

CABINET	AGENDA ITEM No. 6
15 July 2019	PUBLIC REPORT

Report of:	Sue Grace: Director Customer and Digital Services	
Cabinet Member(s) responsible:	Councillor Mohammed Farooq: Cabinet Member for Digital Services and Transformation	
Contact Officer(s):	Sam Smith: Strategic Lead for IT Strategy Peterborough City Council and Cambridgeshire County Council	Tel. 07565 009838

IT STRATEGY FOR PETERBOROUGH CITY COUNCIL AND CAMBRIDGESHIRE COUNTY COUNCIL

RECOMMENDATIONS	
FROM: Director of Customer & Digital Services, Sue Grace	Deadline date: N/A
It is recommended that Cabinet:	
<ul style="list-style-type: none"> ● Approve the IT and Digital Strategy; ● Approve the decision to share the Sand Martin House Data Centre with Cambridgeshire County Council. 	

1. ORIGIN OF REPORT

1.1 This report is submitted to Cabinet following a referral from CMT on 8 May 2019.

2. PURPOSE AND REASON FOR REPORT

2.1 The purpose of this report is to advise Cabinet of:

- The proposed IT & Digital Strategy for Peterborough City Council and Cambridgeshire County Council;
- Including the proposal to share the Sand Martin House Data Centre with Cambridgeshire County Council.

2.2 This report is for Cabinet to consider under its Terms of Reference No. 3.2.4, '*To promote the Council's corporate and key strategies and Peterborough's Community Strategy and approve strategies and cross-cutting programmes not included within the Council's major policy and budget framework.*'

3. TIMESCALES

Is this a Major Policy Item/Statutory Plan?	NO	If yes, date for Cabinet meeting	N/A
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4. BACKGROUND AND KEY ISSUES

4.1 Sharing services with Cambridgeshire County Council

- 4.1.1 In 2015 Peterborough City Council took the decision to investigate sharing services with Cambridgeshire County Council. This began with the appointment of a shared Chief Executive post in October 2015, followed by other shared senior management posts including, as of January 2019, the appointment of Sue Grace as Director of Customer & Digital Services for both authorities.
- 4.1.2 Some shared teams and front line services have been in place since 2017 and it is increasingly evident that there is a need for an IT and Digital Strategy to support these shared services and to progress the transformation of both councils.
- 4.1.3 With the appointment of Sue Grace and Sam Smith, as the shared Strategic Lead for IT for Peterborough City Council & Cambridgeshire County Council, it is possible to create strategy to do that.

4.2 IT and Digital Strategy

- 4.2.1 The existing and planned convergence of services across both Peterborough and Cambridgeshire requires a step change in delivery of IT for both councils as the current arrangements are ad-hoc, localised and therefore ineffective and expensive.
- 4.2.2 This vision for future IT and Digital services, that has been articulated in the Strategy attached to this Cabinet report, is for staff in shared services to be able to work more effectively across both organisations, and therefore be able to deliver more effective services to our citizens. Staff should have access to IT that supports joint working and enables secure, easy and robust sharing and collaboration through IT tools that are delivered on a cost effective basis with the minimum level of duplicate costs for equipment and licences. In short converged IT systems supporting converged teams that can work seamlessly across the two organisations.
- 4.2.3 To deliver the vision articulated above an IT and Digital Strategy for Peterborough City Council & Cambridgeshire County Council is proposed for consideration by Cabinet. This strategy is summarised below:
- Office 365 – more than just email;
 - Shared IT Infrastructure;
 - Converged Business Systems;
 - Shared Digital approach;
 - Shared Data to inform decision making;
 - An organisational Structure for 2020 and beyond.

The full strategy is available as Appendix 1

- 4.2.4 To ensure that the areas of work that provide the biggest benefit are implemented first it is proposed that activity be prioritised and grouped into phase one of the implementation of this strategy.
- 4.2.5 Firstly all current projects with an IT element are being reviewed to see where they sit in terms of the overall strategy, whether they represent value for money for Peterborough City Council, and whether they contribute to the existing savings target within IT and/or savings targets elsewhere in the council. Work on projects that do not fit these criteria will be paused or ceased. For example, in 2018 (23rd July) Cabinet decided that Peterborough City Council would move away from using Google for Office software (Email, calendar, Word & Excel) and instead implement Microsoft Office 365. This was done in part to facilitate closer collaboration and more efficient working between Peterborough City Council and Cambridgeshire County Council, Cambridgeshire have also made a commitment to move to Microsoft Office 365. A project to achieve this is underway and includes close working between the two authorities to ensure that this technology is configured to support the existing and future sharing of services.

- 4.2.6 Secondly some new projects will be identified to meet the specific areas of the strategy, for instance the replacement of the existing Customer Relationship Management system with one that can be shared with Cambridgeshire County Council.
- 4.2.7 The proposed activity for phase one is listed below:
- Adult Services' social care case management and finance system, Mosaic;
 - The implementation of the new, cross-organisational Children's social care case management and finance system, LiquidLogic;
 - Office 365;
 - Shared Customer Relationship Management system;
 - Software to support business intelligence, Power BI (a product that is associated with Office 365).
- 4.2.8 It is anticipated that this phase will take 18 months to complete. During that time work will begin to look at what other areas will be part of further phases.
- 4.2.9 A key part of the IT and Digital Strategy is convergence of services across both Peterborough and Cambridgeshire. As part of this it is proposed that in future there will be a single organisational structure for IT staff supporting both authorities. The details of how this could be achieved will be considered during the coming months.
- 4.3 Shared Data Centre**
- 4.3.1 The proposed IT and Digital Strategy is a 'Cloud First' strategy with an expectation that the majority of business applications will be transformed into the Cloud over a period of 3 to 4 years. During this time there is still a significant requirement for the IT systems (and associated IT equipment) to be hosted on site (known as 'On Prem'). This requirement would gradually reduce over time as each system is migrated to the Cloud in the most effective way.
- 4.3.2 Sand Martin House includes a data centre facility which is currently used to host many of the IT systems used by Peterborough City Council. It is however underutilised and, as such facilities are designed to operate most efficiently at a certain level of capacity, it is not operating at peak efficiency.
- 4.3.3 Cambridgeshire County Council are disposing of the Shire Hall site in Cambridge, which is where its Data Centre is located, with the move planned for the end of 2020.
- 4.3.4 As the Cambridgeshire data centre will not be available after 2020 it is proposed that the IT systems are moved to the data centre in Sand Martin House and that this facility is shared. This move will be a financial benefit to Peterborough as Cambridgeshire would contribute towards the running costs (e.g. power), any costs of upgrades as well as paying a hosting charge (rent). It has already been confirmed that the new tenants of Sand Martin House second floor will not require use of the data centre space.
- 4.3.5 This approach was endorsed, subject to approval by Peterborough City Council's Cabinet, by the 28th May meeting of Cambridgeshire County Council's General Purposes Committee.
- 4.3.6 An additional benefit of this approach is that it would allow for the investigation of a shared IT infrastructure between Peterborough and Cambridgeshire rather than being driven into the most expensive Cloud solutions. By using Sand Martin House it will be possible to maintain an On Premise capability whilst managing the migration to the most appropriate, cost-effective Cloud solution.
- 4.3.7 Part of this investigation will include reviewing existing revenue based cloud solutions in use within Peterborough to ensure they represent value for money, as we look to optimise the balance between capital expenditure and increasing demand on revenue expenditure.

4.4 Strategic Principles

In formulating the IT Strategy the following principles have been applied.

4.4.1 Convergence

Strategically the principle is to *converge the IT systems*, and the supporting infrastructure, that is used by both authorities to reduce costs and to support the wider sharing of services across both authorities.

4.4.2 People

Supporting the convergence of systems is the ambition of having a *single organisational model* for IT staff to support this single, connected infrastructure and the converged systems. This ambition is informing our engagement with Serco in Peterborough and our discussions with LGSS in Cambridgeshire.

4.4.3 Technical

In line with the strategic advice from Serco, LGSS and central government guidance, the IT Strategy for Peterborough and Cambridgeshire is based on a '*Cloud First*' approach.

4.4.4 Financial

At all points the IT and Digital Strategy will be focused on achieving *best value for money* for each and both councils.

4.4.5 Data

The *data to inform strategic and operational decision making* should be accurate, available to decision makers as required and not duplicated.

4.5 Cambridgeshire County Council General Purposes Committee

4.5.1 The IT and Digital Strategy is one that supports the convergence and sharing of services between Peterborough City Council and Cambridgeshire County Council. It proposes a shared and convergent set of IT Services. As such the approach set out in the strategy needs to be approved by both councils. Cambridgeshire County Council will be considering the IT and Digital Strategy at its General Purposes Committee on the 16th July 2019.

5. CONSULTATION

5.1 The IT and Digital Strategy has been shared with and reviewed by the following groups:

- Peterborough City Council's Corporate Management Team;
- The Peterborough City Council and Cambridgeshire County Council Joint Management Team;
- Directorate Management Teams and staff teams in both councils.

6. ANTICIPATED OUTCOMES OR IMPACT

6.1 One outcome of the approval of this report, and the accompanying strategy, is that work can commence on setting up the necessary governance to drive forward and oversee all this work. Some projects are already in progress but this strategy brings current and future activity into a coherent framework.

6.2 A second outcome is that Peterborough will share the Sand Martin House data centre space with Cambridgeshire County Council.

7. REASON FOR THE RECOMMENDATION

7.1 The IT and Digital Strategy has been set out in response to the existing and planned sharing of services across Peterborough and Cambridgeshire. It will enable staff to work more effectively across both organisations, and thereby deliver more effective services to our citizens. It is essential that the IT provision supports and enables secure, easy and robust

sharing and collaboration. It is important that this is done on a cost effective basis with the minimum level of duplicate costs for equipment and licences.

8. ALTERNATIVE OPTIONS CONSIDERED

- 8.1 In terms of the IT and Digital strategy, and the convergence of IT with Cambridgeshire, the alternative option is to retain the status quo and continue with separate systems that are not shared or converged with Cambridgeshire. This option has been rejected due to the overwhelming need for front line services, that are already shared between the councils, to move away from duplication of systems, logins, data entry and data analysis.

9. IMPLICATIONS

Financial Implications

- 9.1 The IT and Digital Strategy is predicated on existing capital and revenue commitments made by Cabinet in 2018 and by Full Council in the budget setting for 2019/20. The service is currently reviewing this activity to ensure that it meets the objectives of the strategy. Any re-prioritisation of activity, to support the implementation of the first phase of the IT and Digital Strategy, will be done in consultation with the Cabinet Member for Digital Services and Transformation. Any changes to the current budget, or any requests for additional investment, will be taken through the Council's budget review and approval process. All our IT expenditure is expected to deliver financial and business benefits these will be articulated on a case by case basis throughout the course of the Strategy implementation. This will include identifying how IT can be used in front line and back office services to provide efficiencies and savings.

Legal Implications

- 9.2 None.

Equalities Implications

- 9.3 None.

10. BACKGROUND DOCUMENTS

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

- 10.1 None.

11. APPENDICES

- 11.1 Appendix 1 – IT Strategy for Peterborough City Council & Cambridgeshire County Council

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