REPORT TO: **POLICY AND RESOURCES COMMITTEE - 22 APRIL 2019**

REPORT ON: **DESKTOP PRODUCTIVITY AND COLLABORATION TOOLS**

REPORT BY: **EXECUTIVE DIRECTOR OF CORPORATE SERVICES**

REPORT NO: **170-2019**

1.0   PURPOSE OF REPORT

1.1   To recommend the purchase and supply of Microsoft Cloud Based Office 365, Email, Instant Messaging, Video, Chat, Document Collaboration facilities and mobile device management products to replace the existing Microsoft Office 2013, IBM Notes mail, personal file shares and mobile device management facilities.

2.0   RECOMMENDATIONS

2.1   The Committee is asked to approve the following:-

   a) Remit to the Executive Director of Corporate Services to procure and implement Microsoft cloud based Office365 incorporating Email, Instant Messaging, Video, Chat, Document Collaboration, Enterprise Mobility Suite and Windows 10 licensing and functionality.

   b) Remit to the Executive Director of Corporate Services to procure supplies and services to facilitate the implementation and maximise the benefits realisation of the products.

3.0   FINANCIAL IMPLICATIONS

3.1   The total projected purchase and implementation cost of £3.5m will be contained within and funded from the 2019-2023 Capital Plan for Desktop Collaborative Programme. Procurements will be required for the software and consultancy services to support the implementation.

3.2   Annual revenue savings of £157,918 in 2020/21 and £232,918 from 2021/22 onwards will be made by the introduction of this technology.

3.3   Internal staffing costs for deploying and administering the system will be contained within the IT and Departmental Revenue Budgets.

4.0   MAIN TEXT

4.1   This report supports the Council's IT Strategy which was approved at Policy and Resources Committee on 18 February 2019 (Report 81-2019, Article VI refers) building on the Councils vision for a 'Digital Dundee'.

   Many features of the Councils ambitions will be realised through the recommendations of this report including

   a) increasing facilities for mobile and flexible working by significantly increasing availability to data and applications
   b) expediting cloud adoption
   c) enabling collaboration opportunities across the Council and with partners in local government, health and the third sector.
   d) improve communication and productivity across the Council with the use of these new tools
   e) helping to enable digital transformation of services

4.2   Microsoft 365 is a collection of cloud based technologies which includes Office365, Windows 10 and Enterprise Mobility and Security (EMS).

4.3   Office 365 comprises a range of user desktop productivity and collaboration tools. These include well known and widely used applications such as Word, Excel, Powerpoint. Office 365 extends these applications by also including:-

   a) Exchange online and the Outlook mail client, Microsoft's industry leading email platform.
   b) Teams, a collaborative platform for workgroups which allows flexible creation of teams for the sharing of documents, instant messaging, voice and video calls.
   c) Sharepoint, a highly configurable content and document management and storage facility
   d) OneDrive, a personal storage area with users having space for up to 1 Terabyte of storage space

Office 365 provides the ability for applications to be optionally accessible on the Council network or from any device anywhere through standard web browsers.

Office 365 allows one user license to be accessed on multiple devices.

4.4   Windows 10 is the operating system deployed on physical and virtual PCs which allows the Office 365 suite and all other applications to be accessed.

4.5   Enterprise Mobility and Security is a suite of tools to enable applications and data to be securely managed on mobile devices on iOS, Android and Windows.

4.6   The following critical factors influence the adoption of the Microsoft Office 365 suite:-

   a) Microsoft productivity tools including Office are a key component of users desktops within Dundee City Council. These tools are used in daily work by wide numbers of users for the communication of information, financial calculations and presentations. Usage of these tools varies from light to advanced with ingrained use of these tools in many business processes.

   b) The Council has largely been the exception to the rule in email and calendar tools in using the IBM Notes package, whereas the Microsoft equivalents, Exchange and Outlook are the standard for many comparable organisations.

   c) The lack of systems integration capability with IBM Notes is limiting the Council's ability to increase efficiency and productivity. Particular difficulty has been experienced by us not utilising the Microsoft tools in the area of system integrations. Many products have been designed to integrate seamlessly with Microsoft Outlook as the defacto standard for email integrations with IBM Notes less common.

   d) Collaboration tools have advanced greatly since the Council adopted IBM Notes and include components like one to one and group video calls, enterprise social networking, instant messaging, presence, collaboration space, cloud file storage and project planning.

   e) The Council currently has limited collaboration and file sharing capability. The Councils Content Server Electronic Document and Records Management System allows document sharing and a degree of collaboration within the Council network. Citrix Sharefile allows secure sharing of files out with the Council network.

   f) The existing license base is for on premise Office tools covering Word, Excel and Powerpoint as well as Server and SQL licensing. The existing agreement expires in June 2020. The Office component of that agreement currently cost £157,918 per annum with a significant increase expected when this agreement expires in 2020. Suppliers have indicated an increase of around 50% on that cost as Microsoft looks to drive up usage of its cloud based products.

g) The Council have seen significant challenges in maintaining its infrastructure and core software tools in recent years. This challenge will only increase in coming years as the software ages alongside the potential to lose expertise. A replacement or upgrade programme is required for IBM Notes which provides mail and calendar services. This legacy platform has proven increasingly challenging to support. The Council is currently paying £55,000 per annum for mail and calendar services. Significant investment would also be required to upgrade this platform with little additional benefit to the Council.

h) Existing email and calendar facilities have been causing a number of operational difficulties in their use. This includes issues such as limitations in their functionality as well as variations in the performance and reliability of the systems. The inability to integrate the current email platform into third party applications has been a limiting factor in leveraging the full benefits from the deployment of these applications. With many of them having been designed to integrate with Microsoft Outlook only.

i) The Council is seeing increasing demands for mobile access to services and documents. The current technology will require to be reviewed in 2020. The current technology offers limited capability to manage the range of devices which could be used, with windows devices including laptops not currently supported.

j) The Council is seeing a rising demand for collaboration facilities across Council services and with external partners and agencies.

k) Marketplace alternatives are known to exist to compete with elements of the Microsoft offering and have been considered. These include Google GSuite and Open Office.

   None of these products can offer client versions of Office for more complex document editing, and none offer their own alternative. If we deployed these products we would still need to fund Microsoft licenses at additional cost for a variety of business purposes.

   Alternative products would present other risks and challenges in terms of integrations, document compatibility, migration and training requirements.

   The cost of change of underlying office functionality to an alternative provider would be considerable, in addition to the cost of migration.

   The existing IBM email platform could be migrated to the IBM Cloud. The primary drawback is this would not allow the collaboration opportunities afforded by Microsoft Office 365. We would largely only be able to collaborate within the IBM cloud severely limiting the capability to collaborate with other Public Sector bodies.

4.7   The Microsoft Office 365 platform will be deployed to all staff currently accessing the corporate Dundee City Council platform.

Facilities will also be available:-

- to partner organisations including Leisure and Culture Dundee. Such organisations attract a preferential licensing rate
- to extend the service to employees who don't currently have access to Council IT to receive email.
- to manage up to 1000 mobile devices including phones and tablets.

4.8   The benefits of Microsoft Office 365 are wide and varied. These include

For users of the products:-

- Greater engagement across the public sector with other councils and partner agencies.
- Greater levels of flexibility and mobility in access to applications and data
- Users could use the applications through a wider range of devices than currently possible.
- Many of the applications are specifically designed with mobile in mind, others will offer varying degrees of capability depending on the complexity
- There is no need for the user to install anything so the application cannot break on their device
- The user is always using the latest version of the applications as they are regularly updated in the background by Microsoft and everyone gets updates at the same time
- Low cost ability to deploy to existing users of IT
- New applications and functionality are continually added by Microsoft

For the Council:-

- The products will encourage a culture shift in day to day working of employees as the Council becomes fully digitally enabled.
- The Council would benefit from having known costs attached to running these applications. Over time the license requirements could be further refined by job functions, so annual costs would be based on the number of users and could be budgeted for appropriately.
- There would not be a need to fund major upgrade projects
- Time would not be lost on issues experienced on upgrades.
- Increased collaboration with other organisations. An example could be sharing of calendars with organisations such as the NHS that also use Office 365
- All neighbouring Councils as well as the NHS are on programmes to rollout Office 365.
- Improved facilities for mobile/flexible working. Teams can communicate, collaborate and share much more quickly and easily

From increased use of Cloud facilities
- It is available from any supported browser and can be configured so as to be wholly or partly independent of the Dundee City Council network
- Performance will generally be consistent given the nature of the cloud and the ability to be flexible with compute resources and storage
- The system is available 24/7 with a targeted 99.9% uptime
- Additional storage space available in the cloud would reduce the use of on premise storage

For IT Support

- Lengthy and costly projects to refresh and update server infrastructure or the application suite would no longer be required
- Reduced risk of maintaining and upgrading these applications and underlying infrastructure
- Capacity and performance of the server infrastructure would be a greatly reduced concern. The cloud infrastructure is managed by Microsoft and capacity is added in the background to ensure a high level of performance is maintained.
- Capacity and performance requirements for our storage devices would drastically reduce as most documents would be stored on the cloud
- An increasing proportion of IT time could be directed to process improvements and efficiencies and away from routine maintenance, patching and upgrades
- Further standardisation of the software products in use across the corporate and curriculum estates.

4.9   The programme of change for implementing Microsoft 365s Email, storage and collaboration facilities will be extensive. There will be a major programme of change for the Council which will require to be addressed through a number of methods.

a) Learning and Organisational Development will play a key role in planning, facilitating and enabling the rollout of the products and their uptake by staff.

b) We will require to build on and extend the role of Digital Champions in the implementation and maximisation of benefits of the products.

c) As part of the suite of services offered consultancy and support for migration has been included by Microsoft in facilitating this process through their fast track services.

d) The Dundee City Council Education service already have access to Microsoft 365 facilities and many of the skills gained by the IT team deploying Microsoft 365 in the Education sector can be leveraged in the corporate environment implementation.

e) IT staff skills will be developed to assist in the implementation

f) Dundee City Council will collaborate with the Local Government DIgital Office (LGDO) who are looking at common Microsoft 365 implementations across the country. The LGDO are preparing papers on a number of aspects of these implementations including email migration, take up of the facilities, federation between organisations and security. We will monitor and participate in what their programme is doing where appropriate to inform our rollout and learning.

g) Support in the form of external support and training will be required from organisations to assist the Council in the implementation as seen in comparable implementations by other Councils including Angus, Aberdeenshire and Renfrewshire Councils.

4.10   Investing in Microsoft 365 Productivity base will create opportunities for significant future savings in the Councils IT infrastructure. Demands on the server infrastructure would be greatly reduced. The cloud infrastructure is managed by Microsoft and capacity is added in the background to ensure a high level of performance is maintained. Future server, storage and backup tenders will be reduced. There will also likely be opportunities for further consolidation by leveraging Microsoft 365s capabilities when products such as Citrix and Cyber Security are due for renewal.

4.10   Microsoft 365 offers significant functionality in meeting the requirements of GDPR which became law in 2018 including through the classification of documents and setting of retention timescales.

4.11   The project will be governed by a project board which will be led by the Executive Director of Corporate Services. The board will include representatives from services and will follow standard practices for project and risk management.

5.0   POLICY IMPLICATIONS

5.1   This report has been subject to an assessment of any impacts on Equality and Diversity, Fairness and Poverty, Environment and Corporate Risk. There are no major issues.

5.2   For the purposes of the procurements the Council will adopt the Public Contracts Scotland Procurement Framework. The framework states supplier compliance with a number of standards including but not limited to service management, environmental, project management, risk management, safety, accessibility, government IT, architecture, external connectivity and government information security.

6.0   CONSULTATIONS

6.1   The Council Management Team were consulted in the preparation of this report and agree with its contents.

7.0   BACKGROUND PAPERS

None.

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