



MANCHESTER
CITY COUNCIL

DRAFT - ICT & Digital Strategy

Version 4 (including feedback from consultation)

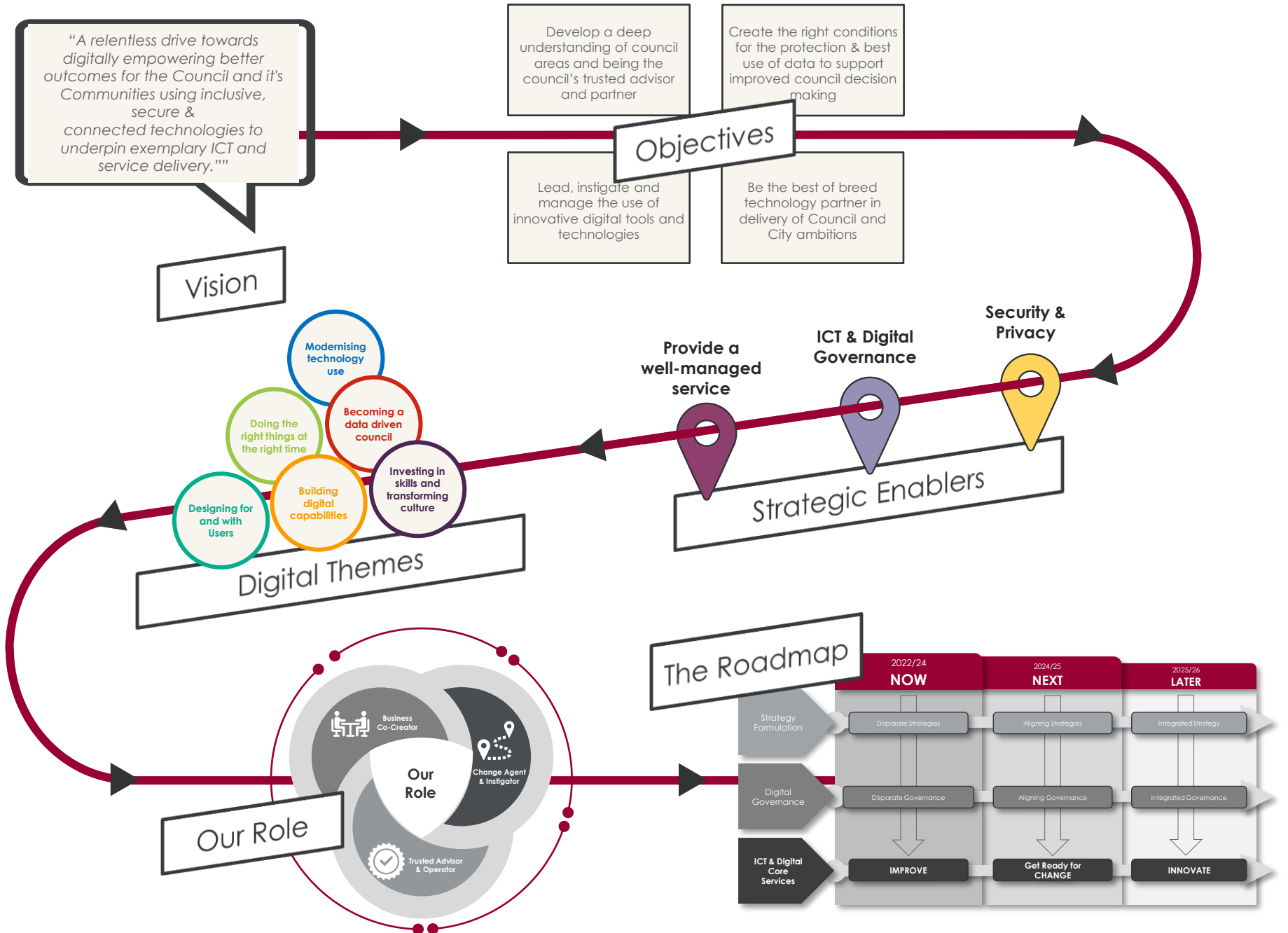


ICT & Digital Strategy

2022 - 2026



ICT & Digital Strategy 2022



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1. Executive Summary

This ICT & Digital strategy provides a strategic response and blueprint for the future in which the technology landscape will be a fundamental and essential part of the running of the Council, . ICT will seek to strengthen our digital approach to empowering council services to exploit the transformational opportunities offered by both current and emerging technology and digital tools.

This strategy complements and strengthens the current Digital strategy and the scope of its deliverables. Whilst the current Digital strategy is mainly outward focused to the City, this strategy seeks to provide alignment between the external and internal digital agenda supported by a clear focus on delivery of great technology and services.

Within this strategy and wider through the delivery of our services we will take a fresh, digital approach to how we deliver our services to the Council. We consulted widely with services who expressed their challenges and opportunities, and we commissioned external expertise to show us the art of the possible and what is and should be happening within our sector. Because of this, we are resetting our past approaches, behaviours and methods, to form an ICT & Digital service that is fit for purpose now and in the future. While this strategy offers bold ambitions, we will continue to strengthen our core foundations and practices e.g., cyber security, ensuring the council can continue its business in a safe and resilient way.

Through the range of council initiatives e.g. Our Manchester and the Corporate Plan, we will ensure greater connectivity and collaboration with our directorates, suppliers, partners, communities and wider alliances ensuring we drive forward co-creation to increase opportunities for efficiency and transformational capabilities through digitalisation.

2. ICT & Digital Scope and Vision

The purpose of this strategy is to provide an ICT Strategy and an integrated workforce focused Digital approach for Manchester City Council that describes the business context in which this ICT & Digital strategy is positioned, and to set out the strategic drivers, themes and principles required to deliver the strategy.

“A relentless drive towards digitally empowering better outcomes for the Council and it's communities using inclusive, secure & connected technologies to underpin exemplary ICT & Digital service delivery.”

OUR VISION

Strategy Objectives:

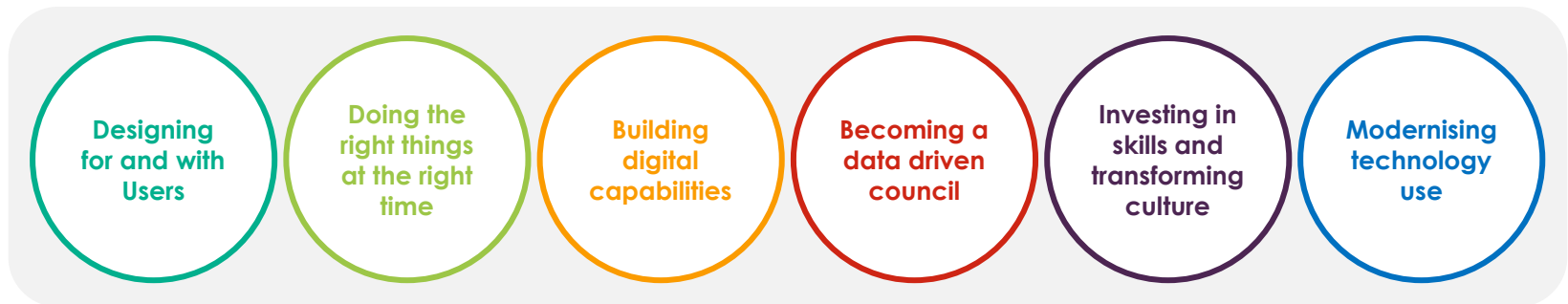
- Develop a deep understanding of Council business areas and being the Council's trusted advisor and partner
- Lead, instigate and manage the use of innovative digital tools and technologies
- Create the right conditions for the protection and best use of data to support improved Council decision making
- Be the best of breed technology partner in delivery of Council and City ambitions

Digital Definition

Our starting point for the definition of digital is:

“a way of thinking, behaving and working that creates better conditions and outcomes, to improve user experiences, that are enabled through the use of state-of-the-art technology, modern capabilities and processes, modern skills and a modern mindset”

Our Digital themes



3. Business Context

Manchester the City

Manchester city's growing population was estimated to be just over 575,400 in mid-2019, and by 2025 Manchester is forecast to be home to over 636,000 people. The city's growing economy has been crucial to its overall success and resilience. Manchester is the third most visited city in the UK and is renowned both nationally and internationally as a vibrant, inclusive and outward-looking city. While the city has made great progress, there are significant challenges relating to areas of deprivation, health outcomes for residents, and those residents living in poverty. The Our Manchester Strategy sets out the city's priorities up to 2025 and was developed through extensive consultation with local people, communities, businesses and service providers and shows how the city came together to address its challenges and strive for a place in the topflight of world class cities.

Manchester the Council

The Council's mission is to support the delivery of the vision for the city set out in the Our Manchester Strategy. The Council's Corporate Plan (Our Plan) sets out the Council's priorities for the next 2-3 years for delivering the Our Manchester Strategy for the city. Our Plan was refreshed in February 2020 to emphasise the fundamental importance of the Zero Carbon agenda to the city's future. The Council make decisions affecting Manchester and its residents on a daily basis. The Council is made up of 96 councillors elected by residents across the city's 32 wards. These elected representatives have the authority to make decisions affecting the city. Approximately 7,000 Council staff deliver public services across five directorates; Adult Social Care, Children's Services, Neighbourhoods, Growth and Development and the Corporate Core.

To progress towards the vision described in the Our Manchester Strategy, and to meet the city's challenges, the Council are continuing to embed the Our Manchester approach. This is a radically transformed way of working so that public services are focused around people and communities rather than organisational silos. The Council are working with partners such as health, education and housing providers, the police, the voluntary sector and communities in new innovative ways that target the specific challenges the Council have in Manchester and make Manchester the best it can possibly be.

Business Context

The Pressures and Challenges facing our sector

Fundamental to great local government ICT & Digital services is that council services are designed around User needs first. This design led approach is essential and is coupled with accessibility of services, an open innovative approach to technology, and an agile approach to delivery that recognises ICT & Digital services as constantly evolving in maturity. This new approach for MCC is set against a constantly evolving backdrop of challenges including;

Austerity and budget cuts
which have reduced budgets by up to 60% in some councils - more than any other part of the public sector.

Pandemic Impacts
have been rapid and severe, and this is unlikely to be the only emergency to hit the world and more locally Manchester. Future events will likely have severe lockdowns established quickly so the ability to rapidly move to a fully remote work option must exist and the partial remote will be the likely industry norm.

Changing expectations
for services to be more coherent, user friendly and accessible, 'always on' and responsive to individual needs and preferences.

Devolution and new powers
which are creating new opportunities for integration across public service boundaries at a local level, reflecting local needs and population profiles.

Growing demands
from an ageing population, the impact of migration on communities, climate emergency and taking on responsibilities from central government and the NHS, i.e. public health

Changing democracy
means more people having a voice, being informed, and having a real influence over local and national policy.

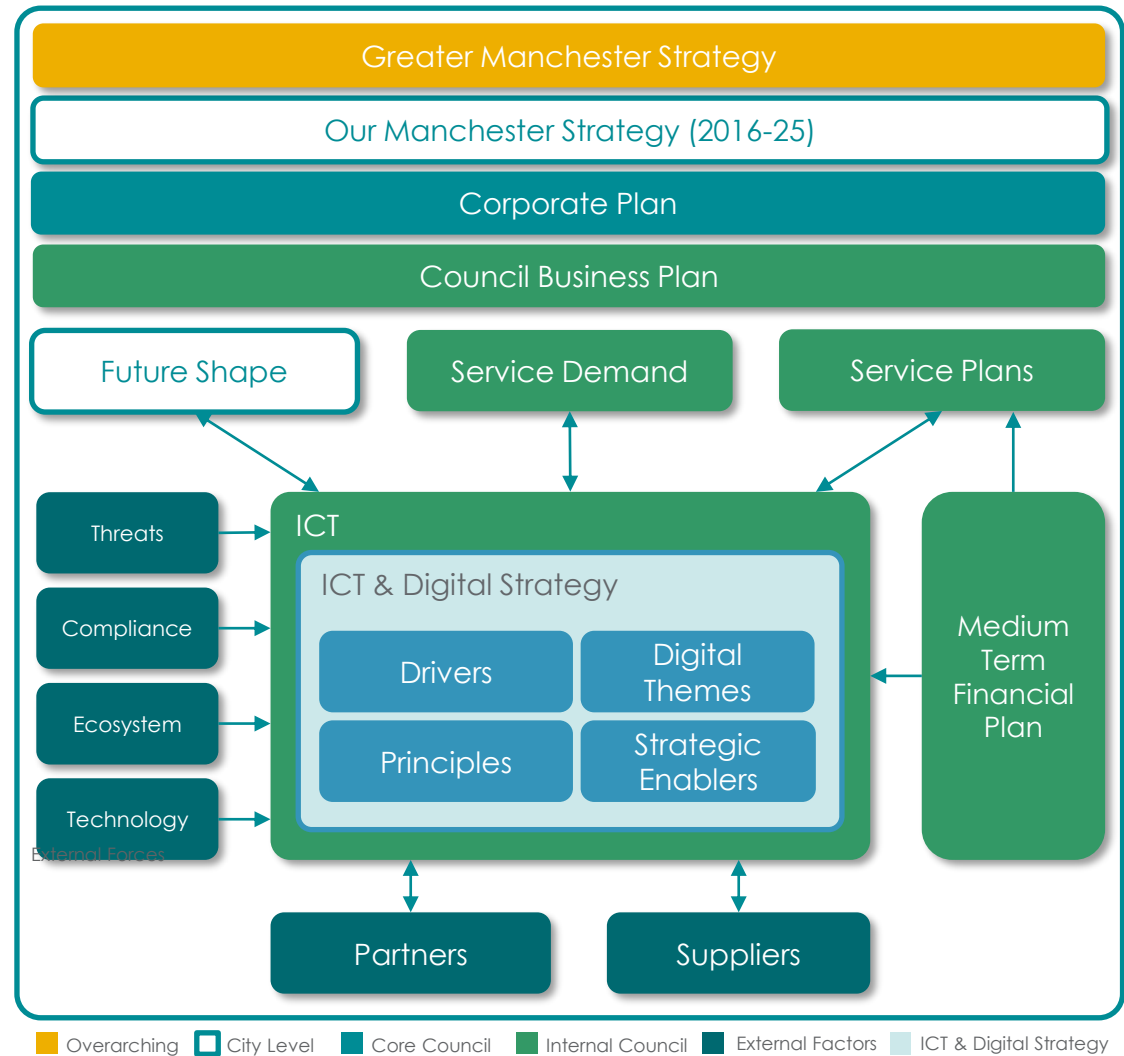


4. Business Context

The ICT Service

ICT sits within a complex business context, starting with the wider city and corporate strategies and plans. ICT is arguably one of the most technically complex council services with many pressures, challenges and demands that bear down upon it.

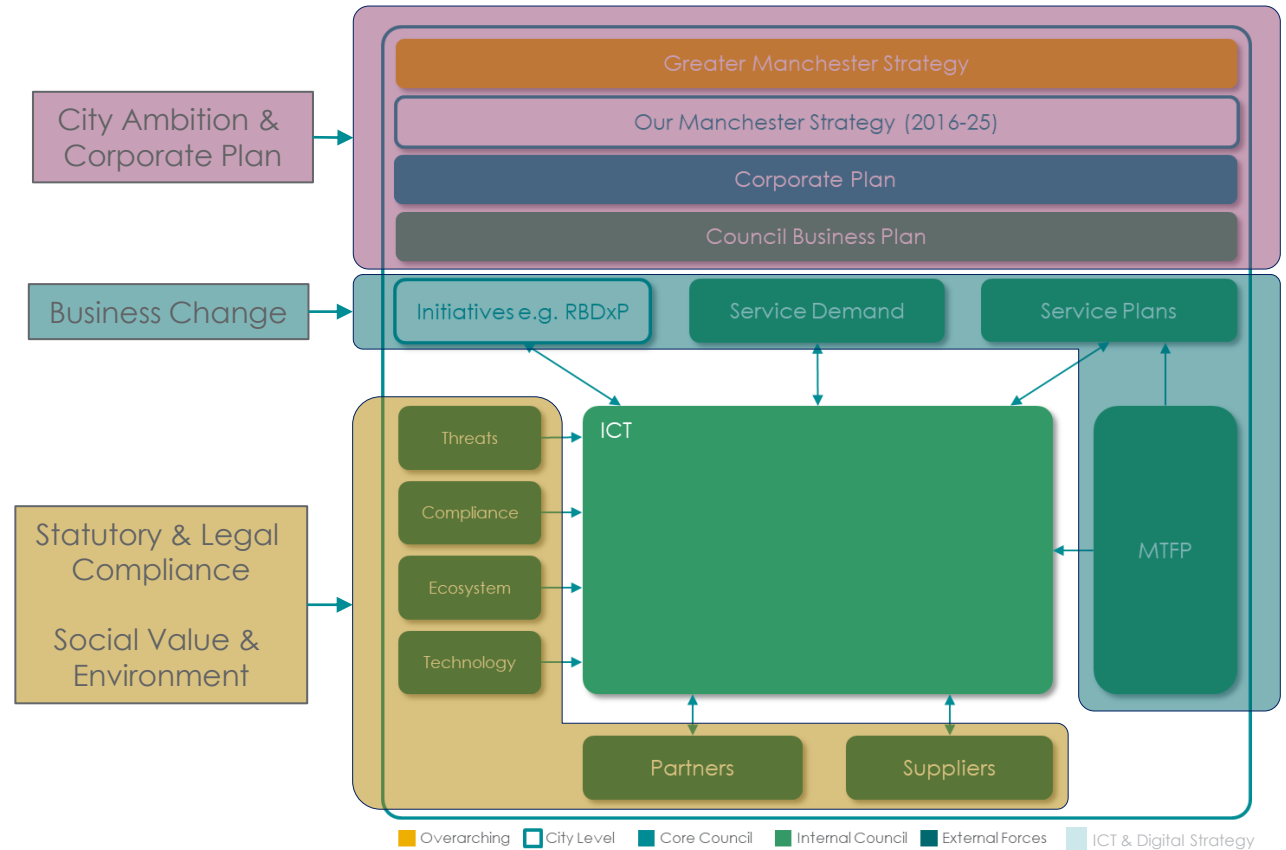
Managing these complex demands and interactions is challenging at best and there needs to be a clear understanding of where these demands and challenges come from in order to set out a pragmatic and effective strategy. The following visual provides an outline of where ICT will be positioned within this context.



Key Drivers - Primary Mapping around the Business Context

Through a series of internal consultations within the ICT service, SMT and directorate leaders, four key drivers were identified;

- **City Ambition & Corporate Plan**
- **Business Change including Financial pressures**
- **Statutory & Legal Compliance**
- **Social Value & Environment (carbon reduction)**



4. ICT Strategic Enablers – Key Driver Primary Mapping

This mapping describes how the Key Drivers will be fulfilled by our ICT Strategic Enablers. A further mapping to the digital themes and key factors within PESTLE has also been considered.

Designing for and with Users
 Doing the right things at the right time
 Building digital capabilities
 Becoming a data driven council
 Investing in skills and transforming culture
 Modernising technology use

Key Driver	*PESTLE			Digital Themes					ICT Strategic Enabler
City Ambition & Corporate Plan	PESTLE	✓	✓	✓	✓	✓	✓	<ul style="list-style-type: none"> Provide a well-managed service ICT & Digital Governance 	
Business Change	PESL		✓	✓	✓	✓		<ul style="list-style-type: none"> ICT & Digital Governance 	
Statutory & Legal Compliance	PETL		✓			✓	✓	<ul style="list-style-type: none"> Security & Privacy ICT & Digital Governance 	
Social Value & Environment (carbon reduction)	PESTLE		✓	✓			✓	<ul style="list-style-type: none"> Provide a well-managed service 	

*PESTLE: Primary Political, Economic, Social, Technological, Legal and Environmental factors. This tool has been used to understand ICT's external environment to assist the development of the ICT & Digital Strategy.

Three ICT Strategic Enablers - Summary

1 Provide a well-managed service

Area	How	Detail
Programmes & Investments	Taking a practical and agile approach to funding digital projects	<ul style="list-style-type: none"> Adapt funding approaches to enable more incremental change Consider & leverage the benefits of cloud infrastructure and services and where best value can be gained
People, Process & Culture	Become Digital	<ul style="list-style-type: none"> Set an expectation of ongoing learning, innovation and skills development, digital service-design and delivery
Data	Use the Council's data to provide intelligent insights	<ul style="list-style-type: none"> Ensure the Council's data becomes a valuable asset and is managed & protected correctly Ensure the Council's data is used to provide realistic value
Technology	Modernise technology and become more resilient	<ul style="list-style-type: none"> Transition to common, fit for purpose and connected systems Reduce complexity and unlock productivity

2 ICT & Digital Governance

	Rethink governance to enable digital operation and transformation	<ul style="list-style-type: none"> Build and run secure digital solutions at lower cost Provide governance to assure council-wide programmes and provide clear policies
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3 Security & Privacy

	Ensure the security of the Council's data, systems and people	<ul style="list-style-type: none"> Provide solutions that are digital and secure by design Protect the Council and systems from misuse Ensure security awareness is embedded and workforce security skills are optimised
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Three ICT Strategic Enablers – 1. Provide a Well-Managed Service

Programmes & Investments

Why it Matters

Investment decisions will need to deliver business priorities, achieve best value and economies of scale, whilst avoiding duplication. Technology will support the Council in working to address the financial challenges ahead. This will be driven by a new operating model and its key themes, an investment plan, and the identification of enabling projects. An 'invest to save' approach will be one of our key criteria in the review of any proposed spend on technology. This approach is critical to avoid poor decision making around the choice of new systems, whilst supporting the future consolidation and rationalisation of existing technology. Collectively this helps to ensure that any investment made in technology is maximised and aligned with the Council's ambitions.

How we will achieve this

- Monitoring how the Council's technology contracts are run and perform. Our teams will become 'centres of excellence'. We will make sure we get the agreed levels of service from our current and future suppliers.
- Adapt funding approaches to enable more incremental change and support the financing of cloud infrastructure and applications
- Consider & leverage the benefits of cloud infrastructure and services where best value can be gained

People, Process & Culture

Why it Matters

We want everyone to benefit from the 'digital economy'. Smarter use of technology can bring fantastic opportunities for local people, businesses, the Council and partners. New technology has become part of our everyday lives. Many citizens have broadband at home and can access the internet on phones, tablets and laptops for shopping and using social media. For the Council this means using technology to improve the way services are designed and delivered. We have a real opportunity to make a difference, making sure what's on offer is not only up-to-date, but makes the most of the devices and technologies that people enjoy using in their everyday lives.

How we will achieve this

- Set an expectation of ongoing learning, innovation and skills development, digital service-design and delivery
- Digital inclusion - work with partners and Council colleagues to make sure as many people as possible get access to digital services.
- A digital workforce - our workforce will get the right training to use the right digital tools so that they can provide the right services in a way that we can all be proud of.
- Digital Places - we will work with our partners to help equip communities and businesses with the technology they need to enhance their lives.
- Digital collaboration - we are working much more closely with partner organisations to deliver joined up services. This means digital systems will change to allow this to happen and we'll continue to talk and work with existing and new partners.
- Deliver our on our Digital themes



Three ICT Strategic Enablers – 1. Provide a Well-Managed Service

Data

Why it Matters

Our future vision is built upon values that demand we lead from the heart, with a desire to know what users want and need, always putting their needs first and being true to our word. So, our future relies on how we use information in the pursuit of knowledge and insight.

Insight means understanding behaviours of users, the services they use and how we can meet their needs in the best way. Better insight means better service and better value for money. Using insight capability, we will make the most of our data assets, information and knowledge, enabling us to be more proactive in meeting our user's needs.

How we will achieve this

- Ensure data becomes a valuable asset and managed correctly
- Ensure data is used to provide realistic value
- Enabling Information management - insight will be at the heart of our decisions. This will require an ongoing culture change across Council services, to maximise the value that data provides
- Create first-rate data quality standards and rules, making sure they are enforced
- Skill-up our workforce using an integrated and intelligence-led approach to support the Council
- Analysis of data to inform key decision making
- The use of data must be supported by efficient governance processes across the Council.

Three ICT Strategic Enablers – 1. Provide a Well-Managed Service

Technology

Why it Matters

Technology underpins every area of the Council's work and without it we cannot sustain or improve business. We will enhance the efficiency and responsiveness of the Councils operations, supported by a highly skilled workforce that will take advantage of the latest technologies and digital opportunities. The goal is to keep up-to-date and to invest in services that can be scaled up or down as needs change.

Widely regarded as the most important policy issue in today's political, financial and social sphere, the climate emergency is forcing technology services within local authorities to adapt how they operate and contribute towards organisational and national targets to achieve net neutrality. When it comes to cloud computing, data centres, and the wider IT service industry, the environmental impact these are having is complex and, until recently, relatively unknown.

According to Accenture 'migrations to the public cloud can reduce CO2 emissions by 59 million tonnes per year (roughly equivalent to taking 22m cars off the road)' however public cloud isn't right for every organisation.

Whilst cloud technologies are greener than legacy systems it is important to highlight how cloud is powering the development of technologies products and services that local authorities can utilise to address climate change

How we will achieve this

- Transition to common, fit for purpose and connected systems
- Reduce complexity and unlock productivity
- Consolidation and rationalisation – a reduction in the number of systems, balancing the need for agility, value for money, risk and user expectations
- Emerging technologies will be harnessed to provide easily accessible, responsive and cost-effective, council-wide services, that are easy to understand and meet user needs
- Enabling service agility by promoting modern and agile working, and providing using a customer centric design to ensure the right solutions with the right processes
- Continue partnering with a carbon-thoughtful provider who ensures carbon neutrality in their data centres
- Focusing on becoming a cloud native organisation and optimising applications for the cloud, and create plans to replace applications that are not cloud native
- Ensuring ICT have the necessary skills to support a cloud environment
- Using our transitions to the cloud to build and design solutions to help combat the climate emergency
- Reducing energy consumption across our estates (e.g. smart utilities) including reducing the data centre footprint by going cloud where appropriate
- Re-design & digitise paper-based communications
- Enabling remote work, reducing carbon emitting commutes
- Ensuring, where possible systems are accessible
- Enabling digital service delivery across directorates
- Integrating strategies and action plans through cloud technologies
- Adopting community engagement tools and platforms to maximize co-benefits from developing and implementing climate friendly policies
- Determining and publishing our contribution to social value through the delivery of our services, our part in on-boarding and working with suppliers and partners, our social value link to the environmental factors e.g., re-use & donate devices, and our part in any voluntary/work experience activities

Three ICT Strategic Enablers – 2. ICT & Digital Governance

ICT & Digital Governance

Why it Matters

Technology is not just a commodity that we buy in - technology is a key enabler for the Council. Where possible we will seek to introduce and renew new technology, automate business processes, make new efficiencies, lower operating costs and strive for excellence. We will continue work to recognise and ensure that technology supports the Council's needs, helping to identify requirements by working in partnership with services and helping to develop and deliver solutions.

Innovation is crucial to the continuing success of MCC; we must be able to introduce new products or solutions to either address existing business problems more effectively or maximise new opportunities to optimise costs and improve services. Local government is undergoing major changes; money from central government continues to be reduced or removed, whilst local fundraising opportunities are increasing. This has led to a major rethinking of how we can deliver future MCC services. Innovation is about how we look at existing and new challenges and identify how technology can support such major changes in the supply and demand of services. The supply side is about gaining awareness of what local, national and global partners can contribute. The demand side is about closer collaboration with stakeholders (workforce, citizens, businesses and visitors etc.) to understand what they need.

Our future maturity and continual improvement will be based on industry standard assessment frameworks e.g., Gartner ITScore. Using a framework provides evidence and justification.

Assessments should be based on two key parts:

- A continuous improvement focused Maturity model
- A benchmarking assessment of current state across a range of disciplines which is then mapped to the Maturity model, and also mapped to like comparators within Local Government.

How we will achieve this

- Aligning business and developing technology strategies - ensuring we provide technology that is innovative, reliable, flexible, integrated, secure, accessible and well managed.
- Robust governance and assurance building on existing governance to ensure everyone, from colleagues to suppliers, comply with corporate policies and standards (detailed in the next slide).
- Create an 'innovation factory' - to inspire and enable people both within and those connected to MCC. It will help us rethink systems, promote new ways of working and encourage new ways of working and innovation. We'll focus on:
 - Creation of future visions of possibilities
 - Idea generation through internal exploration and relationships with outside academic, commercial and government groups
 - Idea development through technical investigations, prototypes, demos and experimentation
 - Feasibility testing and business case analysis through customer or employee pilots or A/B testing for example
 - Transferring promising ideas to other groups or lines of business (LOB) lead to deliver business value
- Create an innovation portal - developed so that our users can put forward innovative business and technological ideas and solutions that meet our key challenges. We'll break down the barriers to putting new ideas in place by focusing on thoughts and inspirations and recognising and rewarding individual or group contributions.
- ICT maturity is more than the sum of individual ICT functions and technical capabilities.
 - ICT maturity goals will be based on business expectations and requirements, and how those are likely to change over time - not on the personal aspirations of ICT or senior leaders.
 - ICT maturity will be influenced by business capabilities and executive behaviours, as well as the ICT leader and ICT organisation's performance, credibility and functional excellence.

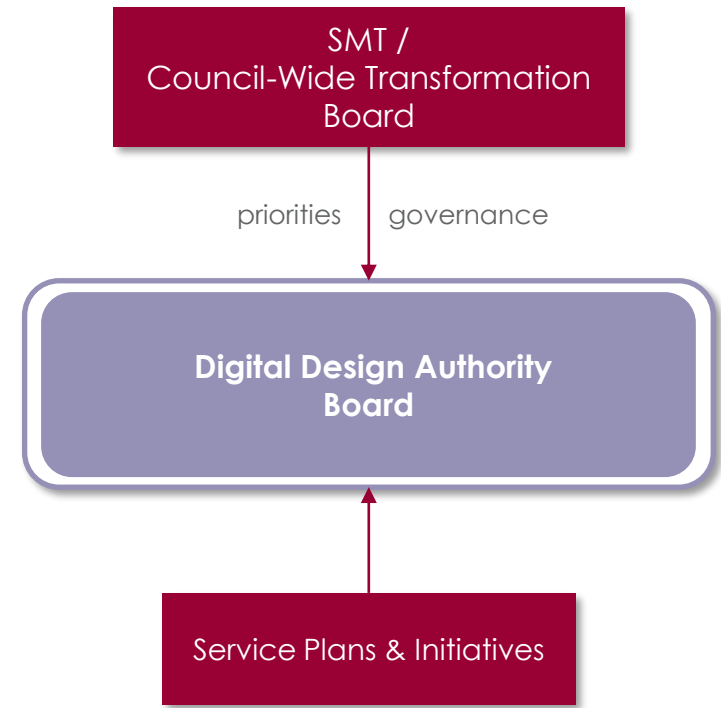
ICT & Digital Governance

In line with the council services' plans and digital initiatives in flight, all capabilities and workstreams will feed into a single approval and prioritisation pipeline and then be delivered through multiple workstreams as appropriate. This ensures consistency of approach and considers the Council's prioritisation of programmes, how they are funded through investment plans and any external funding and describe how and when they will deliver value.

The **Digital Design Authority Board** will be formed and given the right level of membership to agree or veto the use of new systems and technologies – council wide.

This design authority board will be led jointly by ICT plus the lead member for ICT and other key council stakeholders, who will advise on, commission, and deliver, the most appropriate solutions for the Council. This approach ensures the design authority board can better meet the demands of the Council and will minimise the duplication of technical and digital capabilities.

Appendix 1 details the ICT & Digital Governance mapping with current governance forums.



Three ICT Strategic Enablers – 3. Security & Privacy

Security & Privacy

Why it Matters

The Council's dependence on digital technology exposes vulnerabilities that seriously threaten the safety of individuals, communities and businesses and must be met with extensive, intelligent safeguards and improved digital literacy throughout all users of technology. With more personal information shared online and more digital infrastructure than ever before, people are exposed to personal and social vulnerability simply by existing in the digital age.

Today cyber security is fundamental to creating trust in MCC's digital services. The Council must give its users, including its own staff, confidence that their information is protected. While trust in local government is generally high, this has not translated to the digital environment with less users willing to share their information.

MCC needs to better explain the choices users have with respect to data – how it is shared, protected, and for what benefit. This enhanced vigilance must be matched by the right investment and focus as the use of digital services accelerates.

Cyber security is crucial to ensuring services are kept up and running and to ensuring the public's trust in MCC with their information. A cyber-attack could have very serious consequences - disrupting services and damaging The Council's reputation. Healthy cyber security is key to the efficient and productive running of every council

How we will achieve this

- Providing solutions that are digital and secure by design
- Protecting the Council and systems from misuse
- Ensuring security awareness is embedded and workforce security skills are optimised
- Maintaining compliance and security excellence by managing and monitoring compliance across business, systems, technology, data, security.
- Introducing a dedicated focus and management of cyber-security to enable a safe workforce.
- Work with the LGA (Local Government Association) and other agencies in;
 - building capabilities within MCC by coaching and signposting staff to advice and guidance
 - helping MCC to better understand what 'good' looks like without dictating specific outcomes or actions to be taken
 - improving the cultural elements of cyber security throughout MCC, for example, leadership, governance, and awareness
- Ensuring that MCC and its senior management and key stakeholders can answer and mitigate the following LGA questions;
 - How does MCC understand, assess, manage, and remediate cyber-risk and what testing regimes, policies, processes and tools do MCC use?
 - Are staff given training on their role in reducing cyber-risk? Is cyber security understood as a whole workforce issue?
 - How does MCC use the National Cyber Security Centre's tools and services?
 - What are the response, recovery and continuity plans for cyber incidents? Are they exercised and tested?
 - How would MCC deliver services if, following a cyber-incident, MCC had no access to IT?
 - What are MCC doing to understand and manage cyber security risk within the supply chain?
 - How well connected is MCC with others who it may learn from, or may support it in the result of an attack?

Define C

The
Optimizer
The Planner

groups of
friends
travelling
together

Understand RC

2. PROBLEMS / PAINS

Which problems do you
There could be more than
eg. existing solution
a good investment (1)

5. Digital Approach

on PR, tap into

X
TOO MANY
POINTS FOR
COMPARISON
(FI)

Hard to
coordinate
booking for
a group.

TOO MANY
TABS

Too much
irrelevant
info on SL
cards

Digital Agenda

City-wide Digital

The Manchester Digital Strategy focuses on creating an inclusive, sustainable and resilient Digital City over the next five years (starting Jan 21).

The strategy is provided for the city as a whole and is based on four key elements

- a) Digital places,
- b) Smart people,
- c) Future prosperity,
- d) Sustainable resilience.

The strategy further introduces new initiatives and projects through a Manchester Digital Places Action Plan, which will enable digital inclusion and skills, smart neighbourhoods, digital innovation for business and jobs and digital resilience to support zero carbon aspirations.

Council Workforce Digital

This ICT and Digital Strategy sets out the digital agenda for the Council and its workforce. It describes the key driving principles of Digital Council and Digital Service, and how these will make the most of digital, data and technology to ensure the right outcomes are delivered in support of the Manchester Digital Strategy.

Digital Council – using digital, data and technology to ensure the Council works effectively in a collaborative way and is able to adapt and innovate.

Digital Service – using digital, data and technology to ensure council services provide more modern services that council service users will want to use.

These key principles will be driven through a key set of themes and action plans, including;

- Designing for and with Users
- Doing the right things at the right time
- Building digital capabilities
- Becoming a data driven council
- Investing in skills and transforming culture
- Modernising technology use

There will be instances where pieces of work will straddle across both the internal and external strategies.e.g RBDxP

Digital Themes

1. Designing for and with Users

A

Providing Council services that our users want to use, and when they do, so they receive consistent and well managed end-to-end services

B

Providing digital, data and technology solutions that are modern and keep pace with what users use elsewhere

C

Ensuring user needs are identified before solutions

D

Ensuring that the practice of understanding user needs starts with user feedback and consultation

E

Digital, data and technology solutions are tested with users and refined in an iterative and structured agile process (alpha, beta, live, retire)

2. Do the right things at the right time

A

Setting out the financial position for digital; what is required and why, and how and when will it be implemented, and at what cost

B

Providing Council services that are process-optimised and give positive experiences throughout

C

Providing seamless Council services where cross Council processes and procedure are invisible to the user and make the best use of digital, data and technology

Digital Themes

3. Building Digital Capabilities

A

Building a core digital capability that is able to advise Council services on best of breed approaches to improve outcomes and seek best value

B

Providing the right balance of digital professionals and building centres of excellent throughout the Council to ensure a digital ecosystem is in place

C

Providing empathetic and professional advice and skills development to all staff; ensuring they are able to make the best use of digital, data and technology

D

Reuse, consult and work with other partners, councils, suppliers and users to bring home what works elsewhere

E

Providing global insight to services e.g cyber security, seeking funding opportunities to enhance how Council services can be delivered using digital, data and technology

4. Becoming a data driven Council

A

Providing guidance to service areas around data intelligence, performance, and reporting; ensuring services are able to better use data, analytics and insight

B

Optimising the Council's use and promotion of data and its future involvement with any regional or national data analytic conversations.

C

Providing services that continually improve through the use of data from service transactions, user satisfaction, trends and opportunities elsewhere

Digital Themes

5. Investing in Skills & transforming Culture

A

Providing Council leaders and managers with the tools and approaches to champion digital, promote and practice new ways of working

B

Providing staff with a digital skills framework enabling them to become digitally literate

C

Resetting service delivery approaches through improved service design and ensuring digital narratives are clearly embedded into service plans

6. Modernising Technology use

A

Providing Council services with fit for purpose technologies, infrastructure, platforms and systems, and well managed ICT and Digital services

B

Ensuring that technology and digital does not act as a barrier to effective service delivery; providing the right things at the right time

C

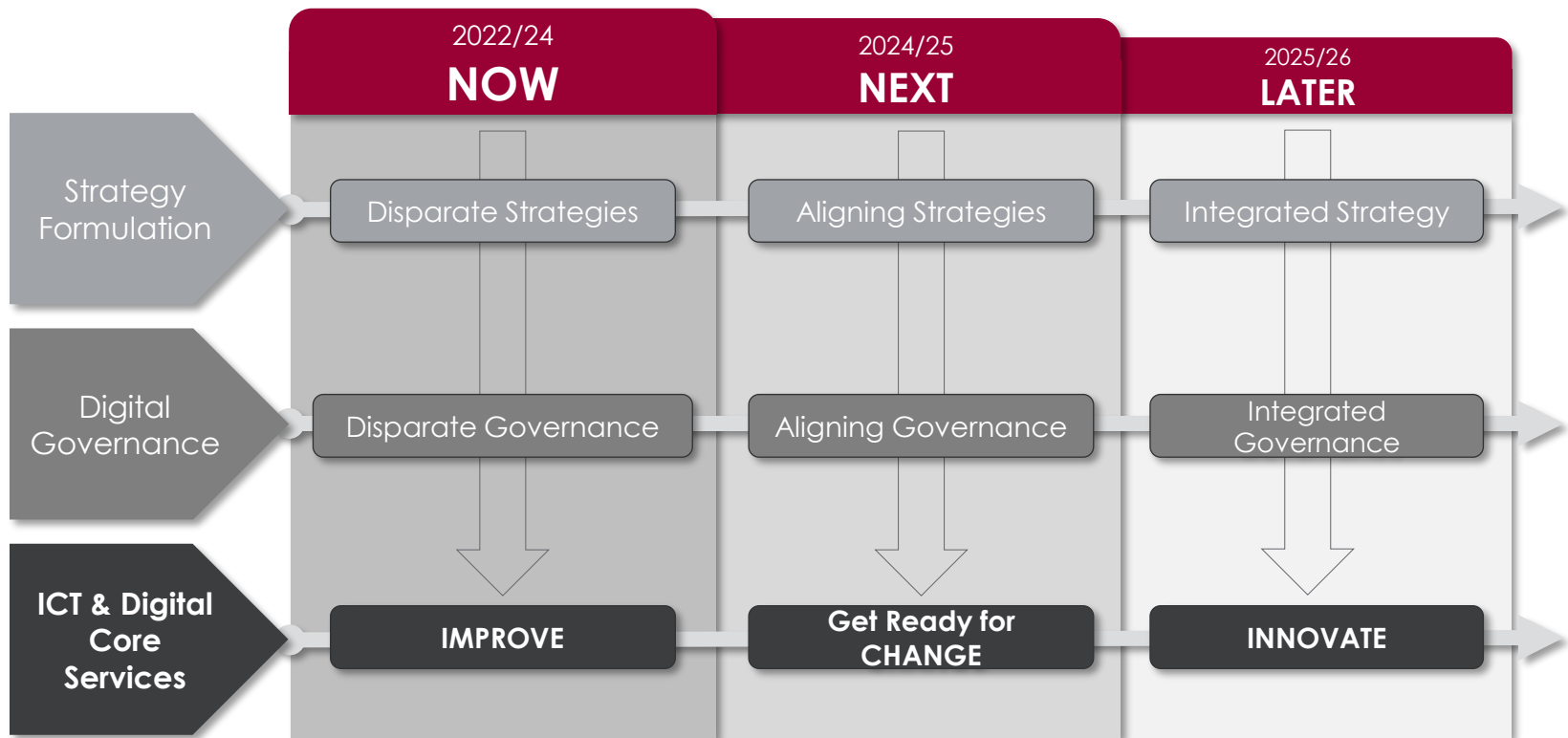
Providing modern and emerging technology and digital solutions where appropriate to do so

6. ICT & Digital's Role & Guiding Principles



7. ICT & Digital Strategic Roadmap

By 2026 we will have reduced silo ICT & Digital Strategies to form a combined Digital, Data and Technology (DDaT) approach. The ICT & Digital governance arrangements will be aligned and be more integrated across the council. Our internal reset will bring about improvements to our service delivery getting us ready and able to cope with change and allowing us to innovate.



Appendix 1 – ICT & Digital Governance Mapping

This diagram sets out the ICT & Digital mapping and the relationship between various governance forums.

