SUSTAINABLE GROWTH AND ENVIRONMENT CAPITAL SCRUTINY COMMITTEE	Agenda Item No. 5
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Report of the Executive Director Resources

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ICT STRATEGY

1.   PURPOSE

1.1   The purpose of this paper is to provide the Sustainable Growth and Environment Capital Scrutiny Committee with an overview of the council's Technology Strategy approved by Cabinet on the 22nd September 2014 and following a request made by your Committee.

2.   RECOMMENDATIONS

2.1   The Sustainable Growth and Environment Capital Scrutiny Committee are requested to endorse the work undertaken in producing the Technology Strategy and to endorse the direction of travel for the council.

3.   LINKS TO THE SUSTAINABLE COMMUNITY STRATEGY

3.1   The Strategy is designed to enable the council to deliver better and more efficient services to its residents. The use of new technology will enable greater interaction with residents and the creation of digital communities where individuals are engaged and empowered. Through collaborating better and sharing data where possible with other service providers in the city we can ensure that we support the needs of residents whether it be from the police, social care or the NHS.

3.2   At the heart of the Strategy is the citizen:
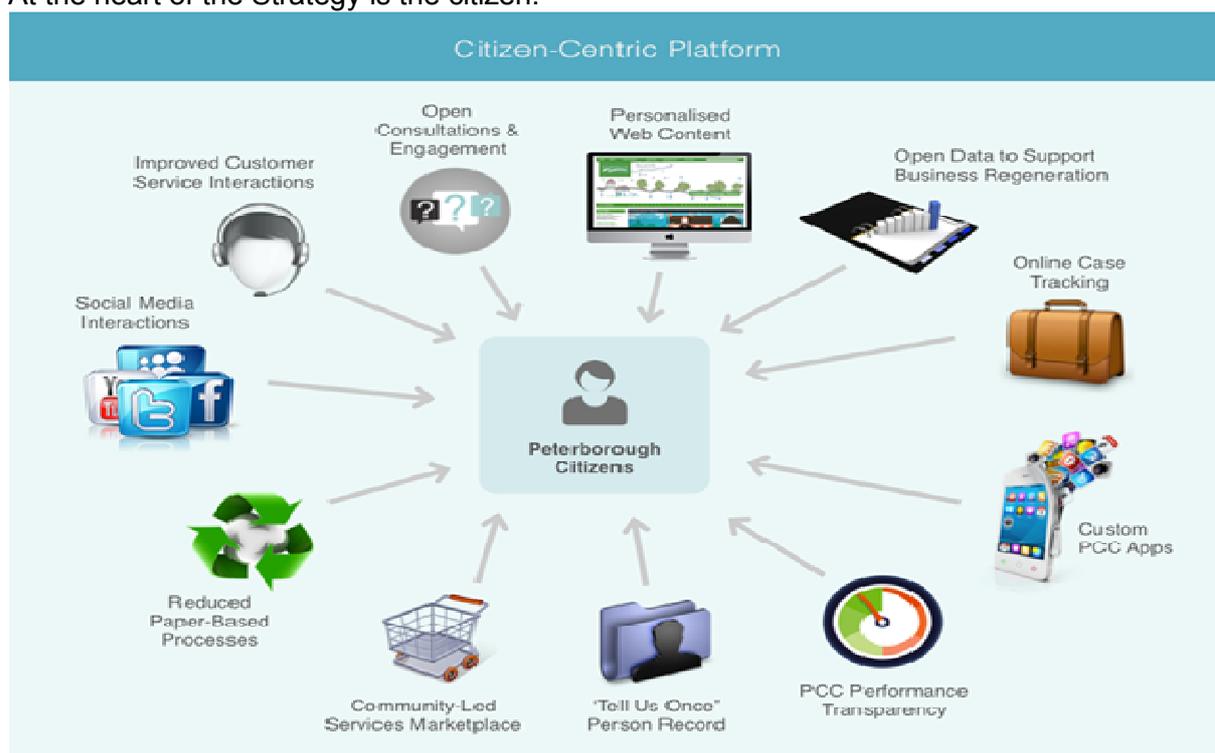
4. BACKGROUND

4.1   This Strategy sets out Peterborough City Council's approach to technology from 2014 to 2019. It describes how the strategic adoption of cloud platforms and digital techniques will allow the organisation to become more:
- •   Citizen focused
- •   Flexible
- •   Collaborative and
- •   Efficient

4.2   Peterborough, like all other Councils, is under continual pressure to balance budgetary cuts with business as usual operations, managing unforeseen events and changing political priorities. The on-going need to react to these pressures means that Councils historically have not been deliberately architected or designed, even at a high level.

4.3   Instead more and more layered departmental silos have been created and in the last 15 or so years, inflexible technology products and contracts have been installed and procured. Somewhere in this evolution it has become very difficult to efficiently service the needs of the citizen and other stakeholders.

4.4   This situation has many drawbacks but the main one is that Councils have evolved into inflexible silos of activity where innovation and change are difficult to deliver and where pace and agile thinking are stifled.

4.5   Many of the council's traditional applications are built from the ground up on proprietary technology and it is therefore costly and difficult to integrate them, resulting in a sprawling technology architecture through which it is difficult to facilitate a positive citizen and user experience.

4.6   Platform-based business approaches are an attempt to address the siloed and inflexible design of many traditional organisations. It looks to exploit common components across technology, design, people and process to the maximum extent, allowing more time to be spent on the specific, bespoke activities required to serve their customers.

4.7   This platform-based transformation will be challenging using PCC's current technology landscape which is characterised by:
- •   Siloed data

- •   Use of legacy technology

- •   Over reliance on not fit for purpose legacy technology

- •   Low adoption of some existing business applications

- •   Over lapping and duplicated horizontal capabilities

4.8   The strategy is based around building a core platform of software established from the requirements of Customer Experience and Adult Social Care and then building out across the rest of the estate from this platform.

4.9   The strategy has a focus on reducing applications across the estate and consolidating the current siloed approach to ICT to a more corporate level approach and ensuring departments are working collaboratively.

5. KEY ISSUES

5.1 The Council's choice of technology and enterprise wide approach is ground breaking and innovative, not only within Local Government but also across the wider public and private sectors. This strategy looks across a wide field of best practice across a range of sectors including the global private sector, the UK public sector and non-UK public sector. Gaining insight from complex organisations such as Coca-Cola, Toyota, Stanley Black and Decker and Burberry on how they respond to customers and how they use digital tools to drive their companies is vital as the Council adapts its processes.

5.2 Cloud technology that requires little or no infrastructure will form the model for the strategy. This will remove a large amount of back end, unseen tasks undertaken by ICT. This means ICT can work more closely with departments to ensure that we are developing solutions and enhancements on the platform to enable greater efficiencies. SalesForce will become the key component of the council's ICT product set.

5.3 Technology will be used to reduce friction in transactions for citizens, businesses, suppliers and partners. Use of modern technology will offer those groups the right tools to work flexibly to improve and develop new services and new opportunities for Peterborough.

5.4 Delivery of this Strategy will enable the effective use and sharing of data and the agility to respond quickly to new threats and opportunities. In other words it will be possible for PCC to become a fully digital organisation

5.5 To enable the above vision PCC's future technology landscape will exhibit the following characteristics:
   - It will be designed with the expectation of change
   - It will flexible enough to cope with unanticipated change
   - It will enable services that are cheaper, better and faster

5.6 A SOCITM study estimated that average UK council costs per transaction are £8.62 for face to face; £2.83 for telephone and £0.15 for digital. It is therefore essential that to reduce cost that the shift to online channels will need to be made through making these channels as simple and easy to use as services residents choose to use, such as online shopping. In doing so, those residents who find this method of transacting with the council the most convenient will choose to use digital channels without the council having to turn off alternative channels for those residents who choose not to use digital.

5.7 The Indicative Architecture below begins to show the model of the council's ICT infrastructure of the future with self service front facing applications being integrated into back office systems. This model supports the Customer Experience and Adult Social Care transformation programmes. A key element moving forwards will be to consider the legacy applications and look to rebuild the majority of these within SalesForce.

5.8 SalesForce can be configured to meet virtually every need of every department within the council. The true value is then realised through the data that the council holds corporately instead of being held in the current siloed approach.

5.9 SalesForce is used extensively across both the private and public sector and has been named the World's Most Innovative Company for the last four years by Forbes.

Indicative Architecture
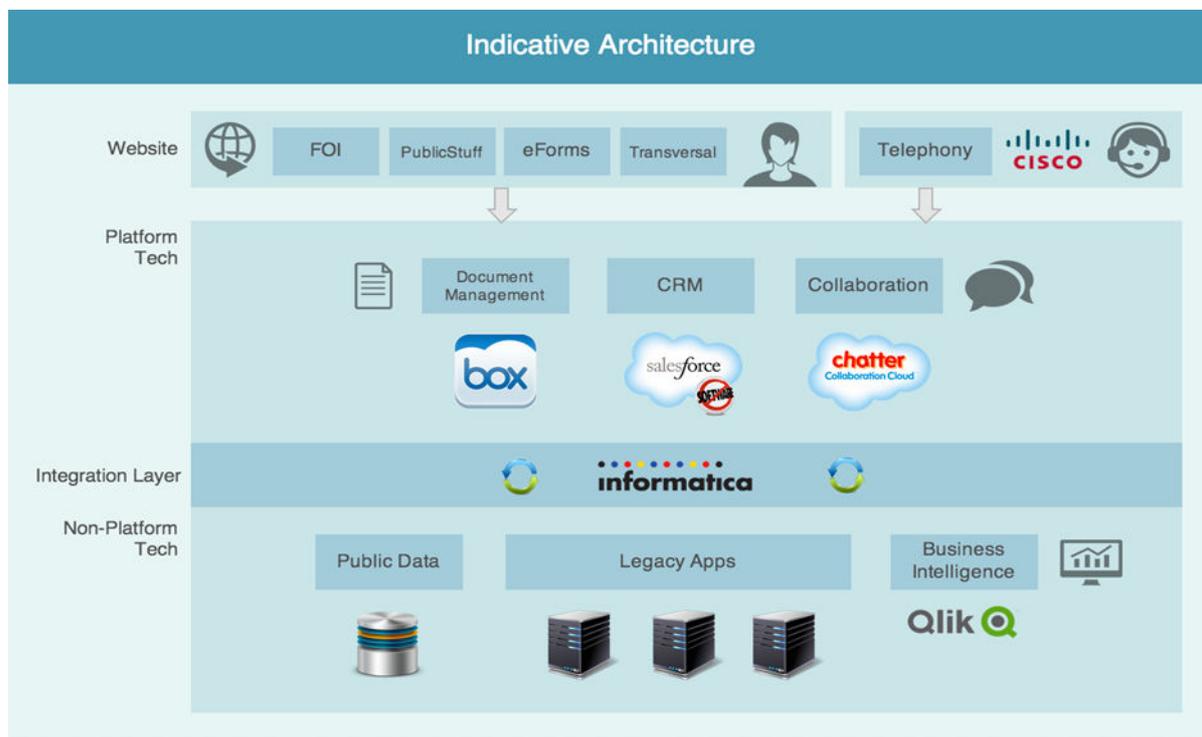
6. IMPLICATIONS

6.1 The Technology Strategy will have implications across the council and will affect all residents who choose to interact with the council via digital methods. The Strategy is designed to improve the level of service offered to residents.

7. CONSULTATION

7.1 The Strategy was constructed using input from Richard Godfrey at the council, a number of Methods Digital Consultants, using their knowledge and experience combined with collateral provided by the council including documentation, workshops and 1-2-1 meetings with key staff and stakeholders to develop and test the findings. The Strategy has also considered best practice from both the wider public sector, including overseas, and the private sector.

7.2 The underpinning technology components in the ICT Strategy have been compiled through consultation with the Adult Social Care and Customer Experience Transformation programmes. These requirements have been matched with the ongoing requirements of the ICT department taking into account the budget pressure that the council faces.

7.3 Consultation has also been undertaken with Serco ICT, the council's Delivery and Commissioning Board.

7.4 All staff have had the opportunity to provide feedback on the council's proposals.

7.5 Consultations with citizens and council partners will be initiated as and when required to ensure the Council is delivering the services that are required not the ones that the council believe are required.

8. NEXT STEPS

8.1 A further update report can be presented to the Sustainable Growth and Environment Capital Scrutiny Committee at an agreed date in the future. Monitoring of the Technology Strategy will continue through the Member Officer Working Board.

9.   BACKGROUND DOCUMENTS
Used to prepare this report, in accordance with the Local Government (Access to Information) Act 1985

9.1   The Peterborough City Council Technology Strategy 2014 – 2019; which can be found at appendix A.

10.   APPENDICES

10.1   Peterborough City Council Technology Strategy 2014 – 2019

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