Manchester City Council
Report for Information

Report to: Resources and Governance Scrutiny Committee - 4 February 2020

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
- Collaboration Programme
- Liquid Logic
- Work to be undertaken to refresh the corporate IT Strategy

Recommendation

Members are requested to note the report.

Wards Affected: All

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.

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

1.   Introduction

1.1   The Manchester ICT service is progressing well with the planned ICT strategy for 2019/20. 2019/20 is, and continues to be a challenging year including a significant amount of work around the resilience for Manchester's IT network and service, including the Data Centre Programme 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.

2.   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 received PSN Compliance by the Cabinet Office in May 2019.

2.3   As part of the ongoing process ICT support teams continue to remediate the latest reported critical and high priority issues as identified in our last IT Health Check, some critical and high priority issues will remain at the point of re-submission but ICT support teams will mitigate and minimise the identified risk wherever possible. These issues will only be fully remediated upon the successful delivery of key strategic ICT projects and solutions. (examples projects include Telephony, Office 365, Compliance etc)

2.4   It needs to be noted that both Microsoft Windows 7 and Server 2008 have now gone out of support since 14th January 2020. ICT has migrated all possible end user devices and backend servers ahead of this end of support date (less than 1% remain active). Where platforms could not be migrated or updated due to key application dependencies or business processes, ICT has further mitigated this issue by purchasing extended support from Microsoft for these otherwise out of support platforms. This extended support will provide the ability to apply monthly Security updates and patches to these critical systems. This tactical and temporary control will only remain until the successful project delivery and decommission of dependant legacy services

2.5   The Security team maintains a regular dialog and communication with the Cabinet Office. This method has been highly effective in demonstrating our current progress to-date against identified remediation activities. This continuous update approach helps maintain communication and allows direct input from the Cabinet Office to support the Council's PSN submission in April 2020 and beyond.

Update on resilience and key projects

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

Data Centre Programme

2.7 The ICT Data Centre Strategy outlines the replacement of our existing core infrastructure and our current single data centre site. The strategy and associated work addresses a corporate risk by remediating single points of failure by moving to a new data centre solution hosted across two separate data centre facilities to provide dual connectivity providing the foundation for a more robust and resilient disaster recovery solution that will significantly reduce recovery times in the event of a critical failure and will help protect the availability of business-critical services.

2.8 The replacement of the core infrastructure with the investment and introduction of new technology for our virtual server hosting, and a new backup and storage solution is now in place. The final migration of applications to this new infrastructure was our finance and HR system, SAP which was completed in November 2019.

2.9 The previously reported Sharp exit date of February 2020 is now no longer achievable due to a number of issues with design sign-off, supplier delays, and snap General Election change freeze, all of which impacted the start date of the migration activities.

2.10 Since migrations started in late November some non-business impacting services and data storage migrations have safely taken place.

2.11 We have discovered an issue with the network design and in the interests of protecting live services the collective decision has been reached to pause migrations whilst the issue is rectified. We are awaiting a detailed timetable from the lead supplier with resolution timescales. Once this work is complete, estimated at a couple of weeks, migrations will then proceed.

2.12 To get the project back on the critical path to limit the impact to timescales and budget, a focus has been placed on options to migrate our critical business applications, bringing the total migration to approximately 80% of council services before the financial year end (end of March 2020). This will mean, some migration activities may need to take place during the working week which will cause disruption to service availability. This will be in agreement with the services affected and following an assessment of any risk and business requirements.

2.13 Our telephony, internet and final network services migration activities will then continue throughout April. Regular progress updates will be reported via the well established, business led Data Centre Steering Group.

2.14   If the migration activity does not proceed to plan due to any further issues encountered or if ICT are unable to secure sufficient migration windows during financial year-end activities then the programme may need to be paused until a later time which could move the exit date to June 2020.

The Network Refresh Programme (NRP)

2.15   This work will be carried out through 2019 - 2023 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. The total programme value is £8.6m.

2.16   An extension to the Daisy public WiFi (BusyBee) service was established in November 2019. The flexible nature of the contract will allow us to gradually expand and replace the existing service with a new corporate solution, with no costs for early termination.

2.17   The development of the tactical GovRoam solution has now been completed. Final preparations for go-live are taking place; go-live date will be scheduled to fit around Data Centre migration activities.

2.18   The procurement of a delivery partner for the LAN Refresh project will be done via the Crown Commercial Services (CCS) Framework. ICT has been in close engagement with colleagues from Finance, Procurement, Legal, and Work & Skills to compile the tender documentation, which is now in the final stages of development. Carbon reduction initiatives will be specifically requested from vendors as part of their Social Value commitments. The procurement timeline has been scheduled to minimise disruption to Data Centre migration activities; ICT is actively engaging with the vendors on the CCS framework to maximise interest and participation in the tender exercise.

Telephony and Contact Centre

2.19   The current core telephony and contact centre systems become end of life March 2020 due to the manufacturer withdrawing support, a support contract is in place until March 2021 but this still represents a high risk to MCC.

2.20   ICT has undertaken a tender exercise for a replacement telephony system and the evaluation process and supplier due diligence is now complete. It is expected that a contract will be signed with our new supplier in February 2020, after which implementation will commence.

2.21   The estimated go live date will be March 2021, however, the project will confirm this after detailed planning discussions with the new provider after the contract has been awarded.

Liquidlogic Programme

2.22   The Liquidlogic suite of systems has now been operational for 6 months (since 23rd July 2019).

2.23   MCC are now in component 2 of the change programme (with system implementation now complete (component 1), with business change activity ongoing across Children's Social Care (CSC) and Adult Social Care (ASC).

2.24   Multi-disciplinary triage teams have been formed to support the adoption of Liquidlogic across both CSC and ASC. Alongside the triage teams, resource has been allocated to map business processes between CSC/ASC and Finance, which a) helps to align roles and responsibilities to the different components of the systems, and b) provides a foundation for future transformation (i.e. Baseline of all business activities).

2.25   Good progress is being made in CSC, with staff generally adapting well to the new ways of working that the systems bring. Work being completed includes confirming the relationships between placements, commissioning and finance teams, with work actively ongoing to refine ways of working (month-on-month improvements can be seen). The children's triage team is expected to close in February/March 2020, with the training team taking on the responsibility for much of what they do.

2.26   From an ASC perspective, the focus of work is currently centred on exploiting the new systems to transform the processes and timeliness of the commissioning and procurement of care packages from external providers. The implementation of Liquidlogic has enabled insight into the historic mismatches between some planned care recorded by the social worker and the actual services/costs commissioned with external providers. The Deputy Director of ASC is leading a change programme, which includes the introduction of a 'brokerage' service to resolve these issues. This is being informed by best practice from other authorities using Liquidlogic and holding a series of detailed workshops and focus groups across the whole service to ensure a futureproof way of working is identified and established. The Triage team (referred to in 2.20.) provides the current mitigation.

2.27   From an ICT perspective, the systems are stable, this is a considerable improvement on Micare, which encountered regular unplanned outages and was subject to almost constant performance issues.

2.28   In summary good progress is being made but there remain a number of issues to resolve. Children's Services will be ready to move to business as usual in late February/early March. The timeline for ASC will be longer with the need to learn from the implementation to date and the establishment of a brokerage function that will enable the current issues to be resolved. The leadership of the Deputy Director of ASC has started to drive much more substantive progress. The change management and any financial implications will be identified as part of the work outlined.

Collaboration

2.29   The Key Decision to approve the programme to support, progress and implement was made December 2019. The Council will adopt Microsoft technology for productivity, collaboration and communications and the associated costs, business and culture changes and timelines required for successful implementation.

2.30   This programme represents a significant change to the current complex and often traditional ways of working and the adoption will require an organisation-wide commitment to training, communication and stakeholder engagement to promote new ways of working.

2.31   Due to the complexity and the business change associated with introducing this new technology, this project will form part of the wider Our Transformation portfolio alongside other projects that will collectively transform the way in which we work.

2.32   The engagement with Microsoft Consulting Services has begun, with an initial kick-off meeting on 20th January 2020. Workshops to explore the scope of work and provide detailed planning are continuing, and clearer timescales are expected shortly. The planned completion of all activity is 28th September 2020.

IT Strategy Refresh

2.33   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.

2.34   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.

2.35   The first draft of this strategy was circulated in November 2019.

2.36   The strategy is 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 about the ongoing and essential partnerships with MHCC and MLCO to foster closer working relationships, practices and seamless collaboration.

2.37   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.

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 and ICT will then developed the detailed technology roadmap that is, in effect, the how we are going to deliver these strategic ambitions.

Cyber Security Update

2.38   The threat and impact of a Cyber attack impacting Council services remains a high risk, the Cyber Security team in conjunction with our Security Services partners continue to proactively monitor and protect our infrastructure, platforms and data from malicious activity and events whilst leveraging the NCSC Active Cyber Defence programme.

2.39   A vital component of our internal defence will always remain with our staff, people are commonly referred to as the "human firewall", our staff provide the last line of defence when protecting our information and systems. Therefore it is essential that all our staff receive appropriate training to help inform their actions.

2.40   The Cyber Security team has developed and is starting to deliver a multi-layered Cyber Security Training and Awareness programme for everyone that has access to our IT systems. This programme includes:-

- A long term Cyber Security Communication plan
- Mandatory "Core" Cyber Security e learning for all IT users
- Face to Face Cyber Security Board Training for SMT
- Group Cyber Security training for Senior Managers and Leaders
- Cyber training for Councillors

2.41   As part of our ongoing assurance work, the Cyber Security team has recently conducted the second annual LGA Cyber Security assessments. In November 2019 the LGA provided a "Amber - Green" rating of Manchester City Council, this recognised the improvements made from the 2018 "Amber - Amber" rating. The report demonstrated that the Council has either maintained or improved its position in all 5 assessment sections.

3.   ICT Finance Update

Revenue Budget Position.

3.1   The ICT 2019/20 revenue budget is £13.478m and this is net of the £0.605m savings that were approved as part of the current year budget process. As at the end of November (Period 8) ICT are forecasting an underspend of £420k, this is unchanged from the previous update to scrutiny. The forecast underspend is largely due to net savings on staffing costs of c£300k which has arisen mainly from a combination of vacant posts and savings from staff not being at top of grade.

Capital Budget Position

3.2   The revised 2019/20 ICT investment plan budget is £9.5m, and the current year forecast spend is £8.8m, 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	2.0	3.2	3.4	(0.2)	4.4	4.6
Communications Room	0.5	0.1	0.1	0.1	6.5	6.5
End User Experience	0	0.1	0.2	(0.1)	1.8	1.8
EYES Project	0	0.9	0.9	0	2.2	2.2
ICT Unallocated Capital	8.8	0	0	0	23.8	23.8
Other Projects	2.2	3.5	2.4	0.9	15.9	19.3
Total ICT Investment	**14.0**	**9.5**	**8.8**	**0.7**	**58.2**	**58.2**

4.   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.

4.2   The ongoing work and the refreshed strategy is coming to a conclusion.