

**Manchester City Council
Report for Information**

Report to: Resources and Governance Scrutiny Committee –
8 October 2019

Subject: ICT Update

Report of: Interim Director of ICT

Summary

The Committee to receive a report on the proposed reshaping of Council's Information and Data Strategy and to include an update on the resilience of the Council's IT service provision. The report will be divided into the following sections:

- ICT Resilience
- Data Centre Programme
- Network Refresh Programme
- Telephony replacement
- PSN
- Work to be undertaken to refresh the corporate IT Strategy

Recommendation

Members are requested to note the report.

Wards Affected: All

| 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. |

| | |
|---|---|
| A connected city: world class infrastructure and connectivity to drive growth | ICT is upgrading all council buildings with fit for purpose network and WiFi. |
|---|---|

Contact Officers:

Name: Ian Grant
 Position: Interim Director of ICT
 Telephone: 0161 234 5998
 Email: ian.grant@manchester.gov.uk

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.

- Our ICT Strategy 2016-2019
- ICT Investment Plan
- PSN certificate

1.0 Introduction

- 1.1 The Manchester ICT service is progressing well with the planned ICT strategy for 2019/20. 2019/20 is a challenging year including a significant amount of work around the resilience for Manchester's IT network and service, including the Data Centre project as well as the replacement on one of the Council's core systems with the migration of MiCare to Liquid Logic.
- 1.2 The report will focus on key projects that are critical to providing this resilience to Manchester. The Data Centre project will increase the availability of critical business services, the Network Refresh programme will provide a new Wide Area Network (WAN) giving a fit for purpose network which delivers adequate and appropriate speed and capacity for all sites. Replacing telephony and contact centre services will ensure the continuation of the core business requirement to provide telephony connectivity for all Council departments. Sitting alongside these three programmes is the Public Services Network PSN compliance work which covers operational security, authentication and access control, boundary protection and interfaces, protecting data at rest and in transit, user and administrator separation of data, and security testing. As the move to Liquid Logic is a major development in 2019/20 there will also be a short update on how the work has progressed. Finally, there will be an update on the work to develop the next iteration of the ICT Strategy.

2.0 Update on the ICT Service

PSN

- 2.1 The PSN is the government's high-performance network, which helps public sector organisations work together, reduce duplication and share resources.
- 2.2 The Council was deemed by the Cabinet Office to be PSN compliant in May 2019.
- 2.3 As part of the ongoing process ICT are currently remediating the latest reported critical and high priority issues, with compliance projects in-flight to address these in readiness for the next submission. There is ongoing communication with the Cabinet Office to demonstrate current progress to-date and against remediation activities.
- 2.4 This continuous approach is the best way to prepare and support the Council's PSN submission in April 2020 and beyond.

Update on resilience and key projects

- 2.5 The priority for ICT is the provision of fit for purpose, designed to be secure and resilient technology to enable the delivery of better public services. This includes investing in new delivery models and technical infrastructures to support business processes in ways that are secure, effective and robust. The ambition is to transform the experience of people interacting with and working within the Council.

- 2.6 Considerable progress has been made over the past 3 years and the targeted investments made recently has moved the Council from a position of having virtually no resilience and constant outages to a much more stable network and, for the first time, a disaster recovery option. This work continues through the data centre programme, which is highlighted below.
- 2.7 ICT enables the vast majority of the activities that are performed in MCC buildings across the city. From a member of staff working at their desk, the security systems that protect our buildings and people, the Wi-Fi used by the public, electronic wayfinding signs, the heating and lighting systems; all rely on ICT network hardware and connectivity. This network is in the process of being transformed to better enable the Council's new ways of working. This is primarily through two programmes of work: Data Centre Programme and the Network Refresh Programme.

Data Centre Programme

- 2.8 The Council currently manages its own data centre, the majority of its technology infrastructure resides in this facility at the Sharp Project. Manchester Creative Digital Assets Ltd who manage the location are keen to repurpose the Data Centre space occupied by the Council, and a single data centre represents a single point of failure.
- 2.9 The approved ICT Data Centre Strategy outlines the replacement of our existing core infrastructure and single data centre to a new solution hosted across two data centres, provisioned through UKFast Ltd to provide hosting for both live and disaster recovery scenarios. The Data Centre Programme has been initiated to deliver an 'active/active' Data Centre design, splitting core infrastructure across two sites and removing the single point of failure risk.
- 2.10 The key outcomes of the Data Centre Programme are:
- The increased availability of critical business applications/services and the ICT infrastructure
 - Remove single points of failure
 - Reduction in service outages
 - Increased resilience of key applications
 - Reduce revenue cost associated with data centre facility
 - Allow for the repurposing of Sharp Data Centre facility
 - Releasing ICT support staff to focus on service delivery, not data centre support
 - Reduce carbon emissions
- 2.11 The Data Centre Programme previously reported a Sharp exit date of December 2019. The revised exit date is currently February 2020, however, significant planning is underway between the Council and its partners to exit sooner.
- 2.12 The revised timescale allows for the Network Design and Implementation Project to fully consider the additional design considerations and multiple sign-

off documentation which was required before cabling work and build could commence. An external organisation was also commissioned to undertake a review of the network designs to provide assurance that the suppliers responsible for the network deliverables will deliver a fully technical working solution. Their report has been received and the outcome is positive as it confirms that the overall design aligns with industry standards and there is high confidence on the hardware selected and deployed to the new data centres; which is designed to cope with failure and outages. It noted that they had good confidence that the designed solution will be more than fit for purpose in a disaster recovery situation.

- 2.13 In order to deliver the project within agreed timescales some of the data centre migration of applications and services will now take place during the working week and weekends and not be limited to out of hours/weekend migrations. This will be in agreement with the services affected and following an assessment of risk and business requirements.

The Network Refresh Programme (NRP)

- 2.14 The Network Refresh Programme consists of the following projects:

- Wide Area Network (WAN) Refresh - this provides the connectivity between Council buildings,
- Network Infrastructure Local Area Network (LAN) Refresh Project - this provides connectivity to Councils systems within Council buildings
- WiFi Project - a new Corporate WiFi solution to every MCC site including:
 - Daisy WiFi (BusyBee) extension and replacement
 - GovRoam (tactical solution, and strategic solution)
 - Corporate/public/guest WiFi

- 2.15 This work will be carried out through 2019 - 2021 and is critical for the ongoing performance and resilience of the networks operating within MCC. It will be the first total refresh of the entire infrastructure.

- 2.16 The Wide Area Network (WAN) refresh project will provide a fit for purpose network which delivers adequate and appropriate capacity and speed for all sites, together with the resilience, and security to transport services such as Telephony and Wi-Fi. WAN provision will also be flexible and can scale bandwidth in response to changes in the MCC estate.

- 2.17 The Local Area Network (LAN) project will provide the modern network infrastructure that will support the council's workforce, services and collaboration with partners. As part of this project WiFi will be provided as standard in every MCC site on our network. WiFi supports corporate, public, and guest connections; the service will be consistent across the MCC estate.

- 2.18 At a high level, the new capabilities delivered by this programme will allow the following outcomes and benefits to be achieved:

- Enable flexible and partner working

- An infrastructure that supports emerging technologies
- Improved network security across MCC buildings, addressing long-standing issues and areas of vulnerability.
- New cabling systems will have a lifetime of approximately 15-20 years.
- A standard solution for design and configuration of our network equipment across the MCC estate

2.19 The total Programme Value is £8.6m and the programme is scheduled to complete in Summer 2021.

Telephony and Contact Centre

- 2.20 The current core telephony and contact centre systems become end of life March 2020 due to the manufacturer withdrawing support. After this, support will be from the maintainer, BT, but will be on a 'best endeavours' basis, which represents a high risk to MCC. This is due to the manufacturer withdrawing production of new spare parts. BT have indicated that maintenance services will be available beyond the current contract end date of March 2020 but only for an initial 12 month period. ICT has undertaken a tender exercise for a replacement system and the evaluation is near completion. Supplier due diligence will be carried out and it is expected that a contract will be signed with our new supplier in November 2019. Implementation is planned to commence early in 2020 following the prerequisite design and planning activities.
- 2.21 Replacing telephony and contact centre services will ensure the continuation of the core business requirement to provide telephony connectivity for all Council departments as well ensuring supplier support and maintenance. It will deliver enhanced capability to support a flexible and modern workforce in line with our Our Ways of Working strategy alongside the delivery of a new stable, intuitive contact centre environment. The new service will support considerable business change with the benefits being experienced by all users of the new platform across the Council.

Liquidlogic Programme

- 2.22 Frameworki (known within MCC as Micare), supplied by Core Logic, has been MCC's Children's and Adults case management system since October 2008. After some work to consider Core Logic in 2015 the project was restarted with a full option appraisal. As a result the Liquidlogic suite of systems was identified as being most suitable against MCC's requirements, following a procurement exercise.
- 2.23 The project to implement the Liquidlogic commenced in October 2017. This is a complex and large scale change; the kind that organisations would undertake once every 10-20 years.
- 2.24 The scope of the project included 6 systems:
- The Liquidlogic Adults System (Case Management)

- The Liquidlogic Childrens System (Case Management)
- The Liquidlogic Early Help Module (Multi Agency Safeguarding Teams and Preventative support services)
- The Oxford Computer Consultants (OCC) Finance System for Adults – Controcc
- The Oxford Computer Consultants Finance System for Childrens – Controcc
- The Oxford Computer Consultants Provider Portal (Method via which external placement/service providers contracted to the Council can submit their invoices)
- The Business Case included the following resource provision:
- Liquidlogic and OCC professional services to implement the new systems.
- ICT Revolutions - data migration specialists: a key resource given the complexities of migrating social care data, as recognised with the failed Mosaic project.
- ICT, Children's, Adults and Finance resource: to support internal aspects of the project, including: Project Management, Business Analysis, Application Support and subject matter experts.

2.25 The change programme can be described as having three components:

- System implementation and the start of the business change required to go-live with the new systems.
- Ongoing business change activity to embed the systems within our organisation.
- Continuous improvement to ensure best practice use of Liquidlogic is in place across our organisations.

2.27 The Liquidlogic suite of systems have been operational since 23rd July 2019. The focus is now on embedding the systems within the organisation and continuing the business change activity required to align both business service process and systems; leveraging the opportunities that they bring. The new system will require more rigorous data recording in social care and is also highlighting areas where business processes can be streamlined.

2.28 Among the benefits the new systems will deliver are:

- Less time at the desk typing into systems
- Transparency regarding the costs of care
- Improved insight regarding case progression and compliance to practice and statutory standards
- A better quality of service delivery to citizens via oversight and improved case management tools.

2.29 The implementation of Liquidlogic provides a strong foundation to build upon. This provides an opportunity to integrate with other systems, such as health, and support Manchester's service integration agenda.

IT Strategy Refresh

- 2.30 The current IT Strategy 2016-19 expires this year and needs to be refreshed to ensure that the Council has a modern and fit for purpose IT provision, designed around the corporate needs of the Council to deliver services and initiatives to residents of Manchester. The current strategy is appended as a link on page 2 of this report and has shaped the Council's investment in IT, including replacing Lotus Notes, PSN compliance, Blackberry replacement, the Data Centre project, Liquid Logic, rationalisation and roll out of new printing devices. Since the 2016/19 Strategy there have been considerable advances in technology, the development of the Corporate Plan for the Council, significant progress with health and social care integration and the development of the Our Transformation programme which is also included on this Committee's agenda.
- 2.31 The interim Director of ICT is leading this work and reviewed the principle corporate strategy documents, including Our Manchester and the Corporate Plan. This will help shape the outcomes of the new strategy around enablement of those ambitions
- 2.32 The above work will continue and be supplemented by a series of inclusive processes that will bring the buy-in and input from all levels of the organisation. This will ensure the detail for the next 3 to 5 years for Manchester is fully explored as an essential element which will provide the scope and breadth of the support and enablement approaches required from both the IT service and the technology.
- 2.33 The final strategy will be designed as a statement of intent and objectives, specifying real world tangible deliverables that are designed solely for the good of Manchester and its residents. It will shape the capital investment in technology, applications and new approaches for the Council eg SAP strategy as well as ensuring these technologies and partners support the desire to become a zero carbon city by 2038. It will speak to the ongoing and essential partnerships with MHCC and MLCO to foster closer working relationships, practices and seamless collaboration.
- 2.34 To ensure maximum buy-in it will be plain English, focused on enabling Manchester's ambitions and will become the 'rules of engagement' setting data and information standards and future innovation and ways of working. It is expected that the strategy will be ready in draft form by early November. Once ratified the IT Strategy will form one of the key documents alongside the Corporate Plan, People Strategy, revised MTFP and Capital Strategy for the council.
- 2.35 The first draft of this strategy will be circulated November 2019.

3.0 ICT Finance Update

Revenue Budget Position

- 3.1 The ICT current year revenue budget is £13.48m and this is net of the £0.605m savings that were approved as part of the budget process. As at the end of August (Period 5) ICT are forecasting an underspend of £420k. This is largely due to net savings on staffing costs of c£300k which is largely from vacant posts.

Capital Budget Position

- 3.2 The revised 2019/20 ICT investment plan budget is £11.5m, and the current year forecast spend is £8m, the table below provides a breakdown of the investment programme across both the current financial year and the life of the programme.

| Project | 19/20 Approved Budget £m's | 19/20 Revised Budget £m's | 19/20 Forecast £m's | 19/20 Variance £m's | All Years Budget £m's | All Years Forecast £m's |
|-----------------------------|---|--|------------------------------------|------------------------------------|--|--|
| New Social Care System | 0.5 | 1.7 | 1.7 | 0 | 3.7 | 3.7 |
| Data Centre Programme | 1.9 | 2.7 | 2.7 | 0 | 3.2 | 3.2 |
| Communications Room | 0.1 | 0.6 | 0.3 | (0.3) | 6.5 | 6.5 |
| End User Experience | 0 | 2.3 | 0.2 | (2.1) | 4.2 | 4.2 |
| Data Centre Programme | 0.7 | 0.7 | 0.5 | (0.2) | 0.9 | 0.9 |
| EYES Project | 0 | 0.6 | 0.6 | 0 | 2.2 | 2.2 |
| ICT Unallocated Capital | 8.8 | 0 | 0 | 0 | 23.8 | 23.8 |
| Other Projects | 2.0 | 2.9 | 2.0 | (0.9) | 13.7 | 13.7 |
| Total ICT Investment | 14 | 11.5 | 8.0 | 3.5 | 58.2 | 58.2 |

4.0 Conclusion

- 4.1 The ICT Service continues to focus on delivering value to the Council and ensuring we have the right technology and systems to support what we do for our residents. The state of the infrastructure and investment profile over the preceding years meant that the current strategy (Our ICT Strategy 2016 -19) contained a huge amount of work and ambition which focussed around: getting the basics in place - infrastructure, resilience, and disaster recovery. In addition, it prioritised working on our core systems including the recent migration to Liquidlogic which is a market leader for social care platforms in the UK.
- 4.2 The ongoing work and the refreshed strategy will continue this essential programme and will include, for example, supporting our workforce through an end-user devices refresh programme to remove dated and unproductive equipment that has reached the end of useful and productive life; this programme will support mobile working in a number of service areas across the Council.

- 4.3 As the Service matures it will transition from the current getting the “basics right” model to a more proactive, customer centric organisation with a clear goal to enable Manchester City Council to continue to meet its objectives to be a world-class City. This transition will require a fresh look at the whole service and include project delivery and commissioning, service operations and technology support, design and technical authority, and assessing the skills gap requirements for the journey to a truly agile, enabling service.