**Product / Service:** IT & Telecoms Outsourced Services (incl. Internet Services)

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|  | **Negative Impacts / Risks** |  | **Positive Opportunities** |
| **Environmental** | * Energy use of equipment (carbon impact) e.g. servers at supplier site
* Vehicle fuel & emissions (carbon impact) – travel impact of professional resources (may not be locally based)
* Vehicle fuel & emissions (carbon impact) – high order frequency of related parts / consumables (small volumes)
* Parts / consumables may be delivered in excessive packaging
 | * Energy efficient equipment (e.g. EnergyStar)
* Alternatives to physically attending the site e.g. video conferencing, Skype, online resources
* Use of public transport or a car pool, rather than driving to the site
* Working from home / remotely
* Consolidated orders & reduced delivery frequency of parts / consumables
* Low CO2 vehicles for delivery
* Reduce levels of packaging / use recycled packaging
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| **Social** | * International supply chains (potential for issues such as poor pay & working conditions)
* Working conditions of (national) professional resources (unsocial hours / job security)
* Risks of external professional on site (health & safety, exposure to confidential materials)
* Disruption to permanent workforce (perceived quality work being given to external suppliers) – exacerbated with offshoring
* Frequency & timing of deliveries – congestion & noise impacting residents
 | * Professional resources (national) – good wages / good development opportunities
* Apprenticeship opportunities
* Fresh approach to internal challenges – business (and potentially sustainability) impact
* Consolidated orders & deliveries (including shared contracts)
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| **Economic** | * Cost of external expertise can be significant
* Cost control issues – scope creep
* Working time regulations – lack of visibility & management of risk
 | * Skills & knowledge transfer to staff – benefits local economy / job market
* Opportunities for local professional services companies / small & medium enterprises
* Internal office space / data centres etc. could become redundant – opportunity to reduce operating costs
* Opportunity to leverage individuals’ own devices to deliver services (‘bring your own device’)
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**RELATED PROC HE:** KN / KO