

## Manchester City Council Report for Resolution

**Report to:** Resources and Governance Scrutiny Committee – 7 September 2017

**Subject:** ICT Update

**Report of:** Bob Brown, Chief Information Officer

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### Summary

The Resources and Governance Scrutiny Committee receives regular progress updates from ICT. The Committee has requested that the latest update includes: business transformation information and update, data and information as an asset, information security, and technological innovation including the internet of everything.

This report provides updates to the Committee on the progress of ICT delivered change and the achievements so far. It considers how the service might best support delivering the ambitions of the Council, and seeks the views of this Committee in regards to the future approach. The report will also demonstrate to the Committee the ongoing commitment ICT has to Social Value initiatives both on a local and national level.

The report is presented to this Committee to ensure proper oversight of, and buy-in to the next steps of the digital enablement of the Council.

### Recommendations

The Committee is asked to note the report and give views on the following:

- Revised ICT Board Terms of Reference
  - ICT investment plan
  - PSN accreditation
  - Social Value Commitment
  - Universal Access of technology to all colleagues across MCC
  - Mobile Contract and Technology Fund
  - ICT nominations for the Awards for Excellence 2017
  - Latest financial position
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**Wards Affected:** All

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### Contact Officers:

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Position: Chief Information Officer  
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## **Background documents (available for public inspection):**

The following documents disclose important facts on which the report is based and have been relied upon in preparing the report. Copies of the background documents are available up to 4 years after the date of the meeting. If you would like a copy please contact the Chief Information Officer.

- ICT Strategy 2017-2019 - January 2017 (document currently being refreshed)
- ICT Capital Investment Plan 2017-2022

### **1. Introduction**

- 1.1. This report, and the accompanying appendix, update the Committee on the progress of delivering the IT transformation agenda for Manchester City Council. Good progress has been made, and benefits being realised. By necessity, much of the work to date has been internally focused – baselining architecture, systems and provision – but a lot of opportunities to deliver benefits for residents and services are already emerging or have been delivered. ICT will continue to deliver existing priorities, and seek opportunities to deliver further benefits in line with Council priorities.
- 1.2. Work will continue with business partners to develop the priorities for delivering the change which will enable the early achievement of revenue savings. No formal decision is being sought at this point, but the views of the Committee are sought to endorse the approach and direction.

### **2. Background**

- 2.1. In September 2015, Personnel Committee approved the new ICT operating model to deliver ICT services to Manchester City Council.
- 2.2. This programme of work includes all of the must do activity to ensure that MCC meets its legislative obligations and compliance regulations. Investment will be used, in the main, to meet new and evolving PSN expectations and PCI-DSS accreditation in addition to enhanced security preventative measures.
- 2.3. Cyber security is an ever increasing threat to organisations and has caused significant, high profile problems for councils. MCC need to work with providers to continue to evolve our perimeter security controls. This is both enhancements to existing services and introduction of new services.
- 2.4. In order to enable more effective and efficient working practices MCC staff need to have the right ICT equipment for their particular role. This programme of work includes the effective analysis of the right equipment for the right role – looking at the type of devices that users may need for their roles and providing the replacement equipment as part of the ongoing business as usual requirement to replace old devices.

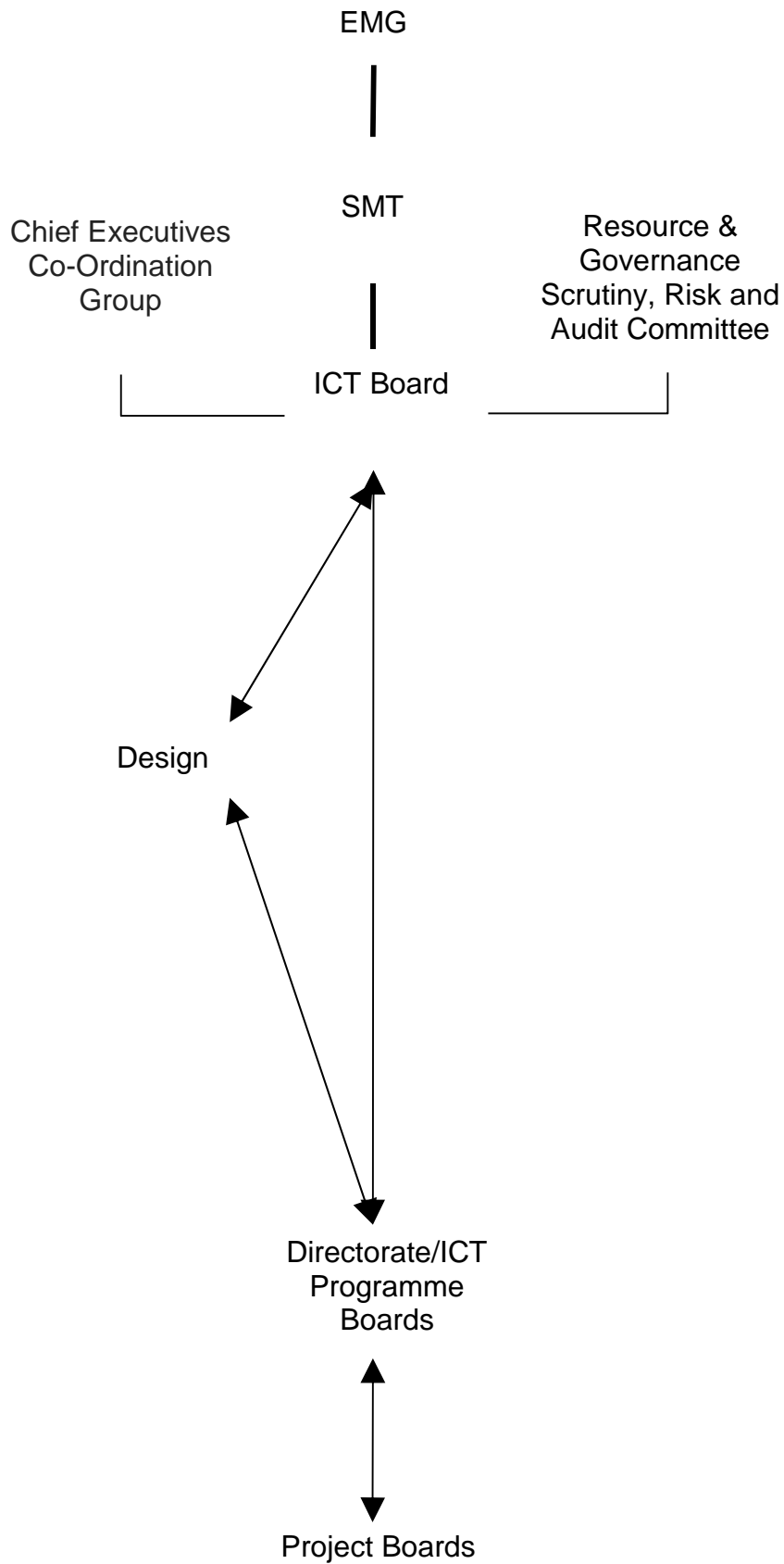
- 2.5. Capital resources of £55m were approved in principle for the ICT Capital Investment Plan as part of the 2017/18 budget setting. The investment will support the delivery of the Council's transformation agenda through to 2022.

### **3. ICT Investment Plan**

- 3.1. The ICT Capital Investment Plan details the five year capital investment of key initiatives to underpin the ICT transformation of MCC.
- 3.2. These key initiatives are derived from the ICT Strategy Document signed off in July 2016.
- 3.3. The projects vary in length with refresh investment being required until 2022 across the 5 year period from 2017.
- 3.4. ICT is responsible for the delivery of each project included in the ICT Investment Plan and will include the following:  
An evidenced business plan, covering:
- Strategic Fit: Clear links to directorate-specific and Manchester City Council (MCC) strategies.
  - Economic Value: A demonstration of the economic value of the project.
  - Financial Implications: Funding model with evidence of cost, for both capital and revenue expenditure.
  - Deliverability and Risk: An assessment of the timescales for delivery, and identification of risks including legal concerns, Compliance and Statutory change (s) .

### **4. ICT Governance & Board**

- 4.1. In July 2017, ICT reviewed the appropriateness and effectiveness of the ICT Board and in line with the transformation agenda across MCC, agreed to evolve the terms of reference to ensure that the right decisions were being made. This will ensure that a single prioritisation board for IT led change is established that will provide Council wide governance, prioritisation and transparency.
- 4.2. This governance approach promotes a Joint Committee structure which has been recommended as the most efficient route of operation. The new ICT Board Terms of Reference was agreed by SMT in July 2017 (appendix 1). The recommended model is as below.



## **5. Technology Innovation – ServiceNow**

- 5.1. ServiceNow is an enterprise application that provides a robust suite of applications to automate and streamline IT and business unit operations. ServiceNow is offered under a Software-as-a Service (SaaS) business model and is accessed through a web-based interface that can be easily configured to adapt to a variety of workflow and processes.
- 5.2. With ServiceNow, the Council has the capability to transform the way in which it operates by automating and standardising business processes.
- 5.3. As the system is cloud based, it is possible for the Council to deploy an enterprise-wide service model. It includes one user interface, one code base, and one data model to create a single system of record.
- 5.4. ICT's initial approach has allowed us to replace LanDesk (Incident and Problem Management - used by the service desk), Change Management (allowing us to track changes made to the live systems), Portfolio Management (allowing real time programme and project reporting).
- 5.5. Benefits of using ServiceNow as a platform are:
  - On-demand IT Service Management and governance functions
  - Guaranteed performance, availability and continuity of service
  - Data confidentiality and data integrity.

## **6. Business Transformation - Network Printing**

- 6.1. In December 2016 ICT took responsibility for the Council's network of printers and the strategy for replacing them.
- 6.2. A proportion of the current printing estate is over 9 years old and all of the estate is far beyond the end of their effective life. Due to the printers age they are unable to take advantage of the latest digital ways of working such as WIFI printing and agile working that enables users to be far more effective.
- 6.3. An invitation to tender was released under the Crown Commercial Services Framework in early 2017. Following an assessment of the cost, quality, site visits and social value six of the eight suppliers were invited to demonstrate their solution. The contract was awarded to Ricoh in July 2017.
- 6.4. The new network of printers will provide a more reliable solution that will allow the Council to adopt the latest digital ways of working, enable the Council's partners to have easy access to printing and accurately record printer activity and charges.
- 6.5. Work has already started with Ricoh to build the new solution and the first printers are now on site for live testing. The roll out will start in Autumn 2017 beginning with Legal Services who will be an exemplar of the Model Office, with the full roll out of the network printers expected to be complete by February 2018.

- 6.6. ICT will reduce the printing estate across the council by going from 560 to 321 but critically without reducing capacity for those in need. The new printer solution aims to **deliver £426,000** of savings to the Council over a period of five years.

## 7. Business Transformation – Collaboration

- 7.1. The Collaboration or 'Going Google' project is divided into 4 phases:
- Phase 1 - Mail, Calendar and Messaging
  - Phase 2 - File Shares (Group Mailboxes)
  - Phase 3 - Live Productivity
  - Phase 4 - Video conferencing
- 7.2. Phase 1 was delivered in March 2017 and the day to day support of the mail and calendar platform was handed over to ICT Operations teams after 4 weeks of transition support provided by the Council's implementation partner and the project team.
- 7.3. The latest data from Google show 6,415 total users are now on the Google platform using this for their email, calendar and document creation and storage.
- 7.4. Group Mailboxes (a single email inbox address is used to receive multiple emails) are part of phase 2 which has already begun. The project team have delivered Google mailbox training to approx. 400 MCC staff, and approx. 200 new Google group mailboxes have been created since July 2017.
- 7.5. The remaining two phases will be delivered in four work streams, this approach will be governed by the Collaboration Project Steering Group. These are:
- Implementation of Group Mailboxes by end of October 2017
  - Analysis and decommission of Domino Applications (these are bespoke database systems built inside Lotus Notes) by end of August 2017 (those which are not able to migrate will be passed to the ICT architects to solution)
  - Adoption of Team Drive as a cloud based document store, team collaboration file store will be rolled out incrementally and by current planning will be expected to complete by end of April 2018
  - Benefits realisation due to be completed by end of May 2018.
- 7.6. The ability to make video 'hangout' calls from Google has also been rolled out in an early adoption programme to members of ICT, the project steering group, SMT and Executive Members, feedback to date has been positive. It is envisaged that the use of video hangouts will help reduce travel costs across the organisation and enable increased engagement where previously time or travel constraints may have been an issue. The next step will be to enable this functionality for all colleagues with council mobile equipment and consider this capability in meeting room redesigns. This will further embed the technology and underpin our New Ways of Working making best use of resources.

## **8. Business Transformation - Social Care System Replacement**

- 8.1. The process for procuring a new Social Care Case Management system is progressing well. The current system (MiCare) is now 10 years old and Children and Families Directorate are in need of a new modern case management system that will take advantage of new technology.
- 8.2. The tender exercises has been completed and the tender report has been signed off by the Executive Member and Senior Officials. Contractual discussions have almost been concluded and the Council are in the final stages of agreeing the detailed terms and conditions. It is expected that the contract with a new supplier will be fully signed by the end of September. The initial indications are that the new system will be implemented late in 2018.

## **9. Data Centre Programme**

- 9.1. As this committee is aware, MCC's current Data Centre service is run in house by the council and resides in a single location. The Council does not have a secondary Data Centre or Disaster Recovery location. To that end, ICT have now concluded the overarching business case and funding approach to address this significant risk.

Data Centre Programme will comprise of 3 projects:

- Core Infrastructure Refresh
  - Data Centre Facility & Data Centre Migration
  - Network Design and Implementation
- 9.2. Each project will be subject to a separate Capital Gateway submission and will be supported by individual business cases, although the projects will be governed by an overarching programme board and a business led programme steering group and chaired by our CIO.
  - 9.3. On 18 August 2017 three separate opportunities were posted to market. The expectation is that this approach will yield multiple competitive best value responses.
  - 9.4. It is expected that contracts will be awarded at the end of September 2017 with the data centre migration to begin at the end of fiscal quarter 4 (Jan-March 2018). An updated gateway form will be submitted to secure the funding required, this is estimated to be c£2.9m.
  - 9.5. A concurrent procurement exercise is underway to secure a new Data Centre Facility and Migration Partner to support the move to the new data centre facility. The closing dates for response was August 31 2017. ICT have set a target exit date from the existing building by October 2018
  - 9.6. To underpin this programme of work a new IT network design will be produced the key criteria will be flexibility, agility, future proofing and full resilience across the destination co-location sites. This high level design will presented

to a number of current trusted and industry leading suppliers for ratification and indicative pricing.

- 9.7. Once indicative pricing is provided, the programme will draw down capital funding and start a procurement exercise. Once completed a project will be initiated to manage the supplier chosen to complete the design and implement the new network, providing full design assurance and removing the onus from internal MCC teams.

## 10. Information Security

- 10.1. **Cyber Security** - A Global Ransomware attack commenced on 12th May 2017, the main casualties in the UK were NHS bodies who suffered badly and lost systems and the ability to work electronically. This was primarily due to their lack of investment in cyber protection, poor software patching and continuing to run on unsupported operating systems such as Microsoft XP. Manchester City Council was not impacted by the Ransomware outbreak due to the extensive work carried out over the course of the last 24 months by the Public Sector Network (PSN) and Digital Workplace Strategy<sup>1</sup> (DWS) project. This work ensured that the Council were in a strong position as a result of proactive patching and up to date anti-virus protection. Indeed, MCC provided help and support to other impacted public bodies during the time of the attack and received thanks from our NHS Colleagues.
- 10.2. ICT will continue to maintain the cyber security defences at MCC through the ICT Capital Investment Programme 2017-2022. The continued investment in upgrading the existing technical infrastructure will continue to strengthen the Council's resilience, furthermore additional training for Council colleagues (see below) will be rolled out in late 2017/early 2018 to help users spot the signs of potential cyber fraud/attack.
- 10.3. **Cyber Security Training** - ICT are currently collaborating with ten Local Authorities on a crowdfunding venture (output funded by each party contributing a small sum) to jointly fund the production of ten high quality 'Cyber Security User Awareness' videos. The videos, originally produced for the BBC, are being re-articulated to specifically use Local Authority terminology. The total cost for this project was £66k but the crowd funding initiative means that each Local Authority only pays £6k. The awareness of this venture was first highlighted through SOCITM (Society of IT Managers), which is a networking group that Manchester City Council ICT attend. During the re authoring process each Local Authority was advised that they would receive two free bonus General Data Protection Regulation (GDPR) awareness video modules, again these modules are designed to deliver bespoke messages specifically for Local Authorities. All modules are now in production and the delivery of finished work is estimated as being end of October 2017.

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<sup>1</sup> DWS project involved the upgrade of XP operating systems to PSN compliant Windows 7



- 10.4. **PSN** - The Council were awarded the annual PSN Compliance Certificate on 3rd March 2017. This was the culmination of significant progress made by the ICT Project Team in improving and updating the Council's systems. As part of the award the Council agreed to maintain an ongoing dialogue with the Cabinet Office PSN assessor in order to demonstrate the Council's commitment to maintaining progress so far. The PSN Project Team has now completed the work identified to attain PSN compliance, work continues to maintain this. The ongoing compliance regime has therefore been transitioned back to the appropriate ICT Business as Usual (BAU) teams within the Service Operations environment. ICT continue to maintain regular communications and provide updates of ongoing work to the Cabinet Office PSN assessor. The Council's next PSN submission is due in February 2018.

## 11. Universal Access

- 11.1. Currently 1,450 front line Council staff work away from core office buildings and do not have ICT access. Communications and engagement with this group is currently dependent on management action and dissemination of hard copy communications. The implementation of Universal Access will equip staff with the correct tools and access to electronic information that will create the opportunity for new ways of working, support personal development and give access to job opportunities. It will help staff to feel engaged and connected to the organisation by facilitating more effective two way communication.
- 11.2. The HR and ICT teams, in consultation with the Trades Unions and business areas across the Council have undertaken a piece of detailed analysis with affected service managers and staff to understand ICT access and practical requirements for every role in scope. The conclusion of this exercise informed the following approach:
- All 1450 staff to be given access to existing ICT infrastructure via the Council or schools ICT estate as far as practicably possible, with the option for staff to access through their own devices when appropriate and by personal agreement.
  - Log on access through existing hardware to be managed through the expansion of Google and Citrix accounts and, for a time limited basis, the use of CAG tokens to ensure appropriate security compliance is achieved
  - Time for staff to access corporate communications to be allowed within normal working patterns as far as possible dependent on service needs. When this is absolutely not possible, additional paid time to be allowed, as determined by service managers
  - An appropriate training offer to be made available to all staff in scope to ensure they have the skills and confidence to access provision.
- 11.3. The above approach has been endorsed in principle by SMT and work is underway to develop a detailed project plan with a phased approach to manage costs. A business case for the necessary funding will be submitted to the Treasurer in due course.

## 12. Mobile Provider Contract/Technology Fund

- 12.1. ICT have now concluded a procurement exercise to standardise the Council's mobile provider solution to EE. This will standardise the solution across the Council and ensure that all receive a 4G signal service.
- 12.2. Over the next 3 financial years the new EE contract will **deliver £400k** of savings in tariff costs.
- 12.3. One of the benefits of this new contract is that EE have agreed to contribute to a technology fund for MCC based on new connections. ICT estimate that this fund should **exceed £400k** over the life of the new EE contract.
- 12.4. The technology fund can be used both to refresh hardware such as mobile phones and for professional services. This will ensure that the Council are on one of the UK's most modern mobile telephony estate with the widest possible coverage as EE continue to invest for it's customers.

## 13. IM&T Health and Social Care Hubs

- 13.1. Our CIO chairs the Manchester Locality Information, Management and Technology (IM&T) group. A key objective of this group is to deliver integrated multi agency hubs (community office space) across the city and a single technology platform that will bring bring together patient record information into one place thereby supporting the ability to provide improved care information for over 500,000 residents across Manchester.
- 13.2. Chorlton Health Centre went live at the end of July (one month early), and is the first of the 12 integrated health & social care hubs to be operational with the new technology solutions. The installation of the new technology enables the co-location of health & social care professionals, which supports the delivery of better care to citizens in this part of the city. Work is ongoing to deliver technology and enable further sites over the coming weeks.

## 14. Awards for Excellence 2017

- 14.1. 25 members of the ICT department have been nominated for the Corporate Core Directorate, Awards for Excellence with 8 colleagues within the top 3 nominations for categories which include but not limited to Rising Star, Manager of the Year, Employee of the Year and Giving Something Back. Winners will be announced at the Corporate Core awards ceremony 7 September 2017.

## 15. Social Value

- 15.1. **Looked After Children (LAC)** is a strategic objective for the Council and ICT, through the ICT department's work experience programme a number of placements have been provided to looked after children. Working in partnership with the Work & Skills Team and the Virtual School team in Children and Families ICT has offered two apprentice level vacancies and the

intention is to fill these with two LAC. An open day was held and with the financial support of Google, an interactive overview of ICT was provided. At the time of writing this report ICT has one confirmed apprentice vacancy filled with a LAC and are actively working with the appropriate teams to fill the other position.

- 15.2. **Work Experience** opportunities for Manchester young residents; so far ten school age young people have been hosted throughout the summers national agenda to get more young people interested in science, technology, engineering and mathematics (STEM) and in particular trying to encourage more females to consider ICT as a career. Working in partnership with the Work & Skills team, ICT hosted four teenage girls for a two week work experience with very positive feedback from those that attended.
- 15.3. **Volunteering** ICT skills to help those in need has been put in place. Working with Work & Skills and Business In the Community, ICT has responded to a request by the Manchester Deaf Centre to help them with their ICT needs. This form of skills based volunteering does provide a much better way to support those in need and utilises the skills of MCC's ICT team to best effect.
- 15.4. The ICT team have been working in partnership with the Work and Skills team and Working Chance, an organisation that prepares women leaving custody to access sustainable work. In September, the ICT team will host a placement for a young woman who has recently been released from Styal prison. The aim of the placement provide awareness of an IT department's role and gain valuable experience enabling her to apply for an apprenticeship opportunity with the Council or alternative employer.

## 16. Financial Update

- 16.1. The ICT approved revenue budget is £12.539m, and the service is currently forecasting a breakeven position. The current year savings target was c£460k and there are no savings currently considered to be at risk of non delivery.

## ICT Board Terms of Reference

**Purpose:**

To provide strategic direction and decision making for the City Council in respect of all ICT activity.

**Membership (for decisions):**

- CIO - Bob Brown - Chair
- Director of Strategic Development - Eddie Smith
- Director of Highways, Transport and Engineering - Kim Dorrington
- Deputy Chief Executive (People, Policy & Reform ) - Geoff Little
- Executive Director of Strategic Commissioning and DASS - Dr Carolyn Kus
- City Treasurer - Carol Culley
- City Solicitor - Liz Treacy
- Strategic Director Children's and Family Services – Paul Marshall
- Assistant Chief Executive (Growth) - Sean McGonigle
- Strategic Director, HR/OD – Lynne Ridsdale

Where the above named members are not able to attend a suitable deputy will be appointed by the named member and...

**ICT Heads (for updates and representations):**

- PMO & Governance - Steven Terence
- Enterprise Architecture - James Harvey
- Delivery & Test - Tyrone Griffiths
- Service Operations - Sarah Fannon
- Strategic Business Partners - Andy Blore, Leanne Edwards & Ross Milhench
- Head of Finance, Corp Core - Paul Hindle
- Head of Audit and Risk - Tom Powell
- HR/OD - Shawwna Gleeson
- Procurement - Paul Murphy
- Performance, Research and Intelligence - Janet Smith

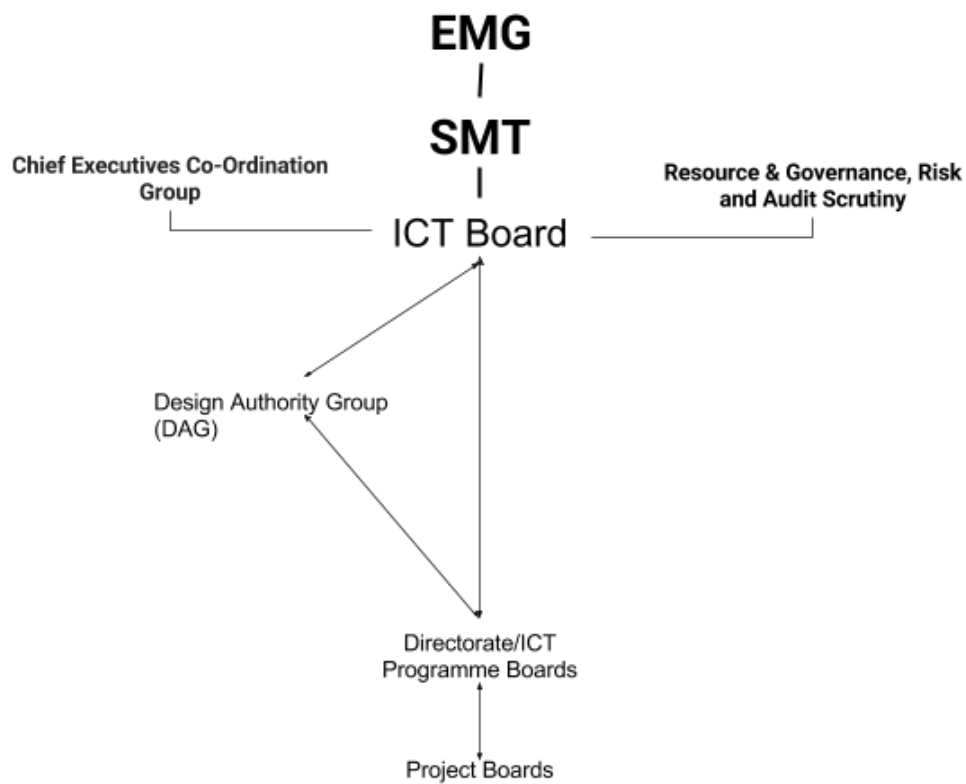
Additional colleagues will from time to time join the group for updates and representations from other areas eg. Estates, Health, Children's etc.

**Arrangements:**

- The Board will first meet in September 2017 (to allow for summer holidays) and thereafter every month to end 2017
- A decision will be taken at the December board on the frequency for 2018
- The board will sit for for two hours.
- The board will be recorded, minutes and actions will be taken

- Decision making quorum will be 4 Board Members plus the Chair, this may be at a physical Board meeting or a virtual Board Meeting. The quorum will be made up of 5 Board Members
- The Board will report to wider SMT, Capital Board and various Scrutiny
- Others colleagues will be invited to attend in a supporting capacity or on an 'as required' basis
- A performance pack will be produced for each meeting by the ICT PMO team supported by the Head of Service, the core agenda will cover:-
  - Service Performance
  - Delivery Performance
  - Financial Performance
  - Risk and Issues
  - Procurement
  - People
- Supporting papers to be presented at the meeting will be prepared in advance and issued to members 2 days before the board (latest)
- The 'Chair' will additionally update the CEX, Exec Member for Resources and Governance and if appropriate the Scrutiny Chair by separate arrangements.

**Reporting structure:**



**Responsibilities:**

- Be the final overarching decision making body for all strategic ICT matters within MCC
- Own and sign off the ICT Strategy and ensure Strategic alignment with Directorate Business and Budget plans and commitments
- Provide strategic direction for the ICT elements of all MCC transformation programmes
- Maintain technical awareness and alignment where appropriate across Greater Manchester eg. Health and Social Care to aid consistency and collaboration
- Create alignment to the GMCA Digital Strategy where appropriate or provide clear decisioning otherwise.
- Ensure that there is a definitive ICT oversight of all activity and that the activity is linked and delivers a cohesive programme of work, with dependencies being identified and managed.
- To consider, challenge and approve ICT transformation proposals, ensuring they meet the strategic needs of the organisation as a whole and are aligned to the ICT Strategy.
- Strategic decision making body in the event of conflict in respect of requirements for ICT assets/resources.
- Assess the ongoing viability of the portfolio, ensure benefits realisation and delivery within set tolerances.
- Monitor the overall financial position in terms of revenue savings achieved and spend against the agreed capital programme.
- Demonstrate alignment across Estates and HR to bring maximum impact for MCC

**Outputs:**

- Minutes, Actions, Risk Log, Decision Log
- Clear Council wide priority workload for ICT supporting the business needs, risk reduction and financial control
- Timely delivery of ICT transformation activities to support operational service delivery aligned to Council priority
- Adherence to financial and procurement regulations and the corporate constitution
- A cohesive approach to ICT activities within MCC that will be communicated across the authority

- Effective communications with the wider organisation in respect of ICT utilisation and rationalisation
- Support benefits realisation across the council by the implementation of ICT change