

**To:** City Executive Board  
**Date:** 23 January 2018  
**Report of:** Head of Business Improvement  
**Title of Report:** Project Approval – End User Device Refresh

<b>Summary and recommendations</b>	
<b>Purpose of report:</b>	To seek project approval and delegated authority for the Executive Director of Organisational Development and Corporate Services to award a contract for refresh of end user devices for City Council Officers.
<b>Key decision:</b>	Yes
<b>Executive Board Member:</b>	Councillor Susan Brown, Customer and Corporate Services
<b>Corporate Priority:</b>	An efficient and effective Council
<b>Policy Framework:</b>	ICT Strategy
<b>Recommendation(s): That the City Executive Board resolves to:</b>	
<ol style="list-style-type: none"> <li>1. <b>Give project approval for</b> the Procurement of End User Devices for City Council Officers; and</li> <li>2. <b>Delegate to</b> the Executive Director of Organisational Development and Corporate Services, authority to award a contract for the supply and implementation of End User Devices for City Council Officers.</li> </ol>	

<b>Appendices</b>	
Appendix 1	Risk Register

## **Introduction and background**

1. The current estate of end-user devices (desktop and laptop PCs), is significantly older than acceptable for the fast and reliable services that staff require. Some assets date back to 2009, a significant number are out of warranty, and failures and breakdown of hardware are frequent impacting on performance in services and causing avoidable work for ICT Service desk staff.
2. Budget exists for a phased 4 year refresh of end-user devices. Normally, this approach works well for most organisations, and results in a device estate where no assets are ever more than 4 years old. However, given the advanced age of the majority of OCC devices, most devices are considerably older than 4 years, and even the newer devices are close to this age. This would mean that by the end of the 4<sup>th</sup> year of a replacement programme, many devices would be up to 8 years old.
3. There is also a need to move all Council assets to Windows10 from the current Windows7. As has been shown recently, Windows7 is susceptible to a number of security flaws and weaknesses, which may be exacerbated over time. Additionally, support for Windows7 will cease in January 2020, after which no further security patches will be available. 2020 would fall part way through a four-year upgrade plan, which would result in operating for almost 2 years with a split population of Windows7 and Windows10 PCs. This will be far from optimal from both a user and a support perspective.
4. The capital budget available is £150k per annum for 4 years. Beyond 4 years a further solution needs to be investigated as all devices will start to approach end of life. Alternative options to the proposed approach set out below may emerge as technology evolves, and officer requirements may change. This will be kept under review and proposals included in future years Medium Term Financial Plans as appropriate.

## **Project Objectives, Benefits and Scope**

5. The refresh of flexible user devices is a key strand in the Council's ICT strategy. The proposed approach ensures all ICT users will be upgraded from Windows 7 to Windows 10 environment and that all end user devices are replaced with a fit for purpose device.
6. This project specifically replaces the Windows compute device, and will not necessarily include keyboard, mouse or monitor refresh as these have a long service life, and large numbers of both have been procured recently. Where replacements are required for reasons of wear and tear this can be addressed separately.
7. The key objectives are defined below:
  - All users will receive a refreshed device from the project deployment.
  - There will be a fully supported programme in place to enable a smooth deployment of devices and to ensure staff are trained in the use of the new devices.
  - Device types will be optimised for different worker types from a set range of devices.
  - The time period that ICT have to support both Windows7 and Windows10 should be minimised
  - All devices will be upgraded to Windows10, improving security and usability.

8. The project benefits are:
- Remove complexity associated with supporting outdated equipment;
  - Improve speed, processing and staff productivity;
  - Smaller, lighter, more portable devices;
  - Standard device builds making it easier and quicker to deploy, and easier to support;
  - Windows10 is more secure, and optimised for new hardware; and
  - Enhanced Virtual platform improves security & reliability, supports Windows10, and allows own-device connectivity.

### **Proposed Approach**

9. There are two options that have been considered:
- Replace 25% of the assets year-on-year; or
  - Replace all assets in one financial year.
10. The option to deploy a replacement over a 4 year period means we can take advantage of factory prepared assets that are supplied ready to deploy as they are fully imaged and configured. In addition, the capital cost can be spread over 4 years. However, a phased implementation over 4 years will consume more ICT resource in deployment than in a more efficient single concentrated programme. Also given the advanced age of the majority of City Council devices, with most being older than 4 years, by the end of the 4<sup>th</sup> year of a replacement programme, many devices would be up to 8 years old. In addition, the ICT Team will need to support both Windows 7 and Windows 10 devices during that 4 year period, in addition to supporting enterprise applications in a dual operating system environment.
11. The one-off replacement of assets similarly means that we will be able to use factory-staging to prepare fully imaged and configured deployable assets, straight to site. It also means we can leverage a supplier to develop Windows10 images and test applications compatibility, and make all devices Windows 10 compliant in one go, removing dual support issues for ICT and optimizing the training and knowledge transfer opportunities for staff. This approach also addresses the ongoing issue of maintaining residual ageing devices.
12. Soft market testing has suggested that suppliers may be able to liaise with Microsoft to address application compatibility issues; offer flexible payment/leasing terms, over a 1 to 4 year period; and the supplier could sanitise and dispose of legacy assets if required. The downside is that this approach may require a complex procurement exercise.
13. It should be noted that preparation for migration to Windows10 is under way, with the ICT Support Team making good progress. A test image for Windows10 has been built, and ICT systems are being upgraded to support “dual boot” with legacy Windows7. This means ICT staff can test applications for Windows10 compatibility, while retaining access to current production operating systems for support purposes. This should be completed shortly. Application compatibility testing for all council enterprise applications will identify areas requiring remediation, and from this identification of solutions.
14. Having considered all of the options above, the recommended approach is to replace all assets in one financial year.

## Procurement Process

15. Soft market testing has established that a contract of significant magnitude (circa 1000 devices) will attract discounts, and leverage embedded deployment services. This reduces the deployment burden on ICT staff, who would then be able to focus on post-deployment support and user transition assistance.
16. The OJEU procurement process will be followed, with the City Council's Procurement team running the tender. Tender specification will be registered on the portal for the minimum period of 30 days, and all tender responses evaluated and ranked. Work to refine and finalise the specification, selection criteria, weighting and decision process is now under way. It is hoped that the tender will be published shortly after the CEB meeting on 23<sup>rd</sup> January 2018, with contract award targeted for late March, or early April.2018.

## High Level Milestones

17. The high level project delivery milestones are as follows:

Milestone	Start	Finish
Application Analysis, User Profiling, Worker Types	1-11-17	10-1-18
Develop Windows10 gold image	1-11-17	28-11-17
Confirm Windows10 Applications compatibility (Testing)	29-11-17	23-1-18
Define device requirements	10-12-17	24-12-17
Complete Tender Specification document	10-12-17	2-1-18
Select Procurement Vehicle	2-1-18	2-1-18
Project approval and delegated authority for contract award from CEB	23-1-18	23-1-18
Tender Document Published	01-2-18	16-2-18
Contract Awarded (depending on procurement route)	5-4-18	5-4-18
Develop deployment schedule	6-4-18	6-4-18
First device shipped	26-4-18	26-4-18
Deployment in 8 phases	26-4-18	10-10-18
Hand Over to Service Desk	11-10-18	18-10-18

## Financial implications

18. The capital budget for replacement of end user devices includes an amount of £150k per annum. The estimated cost of the total procurement will be in the region of £600k. The procurement process will identify a number of options for funding the purchase with associated discounts for paying the supplier upfront or alternative options for paying for the devices over a period of time which is more aligned to the Council's budget. Depending on the tenders received there may be a requirement to pull the capital budget forward. These will need to be evaluated to identify the option which is most financially advantageous to the Council.

**Risk**

19. A Risk Register is attached at Appendix 1.

**Equalities impact**

20. An Equalities Impact Assessment is not deemed necessary for this project.

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