. The replacement of the *oldest* devices was considered a priority project given the issues experienced with as set out above.

As part of the roll out of these devices refresh programme, it is expected that the updated configuration and security will translate to operational efficiencies in front line delivery of Council services from Street Works to Child and Adult Social Care services to Emergency Planning Operations – the hard evidence for this will only come once the devices are deployed within business areas to provide these benefits.

**Proposal:** Councillor Dey has asked that the decision is referred back to the decision maker.

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## **PUBLICATION OF DECISION LIST NUMBER 25/23-24**

### **MUNICIPAL YEAR 2023/24**

Date Published: 13 October 2023

This document lists the Decisions that have been taken by the Council, which require publication in accordance with the Local Government Act 2000. The list covers Key, Non-Key, Council and Urgent Decisions. The list specifies those decisions, which are eligible for call-in and the date by which they must be called-in.

A valid request for call-in is one which is submitted (on the form provided) to the Governance and Scrutiny Team in writing within 5 working days of the date of publication of the decision by at least 7 Members of the Council.

Additional copies of the call-in request form are available from the Governance and Scrutiny Team.

If you have any queries or wish to obtain further report information or information on a decision, please contact [democracy@enfield.gov.uk](mailto:democracy@enfield.gov.uk)

**INDEX OF PUBLISHED DECISIONS – 13 October 2023**

	<b>Date Decision came/ comes into effect</b>	<b>Part 1 or 2</b>	<b>Subject/Title of Report</b>	<b>Category of Decision</b>	<b>Affected Wards</b>	<b>Eligible for Call-In &amp; Date Decision must be called in by (If Applicable)</b>
<b>Decisions Made by Cabinet</b>						
Cabinet Member for Finance and Procurement (Cllr Tim Leaver)	Monday 23 October 23	Part 1	<p>Digital Services EUC (End User Computing)</p> <ol style="list-style-type: none"> <li>1. Draw down £2.8m of the £7.4m EUC project budget to support the first year’s procurement of digital devices (replacing the oldest devices which no longer have a useful life) and associated implementation services. Further request(s) for approval will be brought forward as needed.</li> <li>2. Delegate authority to the Executive Director Resources, in consultation with</li> </ol>	KD 5579	All	Yes Friday 20 October 23

			<p>the Cabinet Member for Finance and Procurement, for the award of associated contracts to the suppliers of devices and associated services.</p> <p>3. Undertake the delivery detailed in Appendix A.</p> <p>The report sets out the options considered, if any, and the reasons for the recommendation and the decision.</p>			
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## London Borough of Enfield

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<b>Report Title</b>	<b>Digital Services EUC (End User Computing)</b>
<b>Report to</b>	<b>Councillor Leaver</b>
<b>Date of Meeting</b>	<b>20/09/2023</b>
<b>Cabinet Member</b>	<b>Cabinet member for the finance and procurement</b>
<b>Executive Director / Director</b>	<b>Fay Hammond, Executive Director Resources/Paul Neville</b>
<b>Report Author</b>	<b>Martin Sanders Head of Service Management and Governance</b>
<b>Ward(s) affected</b>	<b>All</b>
<b>Key Decision Number</b>	<b>KD5579</b>
<b>Classification</b>	<b>Part 1</b>

### Purpose of Report

1. The End User Computing (EUC) programme seeks to replace and upgrade digital devices (laptops, tablets and mobile phones) to ensure that all staff have the right digital devices to support their work delivering services across locations

## Recommendations

This report is seeking approval to:

- a. Draw down £2.8m of the £7.4m EUC project budget to support the first year's procurement of digital devices (replacing the oldest devices which no longer have a useful life) and associated implementation services. Further request(s) for approval will be brought forward as needed.
- b. Delegate authority to the Executive Director Resources, in consultation with the Cabinet Member for Finance and Procurement, for the award of associated contracts to the suppliers of devices and associated services.
- c. Undertake the delivery detailed in Appendix A .

## Background and Options

2. To set out the broader context to the investment required to support the EUC and smart mobile devices programme:
3. A Modern Council-Digital Business Portfolio Update" (KD5573) sets out the overall Digital Transformation portfolio approved by Cabinet in January. This programme was included as part of that approved portfolio.
4. We expect to reduce the current estate of over 7,000 devices (laptops, mobile phones and tablets) by 20% and around 30% of the remainder will be replaced by the end of the first year through the funding in this request.
5. The overall cost of the programme going forward is £7.4m (£7.9m when including initial spend to set up the programme) which includes the purchasing of devices and the costs of implementation for all devices that need to be replaced over two or more years. The split is £5m for laptops and £2.8m for phones and tablets.
6. The LBE Digital Strategy (10 Years) was agreed in November 2020 and was launched to ensure that all staff have the right digital devices to support their work delivering services across locations. Due to the rapid changes in technology, needs of services, as well as growing and changing cyber threats, we would expect to see a replacement of devices every four to five years.
7. The current mobile devices and software to manage them have critical issues to address:
  - Majority (over 80%) of the mobile phones are either end of life and due for replacement or will become obsolete as older technology (2G and 3G) is switched off at the end of 2023. There is no warranty on any of the current mobile phones. There are 65 variants of mobile phone which is very complex to manage.
  - Enfield has two sets of software to manage the mobile phones (Mobile Device Managers - MDMs). The software needs to be reconfigured, but



the IT team do not have the skills for this. The software which manages user's identity (Active Directory) requires a considerable clean up to allow mobile phones to be managed properly

- The SIM contract needs to be brought under control as soon as possible as the number of SIMs has been poorly maintained

The EUC programme resolves all the issues detailed above, through:

- Replacing devices
- Replacing / upgrading software to manage devices
- Putting in place a new operating model including a managed service
- Cleaning up Active Directory
- Moving to a new SIM contract which will provide better control and save money

<b>Contract Description</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>Total</b>
End User Compute	£1,140,000	£1,740,000	£468,000	£3,348,000
Extended Warranties	£172,500	£262,500	£82,500	£517,500
Smart Mobile Device	£758,000	£490,000	£246,200	£1,494,200
Extended Warranties	£34,386	£58,226	£69,876	£162,488
Managed Service	£200,000	£300,000	£300,000	£800,000
Resource Cost	£250,680	£223,700	£200,000	£674,380
Risk Sum	£250,000	£150,000	£53,400	£453,400
	£2,805,566	£3,224,426	£1,419,976	£7,449,968

### **Main Considerations for the Council**

8. The EUC programme supports our key statutory services and digitalisation requirements to keep everyone working effectively. An alternative to this programme would be to deal with device issues in a piecemeal manner. Clearly, this would not deal with the issues detailed above. Not supporting this programme would impact the ability of officer to deliver their roles.

### **Risks that may arise if the proposed decision and related work is not taken**

9. The primary risk is that currently, staff have devices that become out of date and unable to run latest software or cannot be repaired and is more at risk of cyber-attack.
10. The other key risk is that the majority of Enfield current laptops and tablets no longer have a cost-effective warranty meaning repairs are costly and not always possible. This translates a continuation of the general degradation in effectiveness of the technology being used to deliver the council services to residents.

**Risks that may arise if the proposed decision is taken and actions that will be taken to manage these risks.**

11. The key risk is that devices are not rolled out in line with the programme delivery dates or that staff still insist on multiple devices per person resulting in a digital estate using different devices and making the support more difficult and costly. Mitigation to this is that this is delivered as a single programme supported by Executive Management Team that ensures staff have a single device from the reduced catalogue.
12. A key risk of doing this on a year-by-year basis is that not all staff will have the latest devices replaced if we stop after one year. This is mitigated by reviewing after the first year of the plan, which will focus on the prioritised areas already agreed.
13. There is a risk that the final security platform will not be fully functioning until all devices are refreshed and dual running of current and future platform will be required. This will be mitigated through the agreed refresh rollout of devices.
14. The devices will be procured using compliant frameworks which are currently expected to end in 2026 and estimated pricing is based on that. This is mitigated as they are consumption-based frameworks, so there is a no long-term commitment.

**Preferred Option and Reasons For Preferred Option**

**Options Considered**

15. Do Nothing – there are 75% of devices were of warranty at the end of September 2022 and another 10% at the end of March 2023. This is leaving the council at risk of staff and services being unable to operate.

**Conclusions**

16. This change is needed as the consequences of doing nothing will mean that devices will fall into disrepair. This is already having a direct impact on the support provided and therefore impacts on a cost-effective service to staff and therefore residents.
17. By taking an approach of commencing the first year of the programme and then reviewing the position, this ensures that the council is not committing to the full cost of the programme and the borrowing that would be required beyond Year 1. Our contractual position would support this.

## Relevance to Council Plans and Strategies

18. This provides the equipment for all staff to use to deliver services, so covers all aspects of the council plan.

## Financial Implications

19. The purpose of this report is to seek the approval of £2.8m from the £7.4m EUC project budget.

20. This will be funded from borrowing and will result in a total cost of £3.257m, including the financing cost.

21. The £2.8m capital expenditure will be funded from the £7.5m Digital Service Investment Capital Programme budget in 23/24 previously agreed by Council on the 8<sup>th</sup> February 2023.

Description	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Total
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>Capital Spend</b>										
Active Directory redesign & Operating system Workstream (Item 1)	450									
Smart Mobile Devices (Line 2)	750									
Service Wrapper, airtime transition & Resource costs (Item3)	430									
Hardware Replacement & End User Computing (Item 4)	1,200									
<b>Total Capital Cost</b>	<b>2,830</b>									
<b>Financing cost</b>										
MRP (Item 1)		56	56	56	56	56	56	56	56	450
Interest rate 5.36% (Reducing balance) (Item 1)		24	21	18	15	12	9	6	3	109
MRP - Item 2,3,4		595	595	595	595					2,380
Interest rate 5.36% (Reducing balance) (Item 2,3,4)		128	96	64	32					319
<b>Total Financing cost</b>		<b>803</b>	<b>768</b>	<b>733</b>	<b>698</b>	<b>68</b>	<b>65</b>	<b>62</b>	<b>59</b>	<b>3,257</b>

22. The cumulative interest cost on the investment of £2.8m on this project is £0.43m.

23. The known revenue implication of this investment is £3.257m. £2.8m of minimum revenue provision and £0.43m of interest cost.

24. The managed services cover two specific requirements for mobile devices, the license cost for the security platform which is a one-off cost and such licences are transferable as assets. The second element is the service support cost which will have an on-going revenue implication, the level of which will reflect the volume of devices deployed. The breakdown of the costs will be reflected in the contract award DARs for EUC (EA21) and Smart

Mobile devices. Any revenue impact will be funded from the Digital Services contract budget of £6.6m on FG0227.

### **Legal Implications**

25. The Council, under s.111 Local Government Act 1972, has the power to do anything which is calculated to facilitate, or is conducive or incidental to, the discharge of any of its functions. The Council also has a general power of competence under s.1(1) Localism Act 2011 to do anything that individuals generally may do, provided it is not prohibited by legislation and subject to Public Law principles. The purchase of devices and services in order to support Council officers in carrying out the Council's functions is in accordance with these powers.
26. The procurement of the devices and services detailed in this report must be carried out in accordance with the Council's Contract Procedure Rules and, where applicable, the Public Contract Regulations 2015. This report refers to the use of framework agreements, which represent a compliant route to market provided that due diligence is carried out by Procurement colleagues into the relevant frameworks, and officers comply with the terms and conditions of such frameworks when awarding contracts under them.
27. Any contracts entered into as a result of the proposals within this report must be in a form approved by Legal Services on behalf of the Director of Law and Governance

### **Equalities Implications**

28. The impact will be the same for all staff as the technology will be a new version of what they currently use. All accessibility options will be improved as standard and tailored by technical configuration as required to individual needs.

All staff will be impacted in some way by the change in devices but this will be addressed through effective change management, the use of User Champions, training, improved accessibility and improved skills in the technical support teams.

### **Environmental and Climate Change Implications**

29. All new devices procured will follow the council's sustainability and ethical standards including reviewing social value.

### **Digital Implications**

30. The hardware platforms and operating systems covered by these contracts are critical key hardware and software platforms for the council, and without them council colleagues would have to revert to paper-based working. By having a long-term agreement, this will enable the service to have a strategic

contract that aligns with key performance targets, control of running costs, improved performance and response times and better supplier relationship and support both for delivery of day-to-day services, but also to contribute to delivery of new innovative projects.

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## **Appendices**

Appendix A

## **Background Papers**

None

## Appendix A

- a. Refresh laptops, tablets and mobile phones which are now out of warranty or coming to the end of life. This includes where they can no longer operate latest software or operating systems or can no longer be repaired.
- b. **New Mobile Device Management (MDM) security platform and Managed Service wrap** which will be delivered directly as a software service through the supplier working with our Digital Services support teams.
- c. **DS Business as Usual (BAU):** Just-in-time service support enables Enfield to have the minimum level of stock available for immediate access when required – this will ensure that devices needed at short notice are available and running the most up to date software to ensure service provision is not interrupted.
- d. **Recycling and Disposal of old equipment:** This will follow the council's core ethical and sustainability policies to ensure that these are recycled into the community where possible or disposed of securely. Options at looking at selling these will also be considered.
- e. **Programme and Project Team:** This team will be made up of Digital experts and external suppliers to ensure that the programme is delivered efficiently on time and within budget.
- f. **Reduced Catalogue:** Reducing the number of variant hardware devices that are current supported. In EUC this equates to **34 variants to 5** and SMD from **65 variants down to 3**.
- g. **Warranty:** We will be purchasing the plus 1-year extended warranty on all devices in line with Enfield current approach.
- h. **Security Gaps:** Security gaps closed through updated operational routines, Active Directory redesign, effective system updates and use of Mobile Device Management (systems).
- i. **Resident Impact:** By ensuring that staff delivering services, including front line services have modern, secure hardware this provides opportunities for services to look at operational changes and efficiencies. For instance, staff that visit external premises will be able to attend job without the need to return to the office for updates after each visit.