Manchester City Council
Report for Information

Report to: Resources and Governance Scrutiny Committee – 11 October
2022
Executive – 19 October 2022

Subject: Digital and ICT Strategy

Report of: Deputy Chief Executive and City Treasurer

Summary

This report has been written to provide an update on the development of the ICT &
Digital Strategy.

The Strategy has been developed to meet the evolving needs of ICT & Digital.

Recommendations

That Scrutiny note the contents of this report and the changes that will be required
over the next few years to deliver this important agenda.

The Executive are recommended to approve the ICT and Digital Strategy.

Wards Affected: All

Environmental Impact Assessment - the impact of the issues addressed in this report on achieving the zero-carbon target for the city
The ICT & Digital Strategy aims to improve the Council's efficiency and effectiveness in the context of reducing our carbon impact including in areas such as estates, printing, and travel. The successful delivery of the Digital and ICT approach will be integral to this.

Our 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	The ICT & Digital Strategy is designed to strengthen the delivery of the priorities in Council's Corporate Plan, and as a result, all the Our Manchester Strategy outcomes. Some of the workstreams will also have a more direct impact as outlined below.

A highly skilled city: world class and home-grown talent sustaining the city's economic success	The ICT & Digital Strategy is designed to strengthen the delivery of the priorities in Council's Corporate Plan, and as a result, all the Our Manchester Strategy outcomes. Some of the workstreams will also have a more direct impact as outlined below.
A progressive and equitable city: making a positive contribution by unlocking the potential of our communities	The strategy aims to put in place a number of developments including public Wi-Fi and upgraded machines in Libraries accessible to all. The WAN Project has supported the roll out of fibre across the City, with 138 of our sites now connected and upgraded a number of exchanges, this is the basis for future development.
A liveable and low carbon city: a destination of choice to live, visit, work	Several the projects in our proposed strategy will see a reduction in our annual carbon output such as the move to the cloud, and new equipment using less resources.
A connected city: world class infrastructure and connectivity to drive growth	The Council adopting technology and delivering digitally makes a positive contribution to Manchester's ambition to be a leading and inclusive Digital City.

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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.

Digital Strategy

1. Introduction

1.1.   ICT & Digital is critical to the delivery of Council services.

1.2.   This Report has been written to provide an update on the ICT & Digital Strategy.

1.3.   This report includes:

- A copy of the ICT & Digital Strategy (Appendix A)
- Details on the development & consultation of the strategy to date.
- Proposed governance model.
- Work in preparation for the implementation of the strategy

2. Context

2.1.   ICT & Digital are central to the Council to be able to deliver efficient and effective services.

2.2   The strategy and technology road map are important for delivery council priorities to make sure that investment is prioritised in line with the Councils priorities, and that it sits upon robust and secure infrastructure.

2.3   The strategy will also underpin the delivery of the next phase of the Future Shape of the Council programme particularly:

- Delivering an improved service to our residents and businesses through an implementation of a new Customer relationship Management (CRM) system and website through the Resident and Business Digital Experience Programme.
- The replacement of the council's main Finance, Procurement and Human Resources system (SAP) which will be at end of life in 2027.
- Moving away from our current data centres to a hybrid cloud approach which will see over 50% of our servers move to the cloud, reduce costs and improve resilience.
- Further embedding the systems and processes from the old Northwards Housing organisation into Housing Operations.

3. Consultation

3.1   There has been wide consultation across service users, Directorates and through member panels as well as with the ICT Service to support the development of the Strategy. The ICT & Digital strategy is due to go to Executive for approval on 11th October.

4. Proposed Governance Model

4.1   The implementation of the new ICT and Digital Strategy will be overseen by the ICT and Digital Design Authority Board.

4.2   The Board will be responsible for decisions on the use of new systems and technologies – council wide.

4.3   It will be led jointly by ICT with the Lead Member for ICT and Digital, and involve 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.

5.0   Preparation for Implementation

ICT & Digital Strategy and Future Operating Model

5.1   The Information and Communications Technology (ICT) service will have a critical role in the delivery of the Strategy. ICT are currently developing an ICT & Digital Future Operating Model with input from external expertise. This is to ensure that ICT continues to support the Council in the right way, as business need and technology evolves over time.

5.2   The main objectives are to:

- action the ambition to be a Digital-first and Cloud-first organisation
- align to the Council's wider Digital Strategy
- align to other MCC strategies, and policies and developing initiatives e.g., data management policy, carbon reduction ambition
- move IT provision from traditional transactional service to a more strategic and influencing focused service
- deliver secure, stable, and compliant operational services
- innovate and influence new ways of working through exploitation of modern technology
- establish a customer focused ICT & Digital organisation that offers great customer experience and seamless technology services.

5.3   The work is being developed in consultation with our workforce and other key stakeholders. The service itself is currently delivering several major projects to improve resilience, reduce cyber security risks, replace old legacy systems and improve functionality which are supporting the technological and transformation changes the council needs to make.

5.4   Work is ongoing to develop a four-year delivery and investment plan, which once this strategy is agreed, will go via the appropriate Council approval and budget setting routes.

6.0   Recommendation

Scrutiny are asked to support the ICT & Digital Strategy