Report to:	Resources and Governance Scrutiny Committee - 9 February 2021
Subject:	ICT Update
Report of:	Director of ICT

Summary

This report provides the Committee with updates in relation to

- The progress in developing the Council's IT Strategy
- The Datacentre Programme
- Liquidlogic Programme (Social Care System)
- Microsoft O365 Programme

Recommendation

The Committee is requested to note the report.

Wards Affected: All

Environmental Impact Assessment - the impact of the issues addressed in this report on achieving the zero-carbon target for the city
Addressing the Council's Climate Emergency declaration is a core cross-cutting issue which is to be considered as a matter of course by all committees of the Council

Alignment to the Our Manchester Strategy Outcomes (if applicable)

Manchester Strategy outcomes	**Summary of how this report aligns to the OMS**
A thriving and sustainable city: supporting a diverse and distinctive economy that creates jobs and opportunities.	n/a
A highly skilled city: world class and home-grown talent sustaining the city's economic success.	Through the acquisition of new technologies and services Manchester may attract investment as companies

	look to get a presence in the city
A progressive and equitable city: making a positive contribution by unlocking the potential of our communities.	ICT will look to support communities through Social Value initiatives with new and existing suppliers.
A liveable and low carbon city: a destination of choice to live, visit, work.	ICT will look to support carbon reduction through the use of technology as well as suppliers who demonstrate good practice in this space.
A connected city: world class infrastructure and connectivity to drive growth.	ICT is upgrading all council buildings with fit for purpose network and WiFi.

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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 one of the contact officers above.

Resource and Scrutiny Committee, ICT Update 04 February 2020

1   Introduction

1.1   The Manchester ICT service is delivering on the key projects and programmes within the planned ICT strategy for 2020/21. 2020/21 is and continues to be a challenging year which includes a significant amount of work around the resilience for Manchester's IT network and service, as well as the Data Centre Programme and the replacement of one of the Council's core systems with the migration of MiCare to Liquid Logic.

1.2   The report will focus on key programmes and projects that are critical to providing this resilience to Manchester.

2   Development of an ICT Strategy

2.1   The last ICT Strategy was approved by Executive in 2016. This set out the high-level direction of travel for ICT and the target operating model. Since then, considerable work has been carried out including:

- A strengthened approach to resilience and cyber threats
- A review of the ICT infrastructure and decisions on the underpinning technologies with a commitment to 'cloud first' where possible. As outlined in this report work is progressing with the Wide Area and Local Area Networks.
- A spine on the key priorities for updating and replacing the Council's legacy system estate. Progress can be seen with the replacement of the old social care system, Micare and the planned work to replace the CRM system as part of the Resident and Business Digital experience initiative. ICT have been engaging with Directorates to ensure service priorities are supported.
- A programme of improvements to support modernising working practices and improving how the Council works, including the new telephony contract, migration to M365, the launch of the intranet and the End User Device Strategy, all of which are key enablers to the planned changes in the Corporate Core.
- Work is progressing on the specification and requirements for the Council's data integration layer which will enable key Council systems to share information and workflow tasks across systems.

2.2   A draft ICT strategy is with the Deputy CX to review prior to going to SMT in February.

3   Update on key projects

3.1   The priority for ICT is the provision of fit for purpose, secure by design and resilient technology to enable improvements to the delivery of public services.

3.2   **Data Centre Programme**

3.3   The ICT Data Centre migration from the Sharp site is at the last stage of the physical move, with an overall aim of achieving improved resilience and

disaster recovery. The objectives are to migrate from the single data centre to two geographically separate co-located centres that provide disaster recovery and address previous single points of failure. This was approved by Executive in 2016 with the contract awarded later in 2017. This supported a programme of build and implementation work scheduled for 2018 -2020. Governance and oversight is provided by the Programme Board chaired by the Director of ICT.

3.4   The new solution is hosted across two separate data centre facilities to enabling dual connectivity, providing the foundation for a more robust and resilient disaster recovery capability that will significantly reduce recovery times in the event of a critical failure and help to protect the availability of business-critical services. The migration of applications to the new infrastructure was completed in November 2019.

3.5   The project successfully met the target of migrating 80% of Council services to the new data centre facilities before the previous financial year end (end of March 2020) with minimal impact to service availability. The remaining 20% of migrations were technical transitions to new connectivity services such as internet provision, security firewalls alongside the physical move of legacy telephony services. The final stage to migrate all on-site Council infrastructure and services was scheduled to complete by the end of June 2020. Unfortunately, completion was delayed until December 2020 at which point it was successfully completed.

3.6   The delay was largely attributable to the impact of the COVID pandemic and subsequent lockdown. Physical access to the new data centre facilities was restricted from March 2020 onwards and the physical relocation of the legacy telephony systems had to be postponed to November and December 2020. Delivery plans also had to be re-sequenced to prioritise activities which enabled staff to work remotely and permanent solutions to be put in place to support this. This also meant that the outages required to facilitate the remaining migration activities had to be prolonged over a longer duration as the risk of business impact was escalated due to a now largely remote homeworking workforce reliant on internet provision and the library service with the provision of IT to residents.

3.7   The scope was also expanded to support two enhanced methods of remote access to IT systems and applications between June – October 2020. This has been essential to enabling staff provided with Council issued laptops or PC's to logon from home as if they were in the office. In addition, staff and partners can now use their own devices to securely access Council services.

3.8   The impact of the delay was managed within existing revenue budgets without the need for additional revenue funding. The co-location has removed the need for some data centre management overheads such as specialist maintenance, support cleaning contracts and call out charges which are contributing to the delivery of the 2021/23 £600k ICT savings target. A capital increase of £450k was approved to cover the prolongation and additional works outlined above. This represented a 6.6% budget increase bringing the final spend to £7.6m.

3.9   The Sharp Data Centre is now redundant with all hardware removed and services 'switched off'. The decommissioning to remove redundant equipment to allow the space to be repurposed and relet is scheduled to complete by March 2021. A supplier is in the process of being engaged to undertake this work.

3.10   The final tasks are now underway to complete the transition from the project to the IT Service Operation teams and formally close the project. Regular service management reviews and Service Level Agreements are now in place with the new Data Centre Provider UKFast.

3.11   **Liquidlogic Programme (Social Care System)**

3.12   **Background**

3.13   The purpose of this update is to report the progress of the Liquidlogic Programme, including the implementation process, current status and benefits, as well as an overview of the expected savings and whether these have been realised.

3.14   In 2017, the decision was made to move away from the Frameworki (Micare) social care system, which was provided by Servelec CoreLogic. This was nearing end-of-life and no longer met operational requirements. Following a procurement exercise, the Liquidlogic's suite of systems was selected. Liquidlogic are the UKs number one provider of social care systems with 47% of Councils using Liquidlogic products.

3.15   A decision was also taken to implement a new social care payment and charging system (Controcc), which is integrated with Liquidlogic and enables the automation of processes between social care and finance. Previously payments were made using separate business processes, involving several different systems, including Softbox for foster carers, and Abacus for ASC financial assessments, billing and to pay social care providers. These systems were not compliant with the core process of commitment accounting on SAP through the raising of Purchase Orders.

3.16   The Liquidlogic suite of social care products have been operational for 18 months (since 23rd July 2019). The final component of this Programme is the replacement of the Early Years and Education system (EYEs) which will become the core system for the Education Service in May 2021. This will complete the entire changeover to a modern, single, integrated platform for Adult Social Care (ASC), Childrens Social Care (CSC), and Education.

3.17   **Benefits**

3.18   The implementation of an improved case management system that also enables the proper integration of commissioning and payments processes has been a core part of the Adult Social Care and Children's Services Improvement Plans. The main driver has been to improve functionality and productivity rather than delivering actual cost savings. The implementation of

the Liquidlogic social care systems (Adults and Children's) will also deliver wider benefits than just a best-in-class case management system. As a System C company, Liquidlogic has integrated with other System C products, including CareCentric (provided by Graphnet), which Manchester (and GM) have adopted as its health and social care (H&SC) shared record, aggregating data from GM H&SC systems into one place (the Greater Manchester Shared Care Record). In time this will mean that H&SC practitioners will not need to access multiple systems for the purposes of viewing records; all of which is underpinned by data sharing agreements.

3.19   Liquidlogic case management systems are used by 8 of the 10 GM Local Authorities, (increasing to 9 in the next 12 months), meaning the Council can better share and receive information from neighbouring authorities, when "cases" move across borders. Also, it allows GM to collaborate on initiatives, potentially reducing supplier costs in the future.

3.20   While not in scope of the original project, the implementation of Liquidlogic has meant that the wider functionality has been able to support front-line services, as demonstrated recently with the implementation of Liquidlogic portals, which will be used to support the discharge of patients from hospital into ASC.

3.21   Some financial savings have also been achieved, because Liquidlogic is integrated with the social care payments/charging system, processes have been automated and invoice reconciliation is electronic rather than manual. As well as reducing the scope for errors and mis-payments, Financial Management will deliver savings of £0.110m in 2021/22, in part through being able to reduce the number of people involved in the payment processes. The saving has been achieved through vacancies across the service in 2020/21 with the productivity gains being fully achieved in 2021/22.

3.22   In addition, at the point Liquidlogic and ContrOCC went live, the annual support and licence costs were £125k, a reduction of £146k from the £271k per annum for Frameworki (£221k) and Abacus (£50k). £8k of the Frameworki licencing is still required until 2021 whilst the archiving solution is fully implemented and the £50k Abacus licence saving will be achieved in 2021/22. Again, this will form part of the planned ICT savings.

3.23   **Implementation of new Liquidlogic Adults, Children's and Early Help System**

3.24   The implementation was overseen by the Director of Children's Services who was the Senior Responsible Owner supported by the Director of ICT. After a programme of preparatory work, the system went live in July 2019. The work included:

- Migration of data (following data cleansing activities) from Servelec CoreLogic to Liquidlogic.
- Training of the social care workforce - with a focus on moving to best practice in social care processes.
- Implementation of improved standard reporting functionality.

- Writing new performance reports required by Children's and Adults services.
- Implementation of new social care payments system, ContrOCC (inc. migration of current system data) and integration with existing systems (e.g., SAP).
- Automation of processes supporting social care payments.
- Decommissioning of legacy products: Frameworki and Abacus

In addition to the above, the scope of the project also included the following:

- Integration of Liquidlogic and Capita ONE Skills and Education System
- Implementation of Homelessness within Liquidlogic
- Implementation of a Hospital Discharge Portal to enable rapid Covid 19 Discharge Pathways

3.25 **Current Status**

3.26 Work to embed the systems is ongoing, front line practice continuously seeks to exploit the use of the systems to produce effective interventions into vulnerable families lives, and the ability to understand and predict risk factors is enhanced.

3.27 **Children's Social Care and Education**

3.28 The Liquid Logic system has now been fully implemented within Children's services with the project closed and the handover report due to be completed in February 2020. The programme has involved a major change project which has necessitated changes to roles and responsibilities of social workers as well as finance and contract officers. The project teams surrounding CSC have been stood down and transferred, from a support perspective, into business as usual.

3.29 Because the EYEs implementation directly interacts with CSC, there will be further improvements to the information instantly available to CSC when EYEs become live in May 2021. For example, a social worker will be able to view the daily school attendance records, and any notes made within a school setting that are relevant to a child or Young person's wellbeing. For Looked After Children, this information also includes universities, colleges, and other educational settings outside of the MCC boundaries.

3.30 Several Citizen facing digital portals are also being implemented under a phased approach: A Childrens Portal that allows parents to access their children's social care assessments, for example Education and Health Care Plans (EHCP), whilst a Children's Portal enables Parents, schools and carers to request new assessments and to interact with social workers. Additionally, EYEs enable parents and schools to process admissions and appeals, and an Establishment Portal enables childcare providers, such as childminders and nurseries to share their information directly with the Council. Over the next 12-18 months, the benefits of these innovations will also result in practice changes and improve the intelligence upon which Council staff can make

enhanced data rich decisions about the risks and issues Manchester residents face.

3.31 **Adults Social Care**

3.32 The change programme required in ASC has been much more fundamental as it impacts on casework recording, contracts and commissioning processes for packages of care and financial assessments and charging. This has led to a more complex implementation programme, during a period where ASC has been implementing its Improvement Plan, and during 2020/21 intensively responding to the COVID-19 pandemic. The system is now fully implemented with case work recording embedded and functioning and ensuring a stable, simple to use and vastly improved system for front-line workers, as compared to the predecessor systems. For ASC commissioning, contract, finance operations and charging, full stability has not yet been achieved. The project is now entering its final phase to address this, which will involve changing the commissioning processes, ensuring full alignment of the configuration and contractual and payment arrangements, supporting the integration with community health services as part of the Manchester Local Care Organisation (MLCO). This work is being led by the Deputy Director of Adult Social Care.

3.33 Work to progress this final stage is now underway with a work programme documented and a plan to complete this work by the summer of 2021. Delivery of the plan is in progress but given technical requirements and the ongoing pressure on ASC commissioning and contracting to respond to the coronavirus pandemic, and in particular expediting work associated with hospital discharge, external resources will be working alongside internal teams to support delivery. This support will be time limited and once delivered will ensure closure of the project for ASC.

3.34 In addition, alongside the work to move the system into BAU and improve business process across ASC and support functions, the Coronavirus pandemic has also created the need for a high tempo of system responses and adaptations to be made to meet the demands placed on ASC, often in partnership with the LCO and other NHS partners.

3.35 This has led to a number of tactical and rapid system solutions being implemented to support the Directorate including:

- Homelessness management and support has been implemented within the Liquidlogic Platform, improving business processes and providing better management oversight.
- A new patient discharge digital portal has been designed, built, and deployed into live use for the Acute Trusts, which will replace some of the manual processes that currently exist when discharging patients into ASC.
- Integration with the Greater Manchester Care Record (formally Manchester Care Record provided by Graphnet), a system designed to create a shared view of a patient and Citizen's needs and circumstances will be available in the second quarter of 2021.

- From an ICT perspective, the systems are technically stable, and contain formidable capacity to be adapted to whatever changing practice circumstances, now, or in the future.
- In summary, continuous improvement progress is being made, and the work to extend the capacity and scope of the system functionality is progressing well. ASC currently have the challenges of Coronavirus as well as system stabilisation to contend with, and the appointment of a new Deputy Director has already enhanced this process.

3.36 **Costs**

3.37 The initial business case for the implementation of the Adult Social Care System and the Children Social Care system, the integration with a new social care payment system and charging system (CONTROCC) as well as the associated business and process change requirements included a capital resource requirement of £2.678m, however because of a combination of introducing additional modules, and the need for additional resources both internal and external third party resources two further budget increases were requested to ensure effective delivery of the project. The revised total approved budget was £4.379m and this has been fully utilised.

3.38 In January 2019 an additional £0.509m capex was approved in order to fund the introduction of a new additional software module which was not available when the project commenced and the need for additional specialist third party resource to support the implementation of the project, and increased internal resource costs due to the testing period for the system having taken longer than originally anticipated due to the need to implement changes to some of the standard elements of the programme to reflect safeguarding requirements.

3.39 In September 2019 a further £1.192m resource was required to fund the additional costs incurred for the internal and external resources needed to support the system in going live and other implementation costs, including retaining the project team for longer than anticipated to support business change activities linked to the new system and ensure a smooth transition within the service.

3.40 **Financial Implications**

3.41 As part of the initial business case seeking approval to the new system savings were identified in respect of both reduced licensing costs, and savings from reduced costs of processing payments. The current licensing costs of the new system are c£146k per annum lower than the previous system and there are proposed to be an initial c£110k per annum savings through a reduction of 4 fte's in finance because of the streamlined systems. These savings are included as part of the 2021/22 savings proposals and are expected to be realised from around September2021.

3.42 **365 Collaboration Programme**

3.43   In 2016, a decision was taken to move from Lotus Notes and adopt Google as the corporate collaboration and productivity suite. This decision was driven by the need to replace Lotus Notes, an ageing application that offered no real collaboration functionality or flexibility and to move to more modern business practices. At the time, the Council did consider Microsoft, but there was uncertainty over Microsoft's pricing model and lack of collaboration functionality, therefore the decision was made to implement Google G-suite. The roll-out of G-Suite was challenging as major back-end systems were unable to integrate, and as a result the Council were unable to completely move away from Microsoft Office products, which as a result meant a mixed estate of both Google and Microsoft products and the associated licenses costs.

3.44   However, since the 2016 decision, available technology has developed and Manchester's operating environment has evolved, such as the integration of Health and Social Care, the increasing need for partnership working within GMCA and MLCO and increased collaboration with a multitude of external partners. As a result, the G-Suite platform had created real difficulties for the Council, its Officers, Members and partners.

3.45   A further option appraisal was carried out which considered G-suite's functionality and cost alongside Microsoft. The shortfalls of G-Suite's collaboration compatibility with Microsoft products and subsequent improvement of the Microsoft collaboration functionality supported the decision to adopt Microsoft productivity, collaboration and communications platform.

3.46   The objectives of the MS O365 Programme were migrating the Council from the Google email, drive and other applications, ceasing to operate a hybrid estate by decommissioning Google and Lotus Notes services and unifying the Council's Microsoft suite to ensure consistency across the workforce. Approval to proceed with this work was received in December 2019 and a budget of £2,304k was allocated.

3.47   The programme commenced in January 2020. Timescales for the programme were necessarily ambitious as the programme delivery date had to be aligned with the Google contract end date. Therefore, the target was to have completed the majority of the migration by the end of August 2020.

3.48   From the beginning, it was clear that this programme was not solely a technology implementation programme and to gain the full benefits of the Microsoft 365 platform it would require business process changes throughout the Council. It was this requirement which informed the planned delivery approach.

3.49   The programme itself was structured accordingly with an ICT programme team which included contracted expertise responsible for the technical migration and any other related technical projects, and a second programme team that was responsible for leading the business change. For the second programme team third party experts were engaged who had previous experience of

leading the required business engagement and enabling busines readiness at Warwickshire County Council.

3.50   The approach for delivery of the required business change was to develop strong links with the Council's Our Transformation programme, ensuring business readiness, minimising disruption, and training staff through a combination of formal and informal bespoke face to face facilitated training events and drop ins, physical communication channels and floorwalking by change champions.

3.51   This included several scenario-based, hands-on demo-environments accompanied by face-to-face facilitators, large-scale one-to-many sessions, personal interaction with trained colleagues from the change network that would coach individuals and teams via organised training sessions, but who would also deliver impromptu information, advice and guidance in accordance with a "floor-walking plan.

3.52   Work to the original timescale continued up until March 2020, when external circumstances changed and the COVID pandemic commenced. During March, suppliers began to draw back from engagement on site, with ultimately a national lockdown being imposed. For this reason, a change request was submitted and approved by the programme board to delay the migration to Microsoft O365.

3.53   The programme of work was then paused for 2 months, given the emergency demand on internal resources to react to the pandemic, it was clear that the programme, calling on both ICT and wider business staff, could not be a priority at that time. The delay was to last until it became clear work could effectively resume. However, during this delay, some technical preparatory work was to continue.

3.54   Work on all projects within the programme restarted at the end of May 2020, migration timescales were replanned to carry out this work from 28th September 2020, planning to be completed by 30th October 2020, eight weeks later than originally planned. It was agreed that the programme should continue and be delivered in a remote, COVID compliant manner was approved.

3.55   With the vast majority of the Council's workforce either permanently based at home or spending significantly more time working in their own homes the original approach to deliver the required communication, training, information, and guidance that would ensure business readiness and a smooth transition was not feasible.

3.56   Whilst not being the preferred approach the option of remote adoption and remote learning was the only option available. Therefore, following significantly replanning the delivery approach placed greater emphasis on the creation and recruitment of a champions network and champions toolkit, communication via the weekly broadcasts as well as stand-alone digital messaging, and problem

and issue-driven interactive sessions moderated and facilitated by Change Network.

3.57   The knock-on effect of the first national lockdown continued to be felt across the ICT department with a number of other programmes, such as the Data Centre Project whilst other projects were accelerated in order to assist with the Council's response to COVID, such as Telephony. This meant that there would be a significant amount of activity concentrated over a relatively small timescale.

3.58   Data centre migration activity had to be carefully coordinated with Microsoft O365 migration activity. This also led to competing requirements for the same ICT resources to deliver the technical change as well as a number of intra programme decencies across the ICT portfolio that needed to be carefully managed.

3.59   Furthermore, there was a real risk of change fatigue across the organisation with several users receiving a new device, a new collaboration tool and a new telephony application over a very short period.

3.60   In addition, there followed several difficulties with the rollout, with both internal and external technical issues causing significant disruption to the migration schedule. This required repeated replanning throughout quarter two and three, until migrations were ultimately completed early December 2020.

3.61   Challenges were also encountered with the migration of mobile devices to the new platform, both in terms of the migration itself and the sequencing of the work. This was due to the necessity of using the mobile devices as the method for multi-factor authentication (MFA), user authentication for security purposes when logging into Microsoft O365.

3.62   It was understood before migration began that migrating the mobile devices would need to take place after the user had begun using Microsoft 365 on their desktop or laptop device. However, to begin using Microsoft 365, the user would need to set up MFA on their mobile device, which had not yet been migrated.

3.63   In addition, the age of many of the mobile devices in use across the council is such that running the Microsoft Office applications on them is far from ideal, with delays when accessing documents or emails. Where possible, these devices will be targeted for early replacement in the End User Device project.

3.64   All individual users are now migrated to Microsoft 365, amounting to 7,250 accounts, and all but six shared mailboxes are now migrated, with the final mailboxes due to migrate on the weekend of the 30th and 31st January 2020.

3.65   Total project costs are £2,162k. Of the £2,162k, £650k were staffing costs to deliver the project, transition to business as usual and ongoing support. (£310k costs were for ICT only staff and £135k was for specialist contractors to deliver the technological change, £55k for 3rd party support to deliver the

business change, £150k for agency staff to support the Service Desk during the transition period).

3.66   The programme of works is currently commencing the closure phase and as part of this process a thorough lessons learnt review will be initiated.

3.67   **MS O365 Programme Social Value**

3.68   Microsoft has a presence in Manchester city centre, on Charlotte Street, and have approximately 400 partners who are permanently located in Manchester. They have historically partnered with Manchester based charities, Ruch as Reason Digital who support charities to improve their digital presence and offer, and with Wythenshawe based charity BW3.

3.69   As an organisation Microsoft achieved carbon neutrality across global operations every year since 2012, currently 50 percent of their data centres run on renewable energy with and aim of 70 percent by 2023. The contract with Microsoft to deliver the technical migration yielded, over and above Microsoft's standard corporate social value offer, STEM for girls' events, Accessibility bootcamps, Digital Literacy Train the Trainer events and a Career Insights day. These events are yet to take place due to COVID restrictions however Microsoft continue to liaise with the Growth and Development department and will revisit as soon as it is possible to do so.

3.70   The new contract to supply Microsoft licenses to the Council is with Ardwick based Softcat who have over 300 employees. They have a large suite of social value-based initiatives which include regular work in partnership with the Universities, employing in excess of 50 apprentices, offer work experience opportunities to both university and school students, pay the Manchester Living wage and operate a Manchester first policy. In addition, as part of the latest contract Softcat will continue to sponsor the Manchester Culture Awards and work closely with the Mayor's We love Manchester Charity.

3.71   **End User Device (EuD) Project**

3.72   Since the start of the March 2020 lockdown, some 2000 laptops and 1400 mobile phones have been procured and issued, primarily to support staff working from home during the coronavirus pandemic.

3.73   With more staff now working remotely, and increasing numbers are utilising collaborative tools such as Office 365 and the new 8x8 soft phone telephony system, a review has indicated that the majority of devices, including approximately 2,000 mobile phones in the existing estate are not of an adequate specification and need replacing, as well as approximately 3,000 Wyse terminals which are end of life and need to be replaced. A business case has been compiled and is progressing through the financial checkpoint process to request a capital investment of an additional £3.6m (£1.5m has already been agreed at CP2) to replace, 'not fit for purpose' devices, mobile phones and supply the initial peripheral items such as mice, carry cases and locks to these users over the next 12-18 months. Peripheral items are

currently purchased via individual departmental budgets. There are also circa 3,000 users working securely on Council systems but using personal equipment.

3.74   To support the device rollout, HROD undertook an analysis exercise, in conjunction with service areas, that grouped staff into four different persona types based on how they work and use technology now and in the future. Each persona type is aligned with a standard device and telephony option which appropriately meets the needs and requirements of the staff grouped in the persona type. This will ensure that every staff member receives the right device and telephony option to be as productive as possible, but also will help to reduce costs and complexities around the purchase, maintenance and support of devices. Approximately 70% of staff fall into the 'standard on-line worker' persona which means they will be issued with a laptop by default. 28% were categorised as a 'standard offline worker, 1% as a specialist worker and 1% as a field worker.

3.75   Following the changes in the way staff work and where they are located, as a result of the lockdown, the data sets are being revisited. This is to ensure they are still valid and considering the continuation of staff working remotely during the pandemic and the likely reduction of the need for fixed IT within office spaces.

3.76   Concurrently alongside the rollout of new devices, a rationalisation exercise will take place to reduce the amount of equipment within the Council's managed device estate. The End User Strategy stipulates that each user has access to only one device where possible, with the addition of a mobile phone, only where needed. Therefore 'surplus' devices will be returned to the IT service to either be reallocated or recycled as appropriate.

3.77   To support the procurement of the necessary devices and mobile phones, a tender exercise has completed for a three-supplier framework that can be used for the procurement of necessary devices, mobile phones and associated peripherals.

3.78   When the business case and expenditure has been signed fully agreed, it is anticipated that Manchester City Council will procure and rollout approximately 4,000 laptops and desktop devices, over 2,000 mobile phones and 1,500 monitors from March 2021 over a 12–18-month time frame to rationalise the estate and ensure staff are equipped with the right devices to undertake their role effectively, regardless of their workplace.

4   Response to the COVID crisis

4.1   In response to Covid-19 the Telephony project rescheduled the planned procurement and build timescales to allow for an accelerated delivery of telephony hardware and software services to those Council functions that were on the frontline of the COVID response. A rapid deployment focus meant that by May 2020, contact centre services were built and migrated to the new resilient and reliable cloud-based solution for the Covid Hub, Social Care and

the ICT Service Desk queues. This provided the immediate capability for contact centre staff to be able to work from any location, including from home if required.

4.2   Throughout the pandemic the Know IT All walk up service, located on the 7th floor at THX has been open with subject matter experts available for Council staff to access support, guidance and resolve laptop and telephony issues. ICT Service desk staff have encouraged and supported users in using technology to undertake remote working e,g Google Meet & now the use of 365 Teams

4.3   ICT working with services and SMT, prioritised the ICT response and prioritised its service delivery to both pause some activities and to accelerate others, this prioritisation is now being incorporate into future ICT planning,

5   Future Planning & Future Council

5.1   Detailed work has been undertaken to understand the priorities across the Council and across particular service areas, particularly in the Council's response to Covid and how this impacts future Council services.

5.2   A detailed paper is currently being prepared that lays out these plans for the next year. Following on from approval of this paper, the business cases and projects will be taken through the usual projects and programmes approval route.

6   Conclusion

6.1   ICT has delivered a number of key projects and programmes during a very challenging year both responding so that front lines services could be maintained and enhanced, as well as providing additional capacity allow over 6,000 users to regularly work remotely during lockdown.

6.2   Work is continuing to exploit the investment made in these programmes both within ICT and across service areas.