STRATA
Solutions for government

Forde House
Newton Abbot

E-mail: comsec@teignbridge.gov.uk

2 January 2020

STRATA - JOINT SCRUTINY COMMITTEE

Dear Councillor

You are invited to a meeting of the above Committee which will take place on **Monday, 13th January, 2020** in the **Council Chamber - FHouse Offices, Teignbridge District Council, Newton Abbot** at **4.00 pm**

Yours sincerely

Phil Shears
Managing Director

Distribution:

(1) The Members of the Strata - Joint Scrutiny Committee:

Councillor Phil Twiss (Chairman)	East Devon District Council
Councillor Yvonne Atkinson	Exeter City Council
Councillor Chris Clarance	Teignbridge District Council
Councillor Rachel Lyons	Exeter City Council
Councillor Paul Millar	East Devon District Council
Councillor Charles Nuttall	Teignbridge District Council
Councillor Andrew Swain	Teignbridge District Council
Councillor Eleanor Rylance	East Devon District Council
vacancy	vacancy

A link to the agenda on the Council's website is emailed FOR INFORMATION (less reports (if any) containing Exempt Information referred to in Part II of the agenda), to:

(1) All other Members of the Council
(2) Representatives of the Press
(3) Requesting Town and Parish Councils

If Councillors have any questions relating to predetermination or interests in items on this Agenda, please contact the Monitoring Officer in advance of the meeting

A G E N D A

Part I

1. Apologies for absence

2. Minutes

   To approve the minutes of the last meeitng.

3. Declarations of Interest

   Councillors are reminded of the need to declare any disclosable pecuniary interests that relate to business on the agenda.

4. Questions from the Public Under Procedural Rules

   A period of up to 15 minutes will be set aside to deal with questions to the Committee from members of the public.

   Each individual will be restricted to speaking for a total of 3 minutes.

   Where a question does not relate to an agenda item details of questions should be notified to the Proper Officer of the Relevant Council at least two working days prior to the meeting.

5. Question from Members of the Councils under Procedure Rules

   To receive questions from Members of the Councils.

   Where a question does not relate to an agenda item details of questions should be notified to the Proper Officer of the Relevant Council at least two working days prior to the meeting.

6. Local Government (Access to Information) Act 1985 - Exclusion of Press and Public

   It is not considered that the Committee would be likely to exclude the press and public during the consideration of any of the items on this agenda but, if it should wish to do so, then the following resolution should be passed: -

   That, under Section 100A (4) of the Local Government Act 1972, the press and public be excluded from the meeting for particular item(s) on the grounds that it (they) involve(s) the likely disclosure of exempt information as defined in the relevant paragraphs of Part I of Schedule 12A of the Act.

7. Strata IT Director & Manager Report (Pages 5 - 38)

8. Strata Finance Report (to follow)

9. Strata 2020 Business Plan Update (Pages 39 - 40)

10. Strata Governance Update (Pages 41 - 58)

11. Strata Commercialisation Update (Pages 59 - 60)

12. Enterprise Content Management Update (Pages 61 - 62)

13. Local Digital Declaration Project (Pages 63 - 64)

Part II: Items suggested for discussion with the press and public excluded

Date of Next Meeting
The next scheduled meeting will be held on 28 May, 2020.

If you would like this information in another format, please e-mail
info@teignbridge.gov.uk

STRATA

Solutions for government

Strata Service Solutions Ltd.

IT Directors & Managers Report

- Joint Scrutiny Committee – 13th January 2020
- Joint Executive Committee – 27th January 2020

Date Issued: 1st January 2020 v1.1

Period Covered: 1st August until 31st December 2019

INVESTORS IN PEOPLE | Silver Until 2022

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IT Director Summary Report– *Laurence Whitlock*

So, 2019 is now drawing to a close and it's fair to say it's been an exciting year for Strata. After just over three years in planning, designing and delivering, we are in the process of completing the final stages of the Global Comms migration. Delivering Global Comms into the RAMM was a very complex migration, but this was successfully completed in November, so we now only have a handful of final migrations to complete and we can sign off on the project and all three authorities will be running on one single telephony platform, this is an amazing achievement given the complete mix of ageing telephony platforms that existed when we started out on the journey.

In the Exeter Civic Centre, we have completed the vast majority of the move to 'Agile' working for Exeter City Council officers. When we commenced this programme of work earlier in the year, it was expected that the work would be finished in April 2020, however, by working closely with the Exeter City Council teams, we've been able to bring the project in ahead of the original schedule.

A review and re-contract of mobile phone services has been undertaken and the new contracts are being finalised, we expect to deliver annual savings across the three authorities of circa £110,000 as a result of this exercise. This is a significant level of saving, but does not come with a corresponding detriment to the quality of the mobile service.

Each year the three authorities have to renew their PSN accreditation. In order to achieve this, Strata have to undertake a considerable amount of work to ensure that our systems are compliant. I am pleased to advise that this year, we have now completed the work and have been successful in the accreditation process. This is a great effort from all those involved, a failure to obtain the accreditation could potentially have a significant reputational impact on the authorities.

In the Business Systems team, we have a number of key projects underway. The Homelessness project is progressing well, and we've now signed and are working with our partner to implement the IKEN Legal Case Management solution. We have a project underway looking at Enterprise Content Management and have engaged a 3rd party consultant to review the needs of the three authorities. The Financial Management System (FMS) soft market test has been completed and the business case is being reviewed by the councils, we would expect this to be a significant undertaking and commitment for all three authorities should a decision be made to proceed.

The Service Desk is performing well, and the team are in the process of completing the initial release of the new vFire Service Management platform. This platform will greatly enhance the online features of the Service Desk enabling better levels of reporting, self-service and asset management. The IT training service is now being widely

used and momentum is continuing to increase as more and more officers and councillors access the service. This initiative has proven that there is a need for IT training across all three authorities.

Our financial position remains strong and we are on track to deliver the predicted savings which are likely to be in excess of £800k across the three authorities (and this excludes the savings on the mobile phone contracts). With three months still to go until the end of the financial year we will continually analyse our cost base to identify additional areas of saving.

We have completed the initial migration of circa 50% of EDDC councillors over to a Microsoft O365 platform, this provides for more functionality on the assigned portable devices (iPads). A paper was submitted to TDC Councillors to ascertain whether they wish to have access to this new O365 environment, a decision as to whether to proceed has been deferred for a few months whilst additional information is obtained.

On 13th December, we held the annual Strata conference at the RAMM. This event was well attended by all Strata staff and gave the Strata management the opportunity to thank all staff for their efforts during 2019, to recognise success of individuals and teams and to update staff on plans for the next 12 months. As part of this year's event we held a raffle with an element of the proceeds (£150) being donated to Macmillan Cancer Research.

Karime Hassan provided this year's keynote speech which was of great interest to all Strata staff, as it enabled us to understand how we are helping ECC transform their citizen services and to greater empower officers to work in a more 'Agile' way. We are hopeful that over the coming years, we can again call on the services of senior officers from the three partner authorities to provide similar powerful insight.

This year has been a very successful year for Strata, whether it be the move for EDDC into Blackdown House, the 'Agile' project at ECC, the OneTeignbridge project, the completion of the Global Comms project or the implementation of the new Mimecast email and web filtering solution, Strata staff remain highly committed to work of the three councils. Our participation in the Exeter Business games demonstrated that not only do Strata have talented IT staff, but also staff who are prepared to push themselves to new limits and are proud to participate under the Strata logo.

L.W.Whitlock

Laurence Whitlock

Strata Service Team Report

Infrastructure & Support Team – *Adrian Smith*

The last few months has seen some excellent progress across all areas of the team, with large scale projects nearing completion, and some important hardware upgrades completed successfully.

Major Infrastructure and Support Projects

Skype for business

The past month has been spent completing some of the final technical tasks of the project – namely migration of individual lines in Civic, and focusing on Exeter's RAMM.

Our migration of the Lift, Payment and Door Entry lines was a success, and these awkward lines (in that they were different to everything else we had tackled) are now no longer a problem for the project. We have also successfully implemented and deployed our new DECT solution, Spectralink, which allows for a new type of handset where staff can walk and talk in a similar way to a mobile. This solution has been deployed in RAMM, Ark and Civic Reception.

Also positive has been a successful implementation across the whole of RAMM. This was one of the hardest rollouts we've done as the entire site had to be done in a single day due to a loss of connectivity to the old phone system. This all happened, including a number of handsets being deployed, several staff being migrated and trained, two new DECT handsets and the main number being migrated to A365, along with a new voice and previously agreed streamlined menu options.

In terms of the technical challenge of the project, the last remaining tasks before the ECC phone system is finally switched off, is to deploy handsets across Phase 2 of Civic where required, and a migration of Exeter's TIC office. Both of these things are expected to happen by mid-December. If all goes well, we should be switching off the phone system very soon, however there are a few risks associated with this:

- We don't know if anything will break when the phone system is switched off
- We don't know if the phone system will switch back on again if required

There have also been some specific requests coming through around covering Christmas lunches in each department in Teignbridge, plus a few changes relating to the up and coming Election.

The non-technical parts of the project will run into January. This is mostly focused on internal training for the Strata service desk. I am also beginning to look at the PowerBI dashboard for Telephony, which needs a little work but is looking promising.

Exeter City Council – Agile Working

Nearing the end of the project now - Floors 1 and 4 are now completed. City Development and CSU were the last to move in. Some minor issues but all in all a successful transfer. Monday 9th December will see

HR / Legal / Corporate Property live on second floor, this will mean that four out of five floors will be complete.

Public Realm will be the last and final piece of the puzzle. All PR officers are scheduled for laptop training from Monday 9th December onwards. The furniture will being installed W/C 13th January, with network and IT configuration starting 20th January.

The Bunker on ground floor has now been converted into the corporate scanning area. Here there are three PC's with A3 scanners for use with DIP. This room will also in the future house the A0 plotter/scanner currently located in the Strata office.

The Election Team have for the moment stayed in Phase One. Strata will plan to move these officers in the New Year once the General Election is out of the way.

Other Projects

Cllr O365 – No progress this month, a decision on whether this will be adopted by Teignbridge has been deferred for a few months.

Server 2008 Upgrade/Replacement – Work on the project continues we have now completed 61 with 104 to go.

Sql 2005/8 Upgrade and replacement – Work is now progressing well on this project with the first databases now live on the new setup, we have already begun the decommission of the older SQL servers.

Windows 10 Upgrade for all desktops (Including Global) – The upgrade to AppVolumes has now been complete, we have also completed upgrades to the agents in the current desktops. We are now prepping the upgrade to the Horizon view components. This should be complete ready for us to start building the new Windows 10 image in January.

Exeter City Council – Entire Network replacement. – We now have procured the next phase of the switch replacement, with the switches being prepped for the first satellite sites. Belle Isle will be first, and will also benefit from an upgrade to the Wifi Infrastructure.

Mobile Contract Renewal –The swap to the new Vodafone contract is complete with the savings now being realised, the migration to the 02 contract is due to be complete by the end of the year. Unfortunately EE still haven't yet to release their pricing on the new framework, however we have indicative costings, and we are expecting the total saving across the whole contract to be £110,000 per year.

Broadband Estate Evaluation and possible replacement – Following the successful negotiation with KCOM we are now working with them to move more expensive links and lines from GAMMA, DAISY, REDCENTRIC & BT to KCOM – This work will be ongoing for some time.

Leased Line & LAN Extension Evaluation – 4 of our 5 leased lines are now on new contracts, we are negotiating the renewal or replacement of the last 1. We have also now begun the initial stages of tendering for new contracts for the Strata MPLS, MIA and SIP trunks.

Webcasting – Teignbridge District Council – Contracts have now been signed and a purchased order raised with the supplier.

Anti-Virus Replacement – Strata's current anti-virus software Kaspersky is coming up for contract renewal as this is considered as part of the critical path to delivering our services work has begun early to identify a replacement or potential renewal. Having already had demos of one system we have now arranged demo's for a further two systems before engaging in a replacement tender.

Virtual Desktop – Disaster Recovery – Strata have been working with a 3rd Party called Computer World to evaluate current demand and performance of the VDI platform, this is ongoing, with the results due in January. We will then be in a position to procure the necessary hardware to increase the DR VDI.

Civic Centre Relocation – Strata are now having to consider the potential significant impact of Exeter City Council relocating form the Civic Centre and selling it off. This building currently houses our Primary Datacentre, Strata are now reviewing all the options and implications this may have. It is also being factored into any future investment in the site.

Firewall Upgrades – **Project Complete**, the new firewalls have been installed and we have now migrated onto these.

Load Balancer Upgrades – The new Load Balancers have been delivered, configured and installed, and now in final stages of testing before being made live. Live Migration due to begin January 2020

Cloud Evaluation – as we come to the end of the original five year hardware installation and convergence strategy, we now look to the future to see what that may be, as part of this we are now undertaking multiple evaluations with several leading cloud vendors to look at how they will be part of the next five years. This is at a very early stage, however Strata have been engaged with Amazon Web Services (AWS) for the last two years.

UPS Overhaul – All three of the Strata Uninterruptible Power Supplies (UPS) are now due their 5 year major overhaul, subject to board approval this is due in January 2020. We are also now about to begin deploying rack mount UPS units to all Network cabs located in Forde House as part of our ongoing strategy to increase resiliency to the network, these would be used to provide cover during a power failure and before a generator kicked in.

Security and Compliance Team – *Robin Barlow*

The security position has remained at a **normal level** of alert over the last month. This has been further assisted by the continuation of the new Mimecast system for managing email threats.

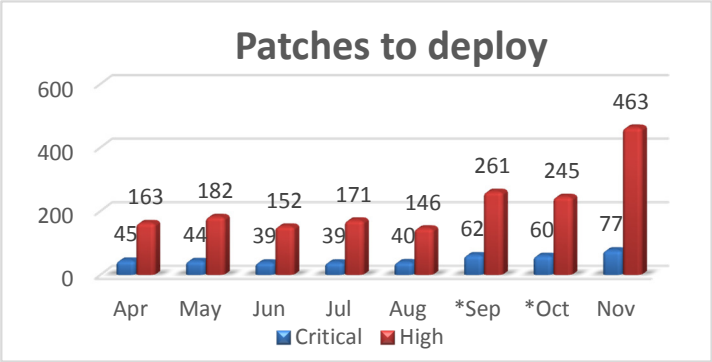
The main news is the successful re-certification to the annual PSN CoCo for all three Councils.

GDPR / DP Act 2018

DPIAs are continuing to be worked on, including iTrent, TDC Teletrac, the Data warehouse, CCTV in the Strata data centres/ network equipment rooms and a Contactless Donation system for the RAMM. The Data sharing/processing agreements have been provided to TDC after a decision from the Strata board on the liability insurance position.

Security software patching (security vulnerability fixes)

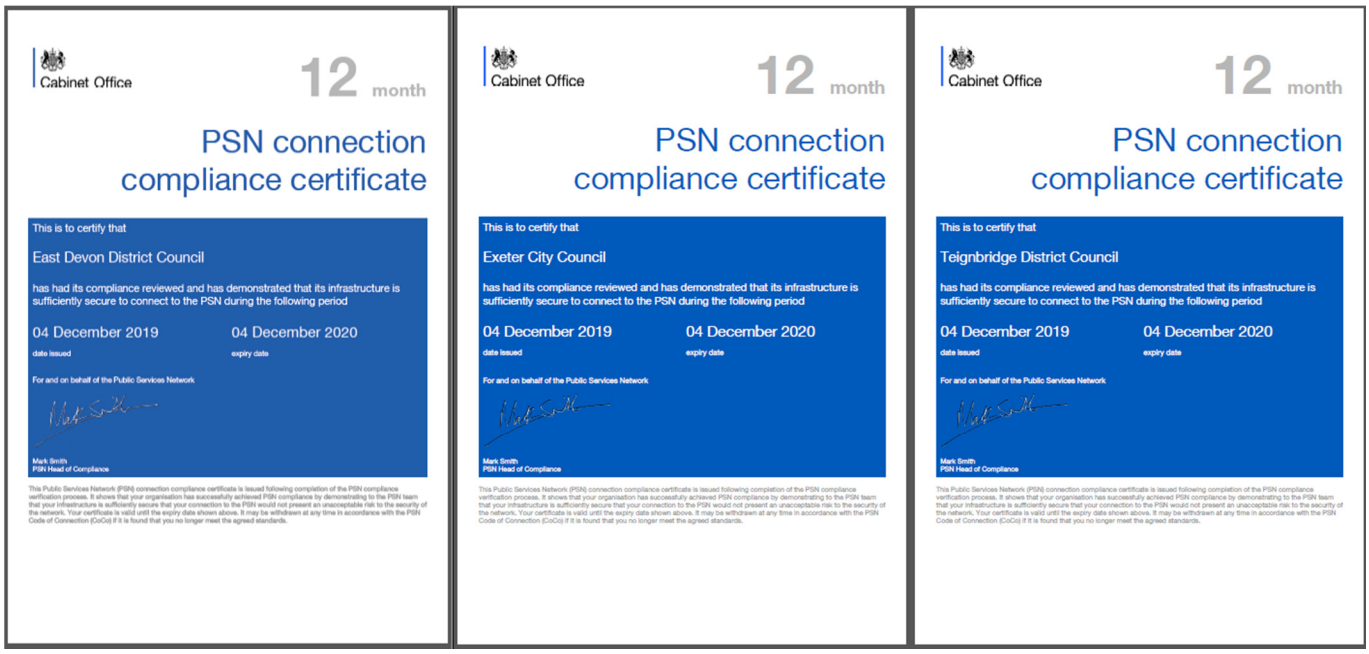
The patch metrics this month have been affected by a timing anomaly, where the PSN coco compliance work resulted in the recorded value being just after the new batch of month vulnerabilities from Microsoft. We normal take the pulse just before this as it is a better measure of our ongoing patching progress.



We would expect the performance to be more reflective in the next report, however with it also being the festive period, it may still not be representative.

As a final reminder, since September 2019 the metrics have been complicated by a new version of the worldwide standard for vulnerabilities (CVS score) being adopted. This has in general raised the severity level of most issues, skewing the statistics by about a third. Also for the benefit of those who infrequently study this area, there will always be a noise level of vulnerabilities as we take a careful approach to patching as sometimes the impact of the patch can be far greater than the limited benefit of the patch, and many vulnerabilities are rated critical/high in very specific circumstances which would not apply to the Strata systems.

PSN CoCo



Cabinet Office 12 month

PSN connection compliance certificate

This is to certify that

East Devon District Council

has had its compliance reviewed and has demonstrated that its infrastructure is sufficiently secure to connect to the PSN during the following period

04 December 2019 — date issued

04 December 2020 — expiry date

For and on behalf of the Public Services Network

Mark Smith
PSN Head of Compliance

This Public Services Network (PSN) connection compliance certificate is issued following completion of the PSN compliance verification process. It shows that your organisation has successfully achieved PSN compliance by demonstrating to the PSN team that your infrastructure is sufficiently secure that your connection to the PSN would not present an unacceptable risk to the security of the network. Your certificate is valid until the expiry date shown above. It may be withdrawn at any time in accordance with the PSN Code of Connection (CoCo) if it is found that you no longer meet the agreed standards.

Cabinet Office 12 month

PSN connection compliance certificate

This is to certify that

Exeter City Council

has had its compliance reviewed and has demonstrated that its infrastructure is sufficiently secure to connect to the PSN during the following period

04 December 2019 — date issued

04 December 2020 — expiry date

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Mark Smith
PSN Head of Compliance

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Cabinet Office 12 month

PSN connection compliance certificate

This is to certify that

Teignbridge District Council

has had its compliance reviewed and has demonstrated that its infrastructure is sufficiently secure to connect to the PSN during the following period

04 December 2019 — date issued

04 December 2020 — expiry date

For and on behalf of the Public Services Network

Mark Smith
PSN Head of Compliance

This Public Services Network (PSN) connection compliance certificate is issued following completion of the PSN compliance verification process. It shows that your organisation has successfully achieved PSN compliance by demonstrating to the PSN team that your infrastructure is sufficiently secure that your connection to the PSN would not present an unacceptable risk to the security of the network. Your certificate is valid until the expiry date shown above. It may be withdrawn at any time in accordance with the PSN Code of Connection (CoCo) if it is found that you no longer meet the agreed standards.

Sometimes you can allow yourselves to be very proud of a situation, and in this case, we have **achieved** the annual government **PSN Code of Connection** security check for the three Councils **in advance of the re-certification date**. This is the first time in the last ten years of my Council IT career that this has been achieved, and to a degree the PSN assessment team have relied on assessments over-running to smooth out their assessment work across all the councils.

Even before the certificate was issued, leading up to the assessment process, we received feedback:

> *"the level of information provided to support our RAP [Remediation Action Plan] and the mitigations etc. were excellent and gave them confidence but for their own 'comfort' they just needed to see a reduced number of issues down to single figures or 10/11"*

A huge amount of work goes into the annual compliance, and sometimes this sees the limelight, however this is work that has to continue all year to keep the systems secure.

Windows Server 2008 and SQL 2008 migration

This project has now progressed significantly with the team now having completed another 17 databases. Windows Server conversion continues, and is now an increasing focus.

Secure email

To allow us to focus on the PSN CoCo, the priority has been reduced for the Outlook 'plugin' which provides Global Desktop users with more control over the spam management and also will introduces Large file sending (and retrieving) along with Secure Email. Mimecast is introducing a feature that will reduce the number of clicks needed to release multiple emails, which should in particular assist Members.

Business Continuity

The Business Continuity overarching plan has been provided to the three Councils and a very successful meeting in November has initiated a review of the key systems. It was also agreed to undertake independent tests of each Council's Business Continuity plans with a major IT related incident scenario. Each test is to be attended by the other two Council BC leads. This will then be followed up by a joint three council Cyber Security Response test.

Systems availability

This last period had a low number of issues reported again (ECC 2, EDDC 4 and TDC 3). Windows updates and patches accounted for four of these, which is always the risk of updates. The other two issues related to voice calls, one the result of a Virgin Media national issue and the second that Voicemails could not be accessed and was found to be the result of an upgrade by a third party

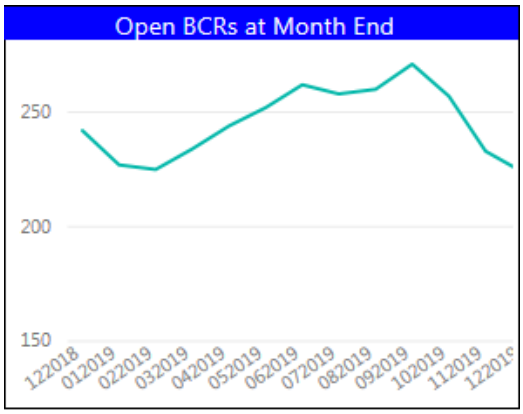
Data Protection & Security Awareness

Strata now have the authority to purchase the base DoJo security and data awareness package, which we are planning to release to the Councils in February.

LGA Cyber Survey

Strata have now collected the responses for all three Councils to the LGA Survey, and when the LGA fix their submission process the responses will be entered. Awareness again will be a key improvement area for all three councils, and will be assisted by the Dojo training package.

Business Systems and Business Intelligence Unit– *David Sercombe*



Focus Month : Strata Closed 37 BCRs in November:

- 12 for ECC
- 11 for EDDC
- 14 for TDC

The table below show these benefits[1].

Site	Cashable Savings (£/ year)	Income Generation	Efficiency Savings hrs/ wk	Statutory Obligations
ECC	£15,501.00	£0.00	49 Hrs/ week	1
EDDC	£2,000	£0.00	6 Hrs/ Week	1
TDC	£1	£0.00	2 Hrs/ Week	2
Total	£17,502	£0.00	57 Hours/ Week	4

The breakdown of **Cashable savings** for November '19 is as follows:

Site	BCR Title	Service Area	Customer	Cashable Savings (£/ year)
ECC	End to End Digital Bookings for Sharps collection	ECC Waste	Lesley Rapley	£7,700
ECC	Paper free Billing for Agile Flexile Working	ECC Estates	Jacquie King	£5,000
EDDC	Academy/OPENHousing HB Data Transfer Process	EDDC Housing	Sandra Coulson	£2,000
ECC	Quote only: Update/improve Wi-Fi by upgrading hardware to deliver a better service	ECC RAMM	Rick Lawrence	£1,800
ECC	Satellite office connected to the network	ECC Housing	Lawrence Blake	£1,000
TDC	Search only configured for main Teignbridge site, not subdomains	TDC Coms	Amanda Williams	£1
TDC	Modification to Crew 20's work pack on iPhone	ECC Waste	Lesley Rapley	£1

[1] Figures provided by authority

The breakdown of **Efficiency savings** for November '19 is as follows:

Site	BCR Title	Service Area	Customer	Efficiency Savings
ECC	Satellite [sic] office connected to the network	ECC Housing	Lawrence Blake	37
ECC	End to End Digital Bookings for Sharps Collections	ECC Waste	Lesley Rapley	8
ECC	Paper free Billing for Agile Flexible Working	ECC Estates	Jacquie King	3
EDDC	Academy/ Open Housing HB data Transfer Process	EDDC Housing Needs	Sandra Coulson	2
EDDC	Temporary Housing Application due to Homelessness	EDDC Revs and Bens	Rachael Hookings	2
EDDC	Habitat Payments	EDDC Planning	Nick Wright	2
TDC	Sundry Debtor Report	TDC Benefits	Steve Lacklison	1
TDC	Search only configured for main TDC Site not subdomains	TDC Coms	Amanda Williams	1
ECC	Modification to Crew 20's work pack on iPhone	ECC Waste	Lesley Rapley	1

Major Business Systems Projects Update

For more detail about these projects and others, please refer to the Strata Portal and follow the links to the project schedule and highlight report for each individual project.

Key project updates as follows:

Firmstep – East Devon

The project is progressing well with the initial focus being on migrating the large number of Lagan forms into Firmstep. The forms have been prioritised in Volume order and are being worked through accordingly. Where an opportunity exists to improve the current forms without significant work, these improvements are being made, with any major process redesign being undertaken in phase 2, once the as is and to be process mapping has been completed.

UAT is underway and second pass for waste has been completed. The work to correct the issues identified in UAT is now complete and a final round of testing of these changes is required. Following successful sign off of these final changes, the forms will be in a position to go live.

The payment integration with EDIT V2 is now complete.

An initial round of Training has been provided for CSC staff

Firmstep – Teignbridge

Since going live in September 2018, Teignbridge have now processed approximately 50,000 transactions via Firmstep with 76% being via the self-serve option.

Processes which have recently gone live include Bulky Waste, Land Charges and Street Naming and Numbering. Bulky Waste in particular is a very large complex process which includes a third party undertaking the fulfilment. This has been very well received.

We're currently working on some core applications which will be of benefit to all 3 authorities. These include: a booking system, which can be used to book anything including, equipment, training, events or venues. This has been built to be used across any authority and will integrate with Firmstep processes. The first use of this will be to book noise equipment in Teignbridge. We're also working on a system to reduce the Firmstep cost of integrating accounts with third party systems.

Side Waste is currently in UAT

Nuisance is currently in development and is being integrated with the booking system

Finance Convergence – All

This is project is on target. The Soft market Test has been completed and the indicative costs have been received. The business case has been drafted and circulated to the team members for comment. The budget requirements outlined in the business case will be added to the Strata Business Plan for 20/21. If funding is approved the project will proceed from April 2020

Assets, Streets and Grounds Maintenance – All

This project is on target. The Soft market Test has been completed and indicative costs have been received. The business case has been drafted and circulated to the team members for comment. The budget requirements outlined in the business case will be added to the Strata Business Plan for 20/21. If funding is approved the project will proceed from April 2020

Legal Case Management – All

The contract with IKEN has been signed. Kick off meetings with the 3 authorities are now being arranged. The Kick off meeting in TDC has been held with a go live date schedule for Jan/ Feb 2020. The kick off meetings in the other authorities will happen as soon as they have been arranged.

Homelessness – ECC

Implementation of the new homelessness system is well underway. There has been a slight change to the original scope in that data transfer is now required. This will result in additional costs to ECC.

Enterprise Content Management (ECM) – All

Work is underway on workshops and market evaluation for a potential Enterprise Content Management system for the 3 authorities. It has proven challenging to arrange the workshops with the 3 authorities prior to Christmas due to authority staff availability, so these will occur early in the New Year.

iTrent – Teignbridge

Phase 1 of the iTrent project in Teignbridge has been delayed until the May 2020 pay run when payroll will be being run in the live environment for the first time. This will also include basic self service capabilities.

Core Work

The team are continuing to meet the core system requirements. They are currently focussed on PSN related clear up work such as patching, SQL Server and Server 2008 upgrades. This work will continue well into next year.

Document Centre Team – *Martin Millmow*

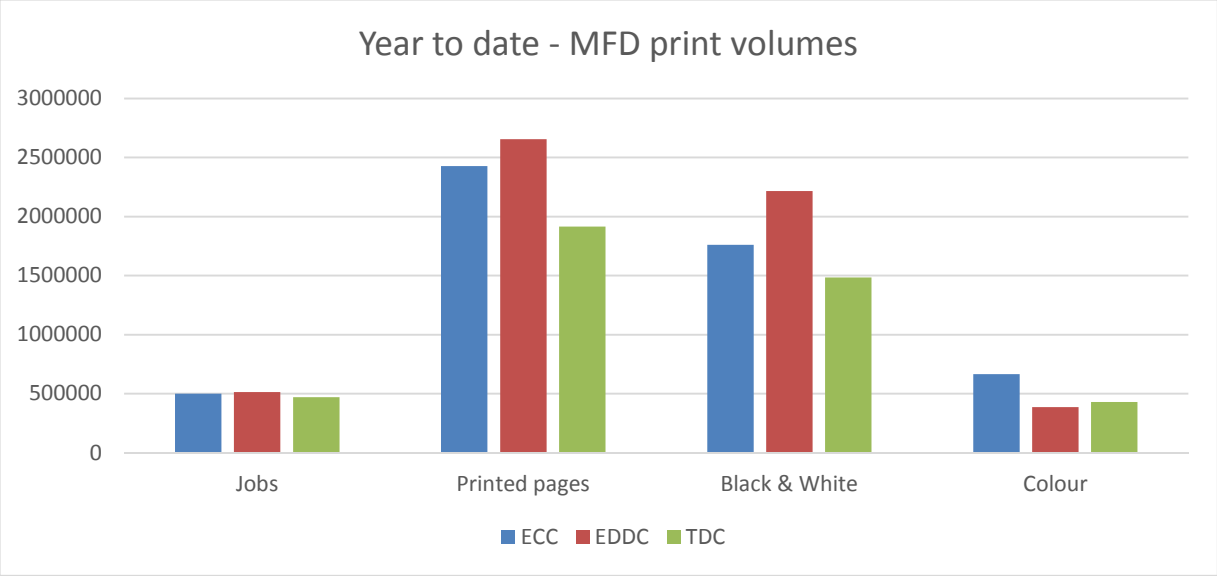
Printing volumes and trends

The combined printing volumes for the Follow-Me printers have reach 7.0 million for the year and are expected to be approximately 7.5 million prints for the year.

Production demand at ECC in particular remains robust with demand for Strata skills and the volume of work remaining steady. At TDC, Strata produced the required Elections material including the postal vote envelopes for the 3rd Election of the year, the decision to install a dedicated envelope printer continues to prove a success and Strata are now producing more varieties of envelopes for both TDC and EDDC that we would previously outsourced at higher costs.

The wider rollout of iDocs in TDC and EDDC in early 2020 will bring about important change, a series of departments including Planning (EDDC), Building Control (EDDC), EH, Licensing will increasing use processes which are digital only. We look forward to see a significantly decrease in the volume of printing produced by these departments.

Following a successful trial of a new 70gsm A4 paper at ECC and EDDC we are switching to this paper stock from the previous 80gsm paper as our default, the new paper has notable environmental credentials including lowering the amount of raw materials (trees, water, energy) used in the production of the paper. The type of tree used is cut at a height that allows the tree to grow back removing the need to replant. We are mindful of our use of natural resources and are looking to further reduce our carbon footprint. Briefly reviewing our printers use of power it is good to see that the Ricoh devices use less power than the previous models they replaced, particularly when they are in sleep or standby mode and that as a result of reducing the number of device over the last 2 years by about a third overall we have further reduced energy use.



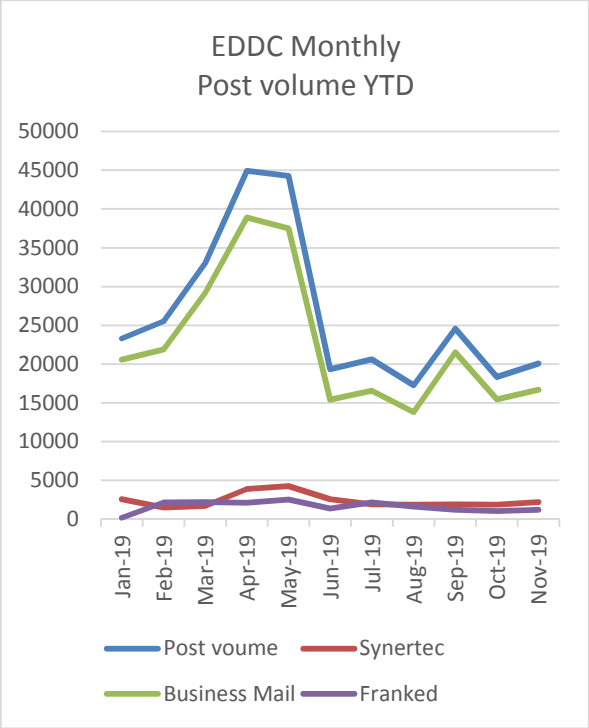
Scanning

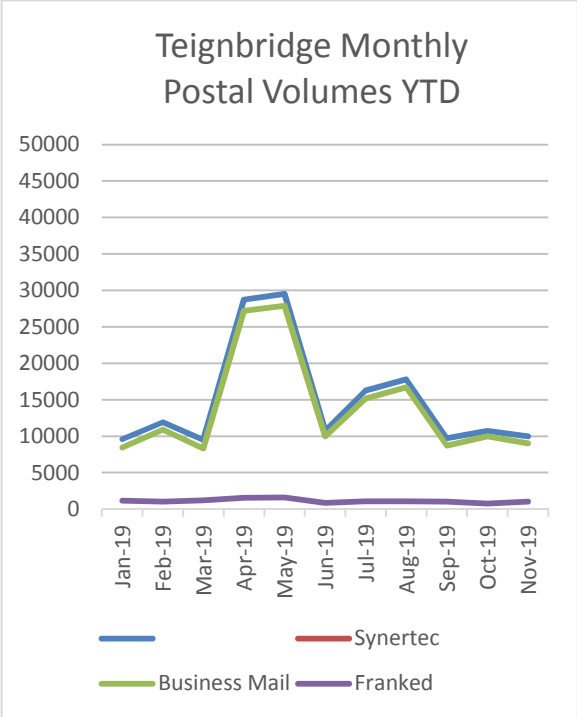
The scanning of 400+ TDC Asset files continues at TDC, with the Newton Abbott asset files being the latest set to be scanned and indexed this work will continue until iDocs is ready at which point these files will be put on hold to make way for the scanning of EH premises files.

Testing of the iDocs scanning setup has continued at EDDC during November and the scanning operators are now confident about their part in the transition. An iDocs scanning user guide has written to provide a living reference document for the scanning team across the two sites. The Strata team have worked well together to explore the changes required to working processes to ensure the service is not disrupted. Our current thinking is the iDocs change will be a case of swings and roundabouts for our part of the operation as we see some improvements in terms of function with some operation simpler while other will become more complex.

Postage figures

The following graphs show the split between the Business Mail, Franked post and post sent via the Hybrid Mail provider. Discussion with our Hybrid mail supplier, Synertec, about simplifying and expanding the processes used at EDDC in particular are progressing well and we are hopeful of expanding the range of documents being processed taking some pressure of the Revs and Bens team at EDDC.





Design Work (EDDC only) - the Council Plan continued to be significant piece of work throughout the back end of the year, with a wide range of contributions from key stakeholders. Strata design resource has worked closely with Karen Simpkin and members of her team to implement the required changes. The document has received excellent praise from Councillors.

The new Housing Matter magazine has designed and will be printed and dispatched prior to Christmas.

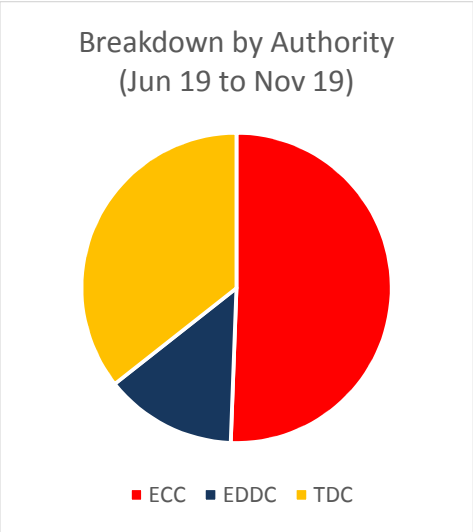
Focus IT Training – *Clive Newton*

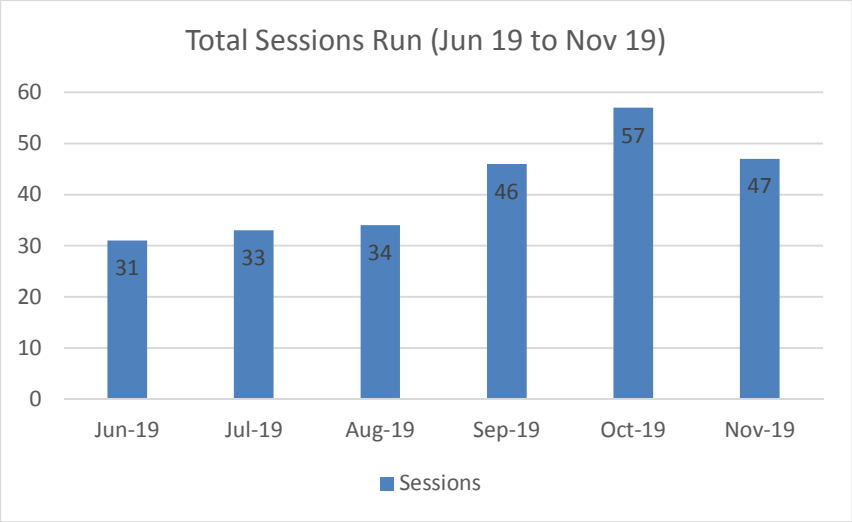
There has been an increasing level of momentum in relation to the IT training services which Strata are now offering. In particular, training on the new telephony platform is regularly being requested, this is as a result of more users actively wishing to understand and ultimately make greater use of the features and functions of the new telephony platform.

Training Breakdown

Month	Direct contact time	Total sessions	Number of clients seen – 1:1 and group	Session Breakdown by Authority		
				TDC	EDDC	ECC
Jun-19	51:55	31	60	25	1	5
Jul-19	74:45	33	97	23	0	10
Aug-19	34:20	34	76	4	2	27
Sept-19	44:00	46	157	2	10	34
Oct-2019	46:30	57	109	15	15	27
Nov 2019	35:10	47	102	19	6	22
TO DATE 30/11/2019	**285:30**	**247**	**601**	**88**	**34**	**125**

NOTE: in TDC, we launched 30 min drop in sessions in October and these have proved particularly successful.

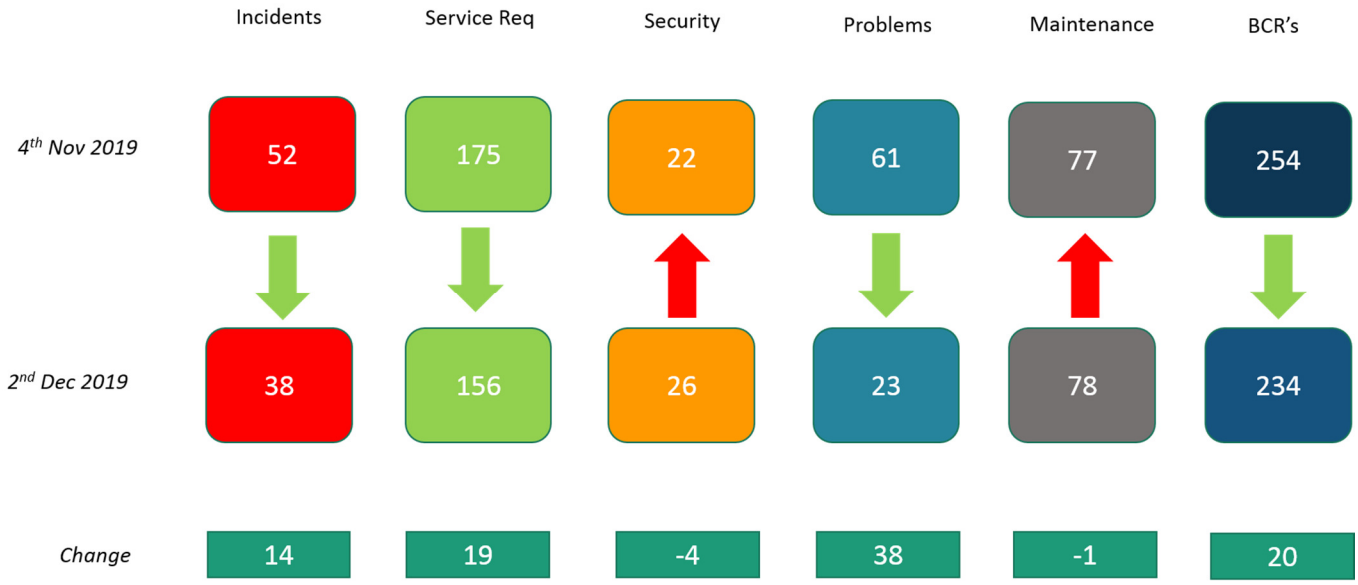




Strata Service Performance

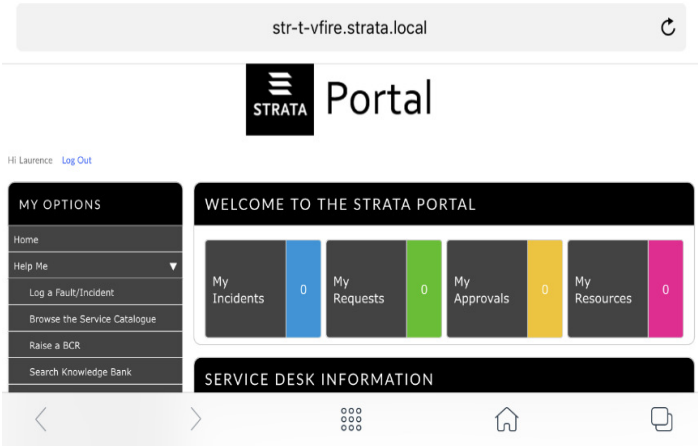
High Level Real Time KPI Measures

Strata use a set of six KPI's to show performance against agreed metrics.



The above graphic shows the difference in outstanding KPI measures since 4th November 2019 (next extract 6th January 2020).

Please Note: We are currently working to introduce a new Service Management platform (vFire), and as such we are aligning our Incident process with the international ITIL framework. Moving forward this will enable us to more proactively manage our incident queue. This is the reason behind the sudden increase in the number of outstanding incidents. We will be providing more granularity over the coming months in the number of (priority) P1, P2, P3, P4 and P5 incidents which Strata receive.



Service Desk Performance Indicators Report

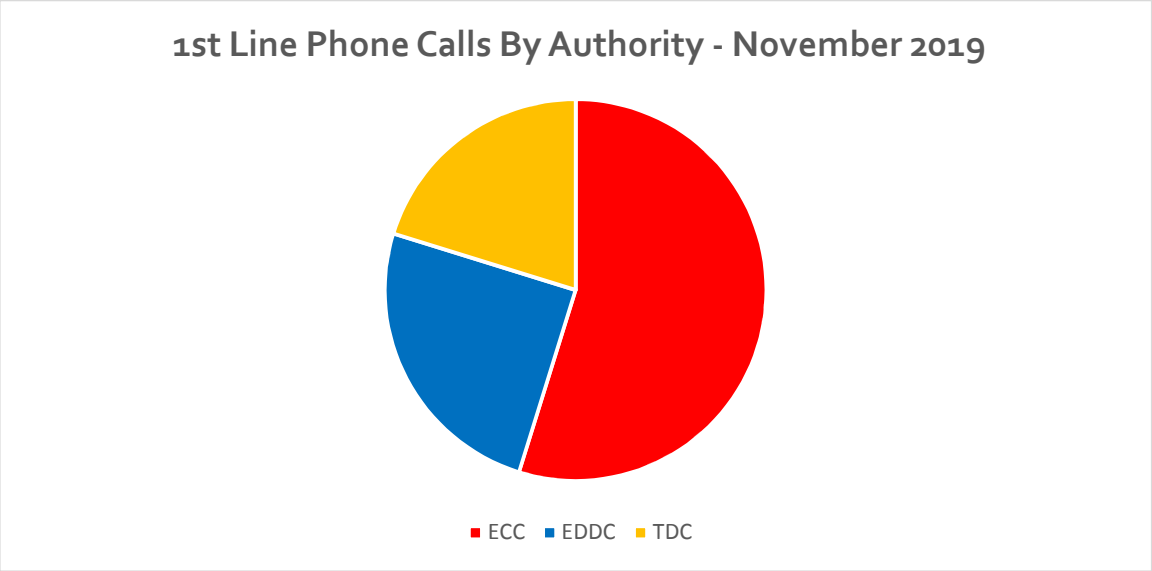
The table and graph below shows the total number of Phone Calls coming into the Strata 1st line team during the month of November and is broken down by reporting authority.

The Service Desk team is structured in three tiers: The Service Desk team is structured in three tiers:

Tier	Description
Tier 1	Based in Exeter and handle all incoming Incident calls into Strata. Try to resolve first time
Tier 2	Site based, and deal with day to day site related incidents
Tier 3	Based in Exeter and deal with complex incidents and problems

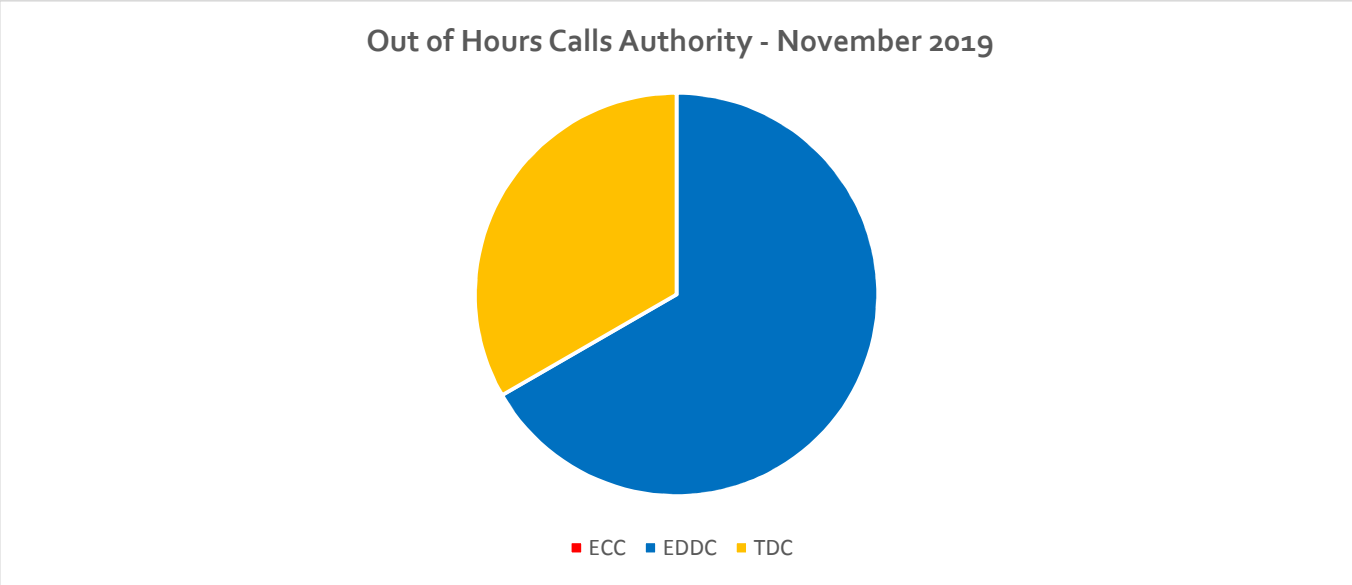
Total Number of 1st Line Phone Calls During Month – November 2019

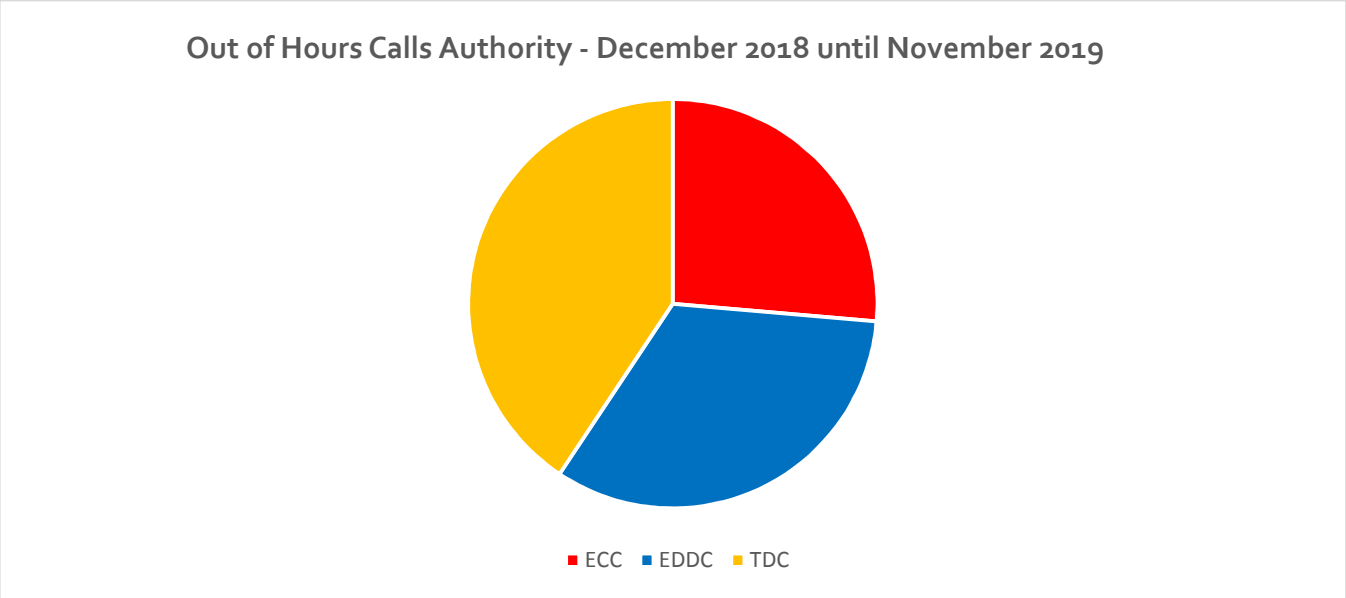
Site	November 2019 - 1st Line contact	Percentage
ECC	840	55%
EDDC	383	25%
TDC	310	20%
Total	**1533**	***Note rounding factor**



The Out of Hours service continues to remain effective and offers 24/7 support to end users.

Site	Dec 18	Jan 19	Feb 19	Mar 19	Apr 19	May 19	Jun 19	Jul 19	Aug 19	Sept 19	Oct 19	Nov 19
ECC	2	2	1	0	3	2	1	1	1	2	3	0
EDDC	0	1	0	1	3	4	0	3	3	2	5	2
TDC	0	3	1	2	2	2	6	1	4	5	2	1
Total	**2**	**6**	**2**	**3**	**8**	**8**	**7**	**5**	**8**	**9**	**10**	**3**





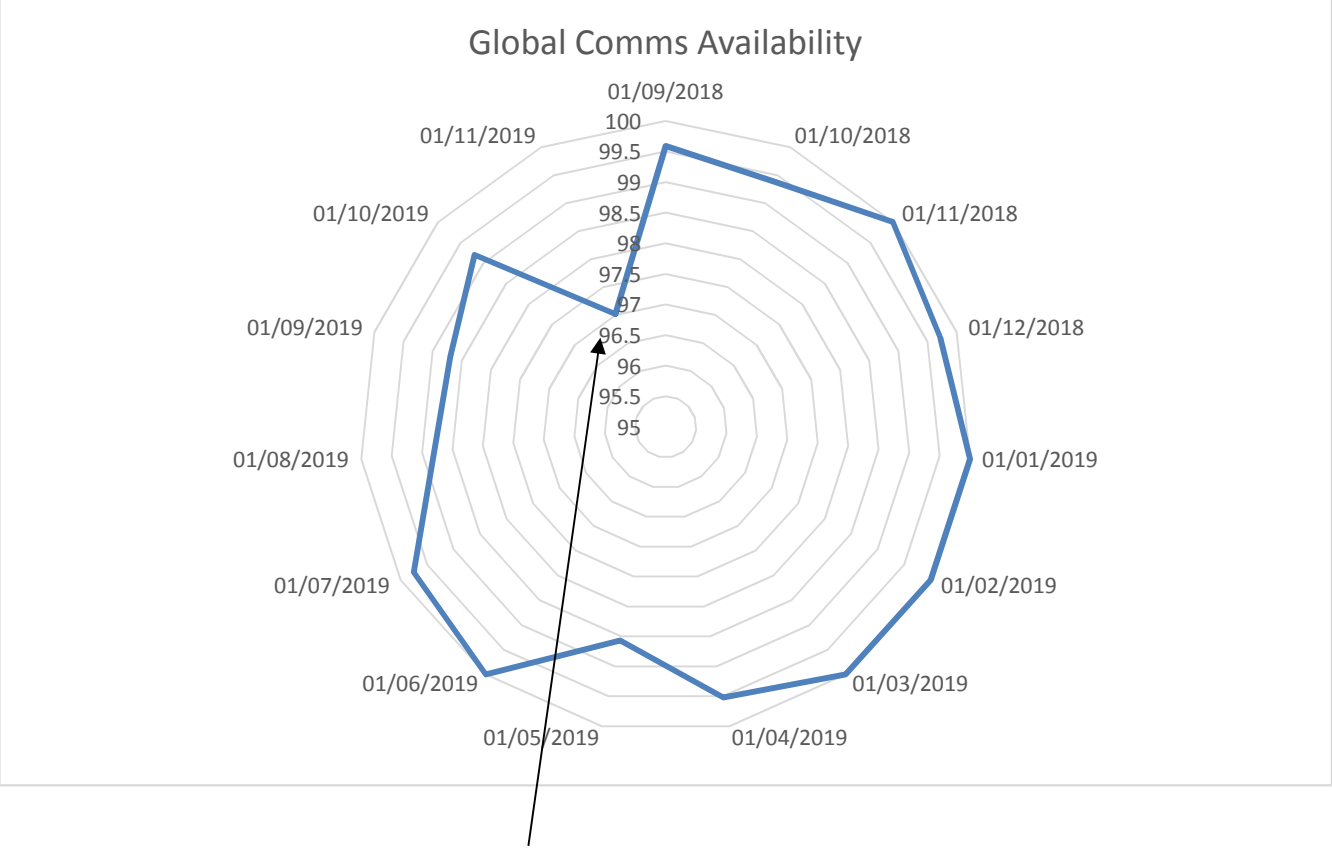
Please Note: There have been 71 'Out of Hours' calls into the Strata 24/7 service over the last 12 months.

Telephony Platform Uptime

With the introduction of the new telephony platform, Strata are now reporting on the uptime of the Skype for Business and Anywhere 365 telephony applications.

Month / Metric	Dec 18	Jan 19	Feb 19	Mar 19	Apr 19	May 19	Jun 19	Jul 19	Aug 19	Sept 19	Oct 19	Nov 19
24/7	99.72%	100%	100%	100%	99.52%	98.57%	100.00%	99.75%	98.8%	98.7%	99.2%	97.03%

The below radar diagram shows 24/7 performance over a 12 month period, recent network related issues have impacted on the SLA, but with remedial infrastructure works, it is expected that SLA performance will increase.

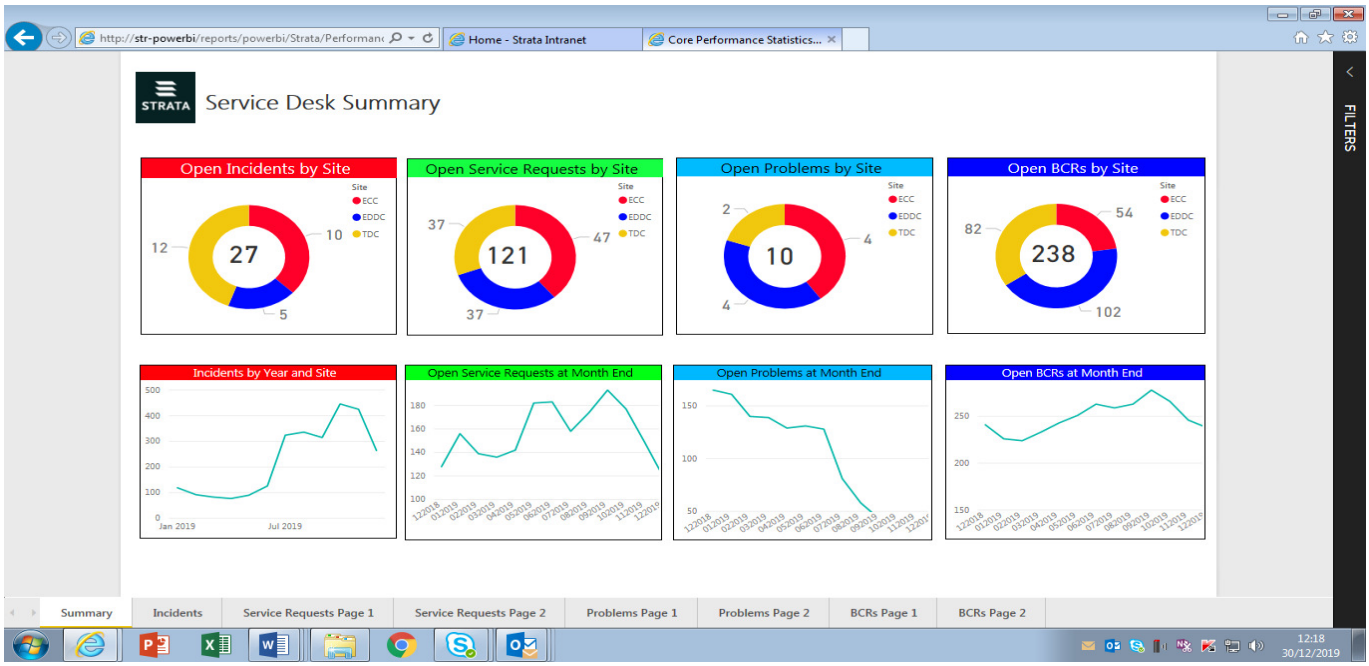


In November 2019, the Strata Global Comms service was impacted by UK wide issues on the VirginMedia network.

On Line - Strata Service Performance Indicators

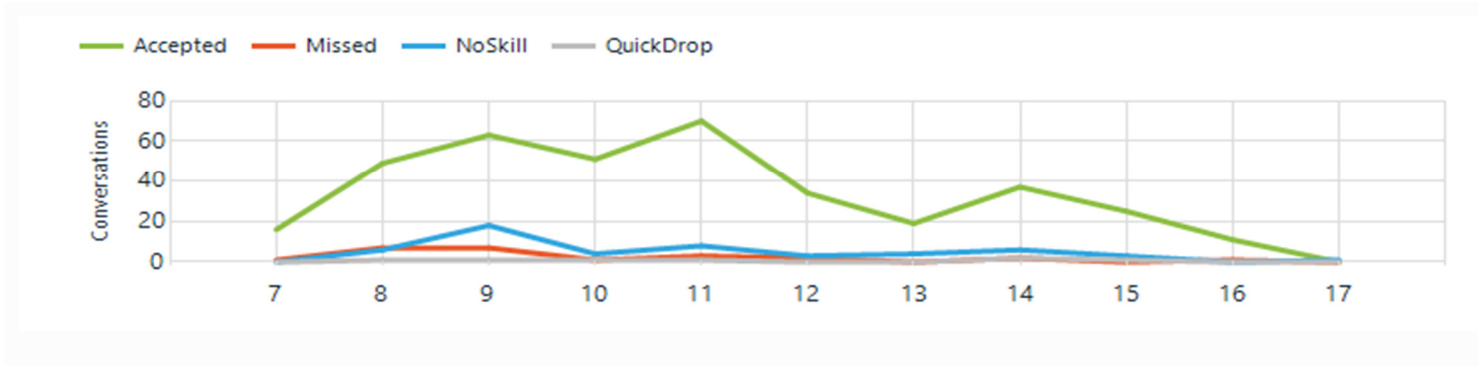
Service Summary

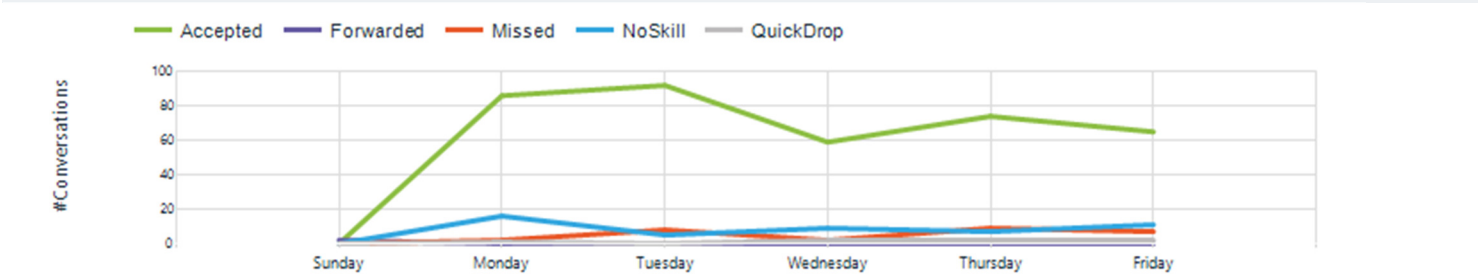
The graphic below is a snapshot of Open Incidents, Service Requests, Problems and BCR's as of 30th December 2019.



Service Desk – Call Demand

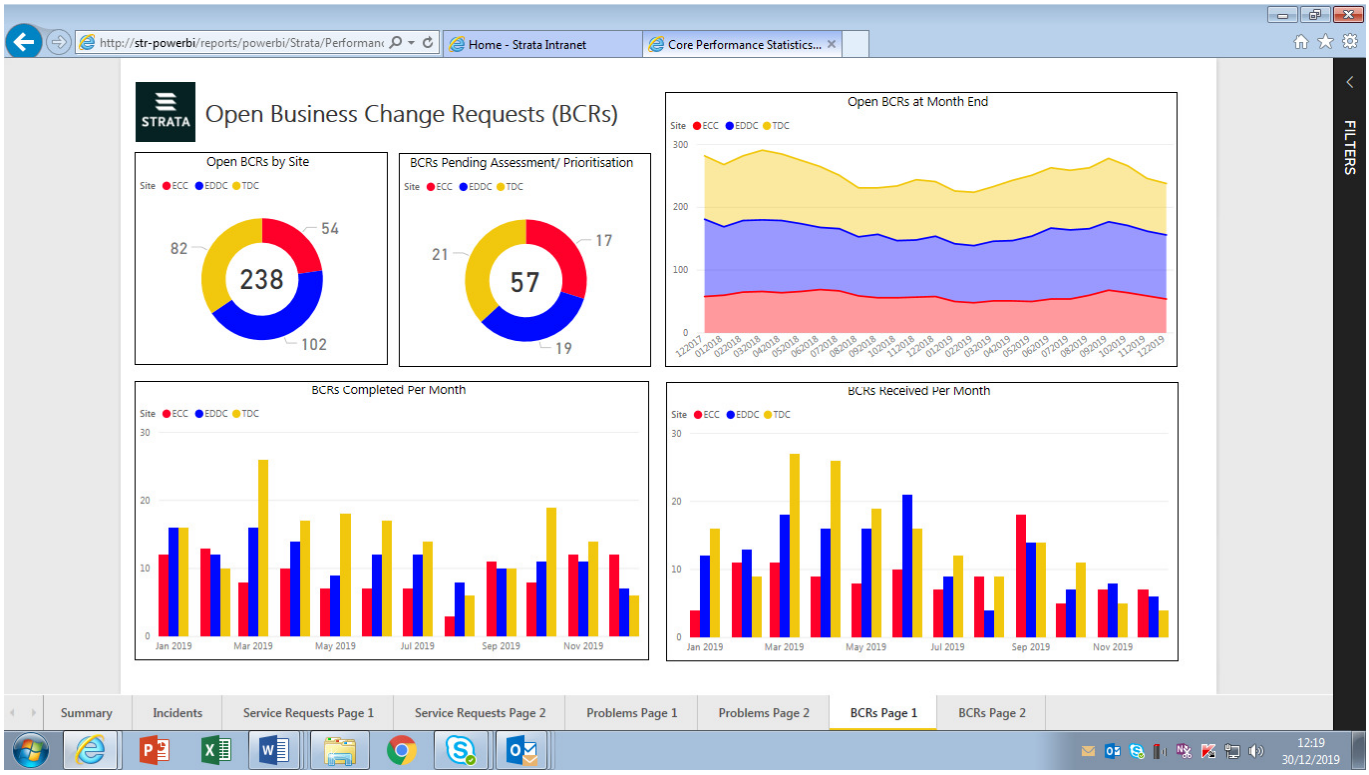
The two graph below shows the service desk demand by time and day during the week. The green lines shows the number of calls being accepted onto the service desk broken into hours by demand. These figures do not include the time of calls into the Strata Out of Hours (OOH) service.



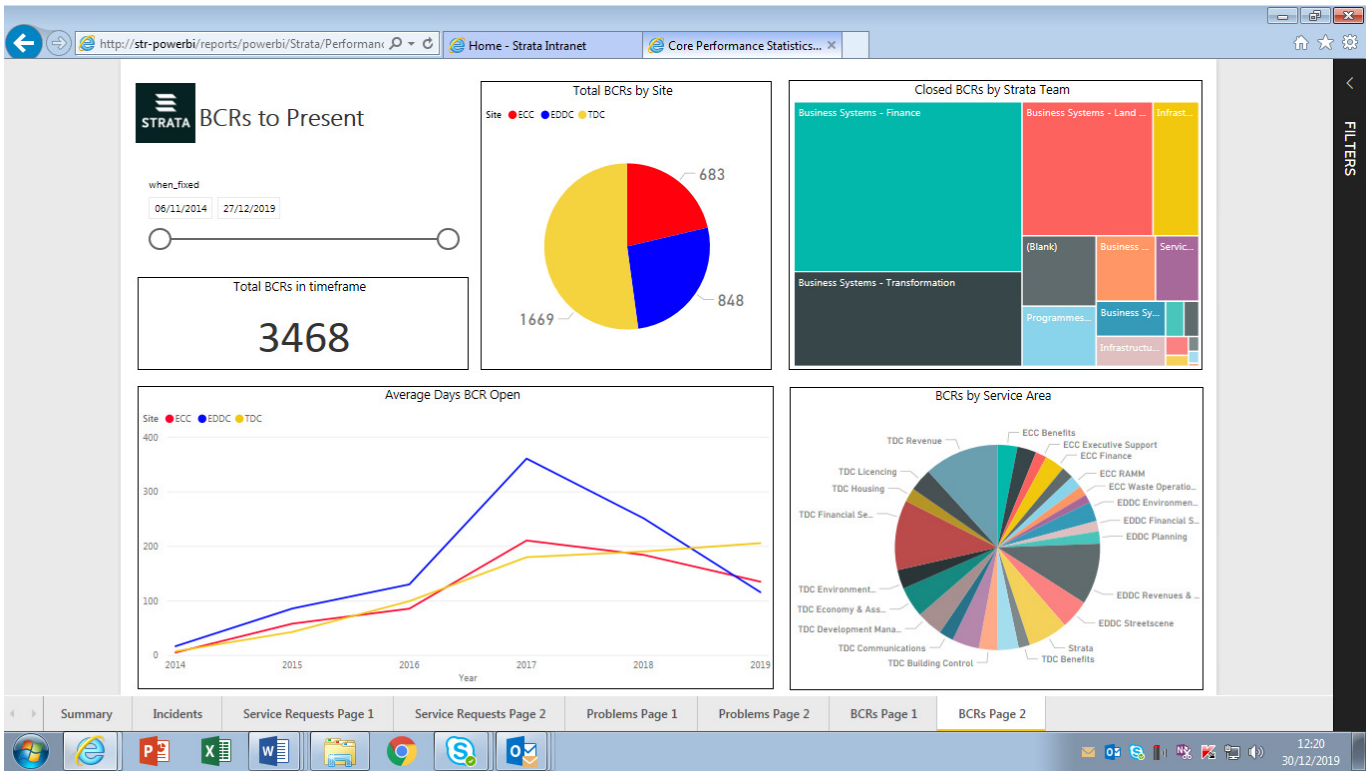


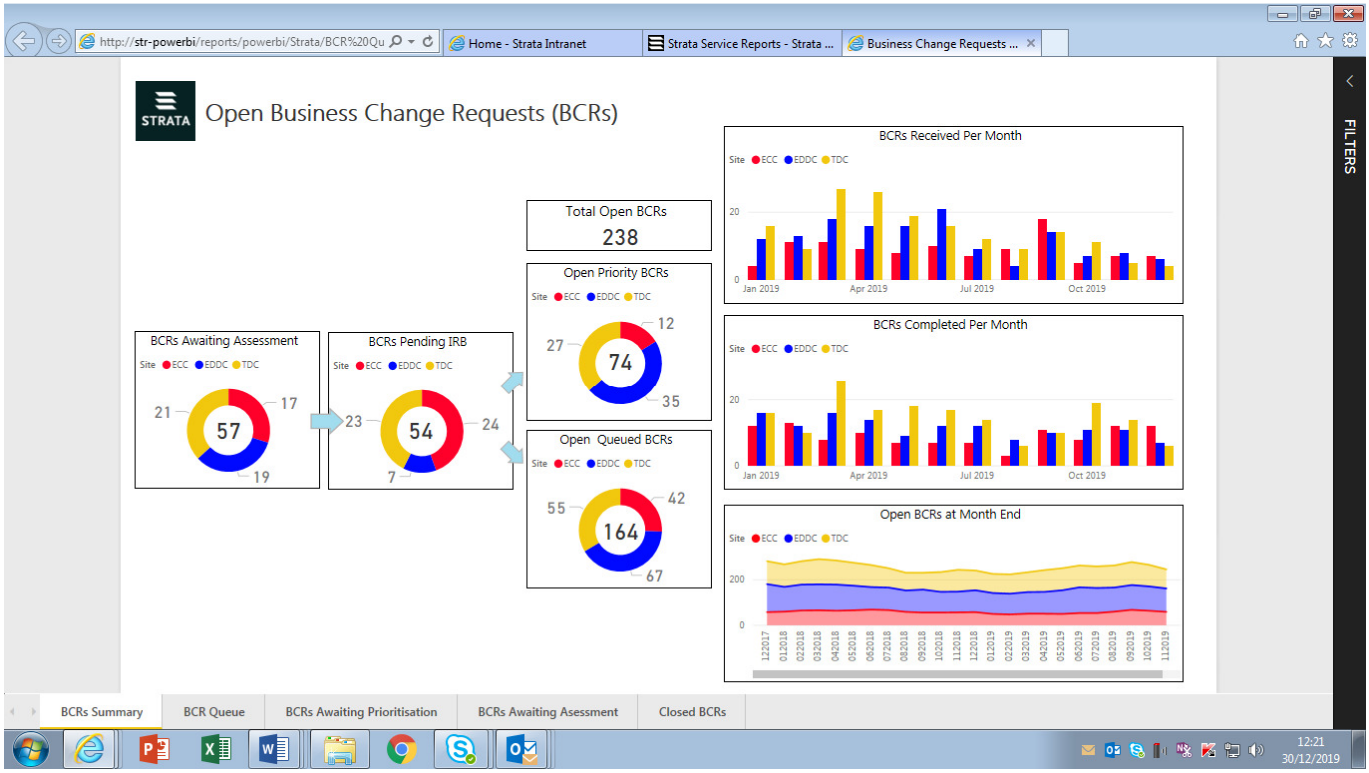
Strata Service Performance Indicators – Business Change Requests

The following graphic shows the BCR queue and demonstrates Strata is working with the three authorities to deliver on authority identified priority work.



The following graphic shows the split of BCR's by authority and by top 20 requesting departments within the three authorities

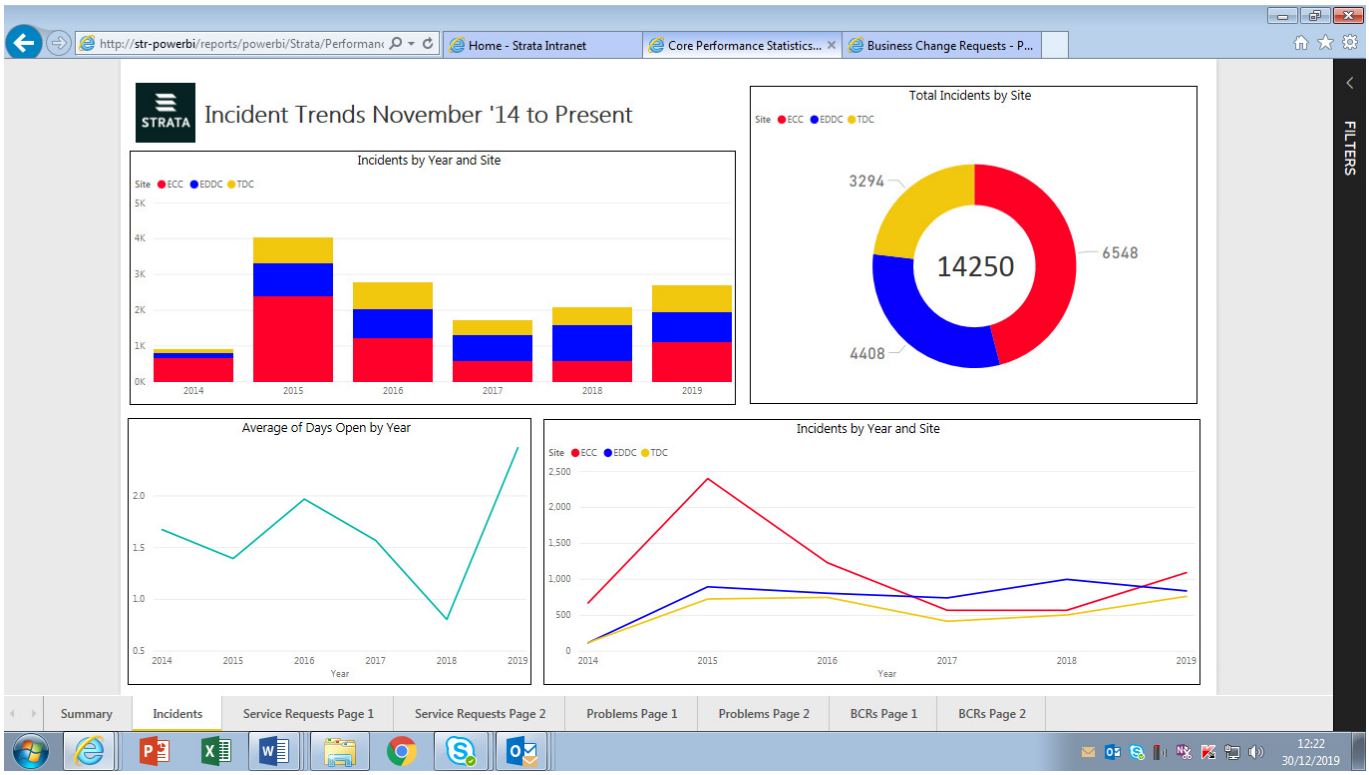



Open Business Change Requests (BCRs)
Total Open BCRs
238
Open Priority BCRs
74
12
35
27
BCRs Awaiting Assessment
57
17
19
21
BCRs Pending IRB
54
24
7
23
Open Queued BCRs
164
42
67
55
BCRs Received Per Month
BCRs Completed Per Month
Open BCRs at Month End
Site ECC EDDC TDC
Jan 2019
Apr 2019
Jul 2019
Oct 2019
FILTERS
BCRs Summary
BCR Queue
BCRs Awaiting Prioritisation
BCRs Awaiting Asessment
Closed BCRs

Strata Service Performance Indicators – Incidents

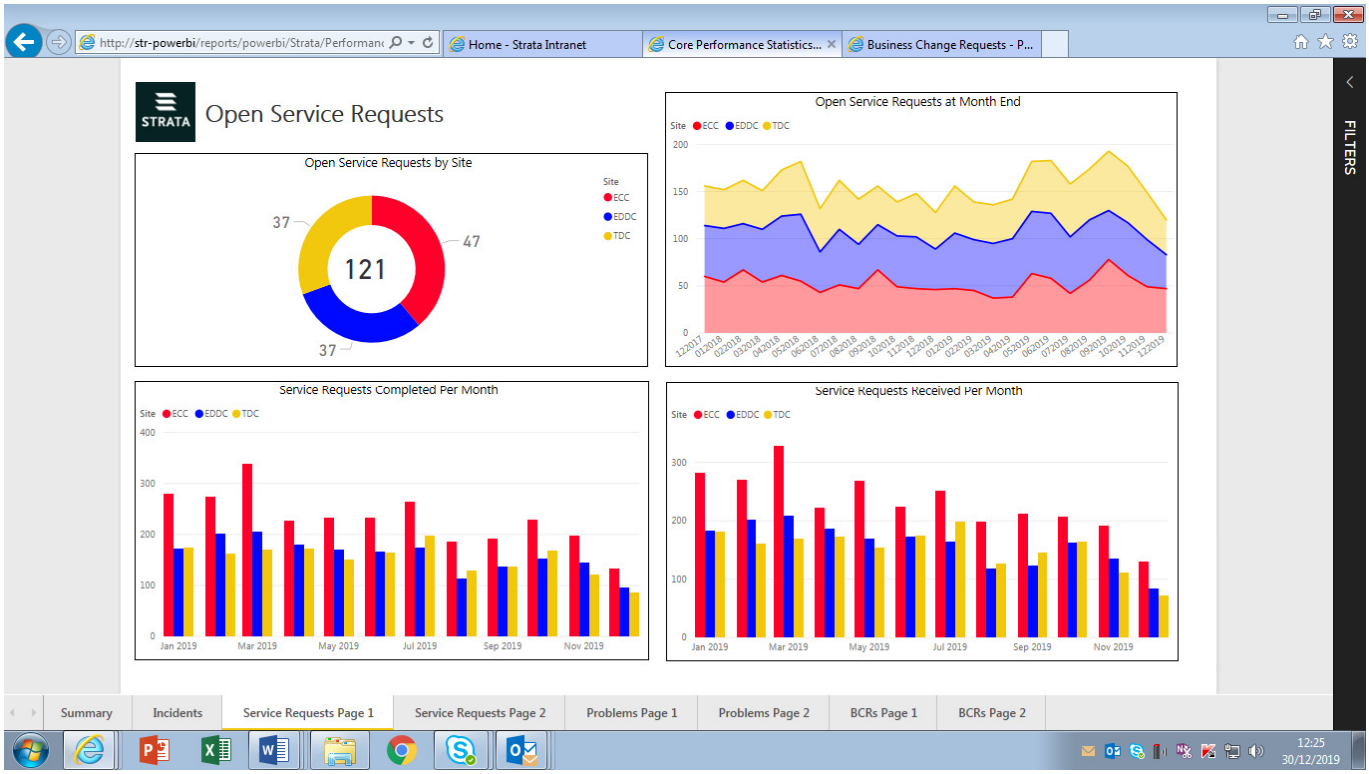
The indicators show a high level of performance in relation to resolving incidents. The work undertaken to change the structure of the Service Desk to have Tier 1, Tier 2 and Tier 3 and to consolidate Tier 1 into a single Service Desk operation in Exeter has certainly paid dividends. This has freed up the 2nd line teams to focus on fixing incidents rather than having to manage incoming calls.

It should be noted that in 2019, incidents which previously would have been moved to become problems are now kept as incidents which has pushed up the average number of days a call is left open. Previously problems were not included in the incident 'open days' reporting.

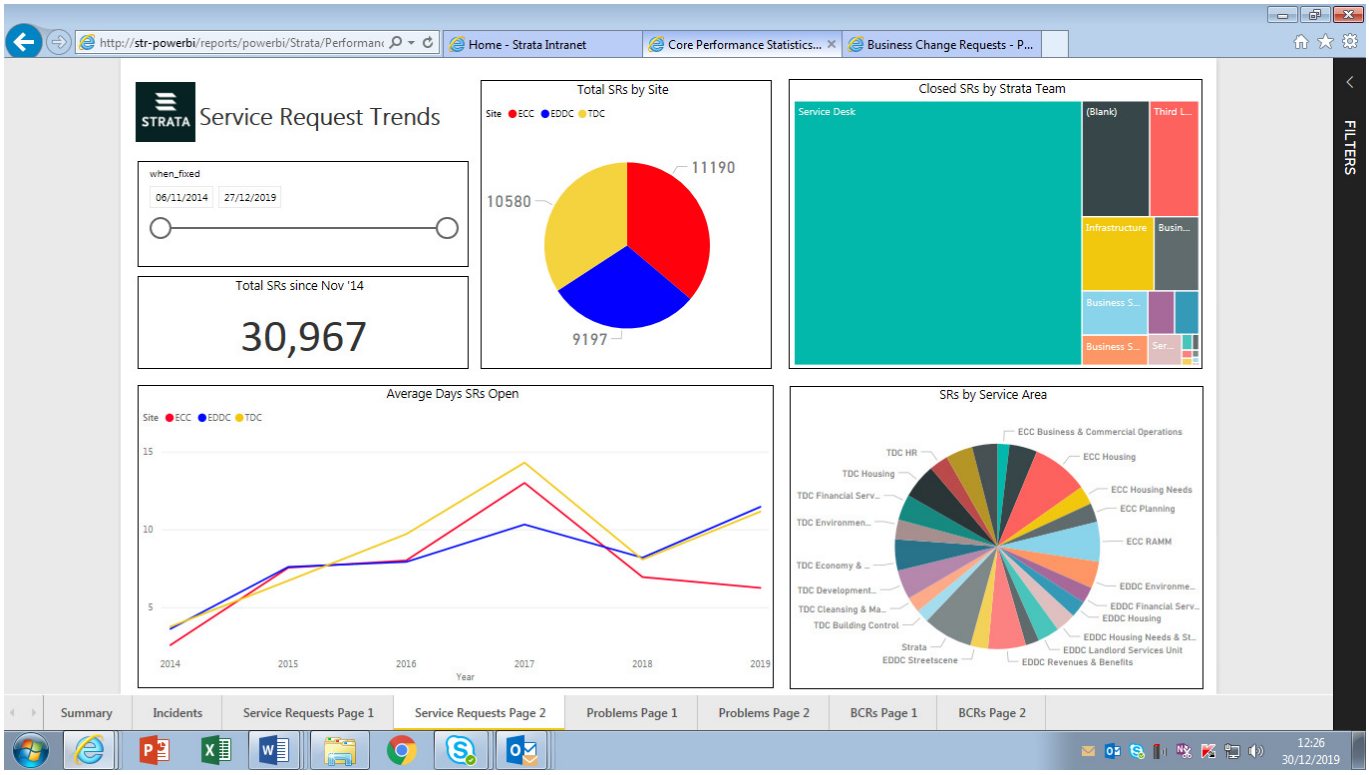


Strata Service Performance Indicators – Service Requests

Service Requests are raised when a user requests a new service or item of hardware.

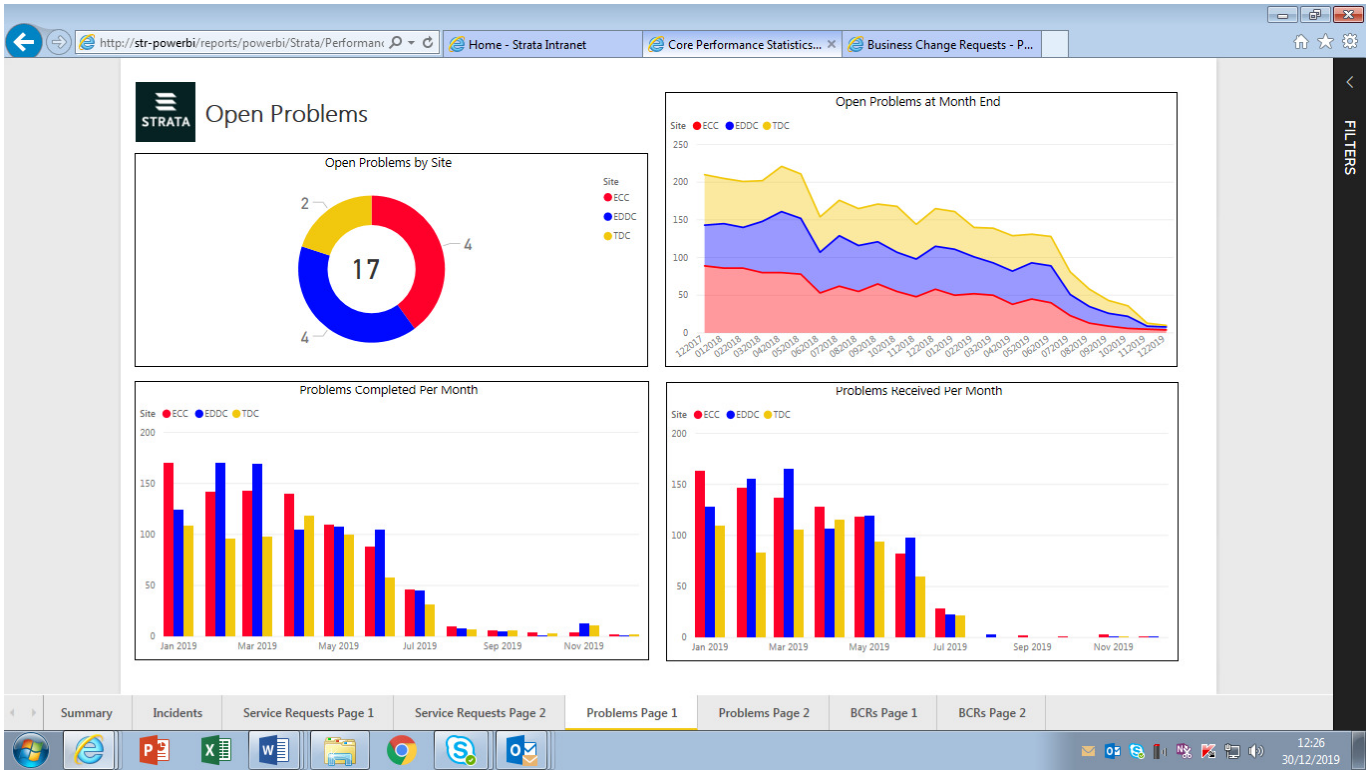


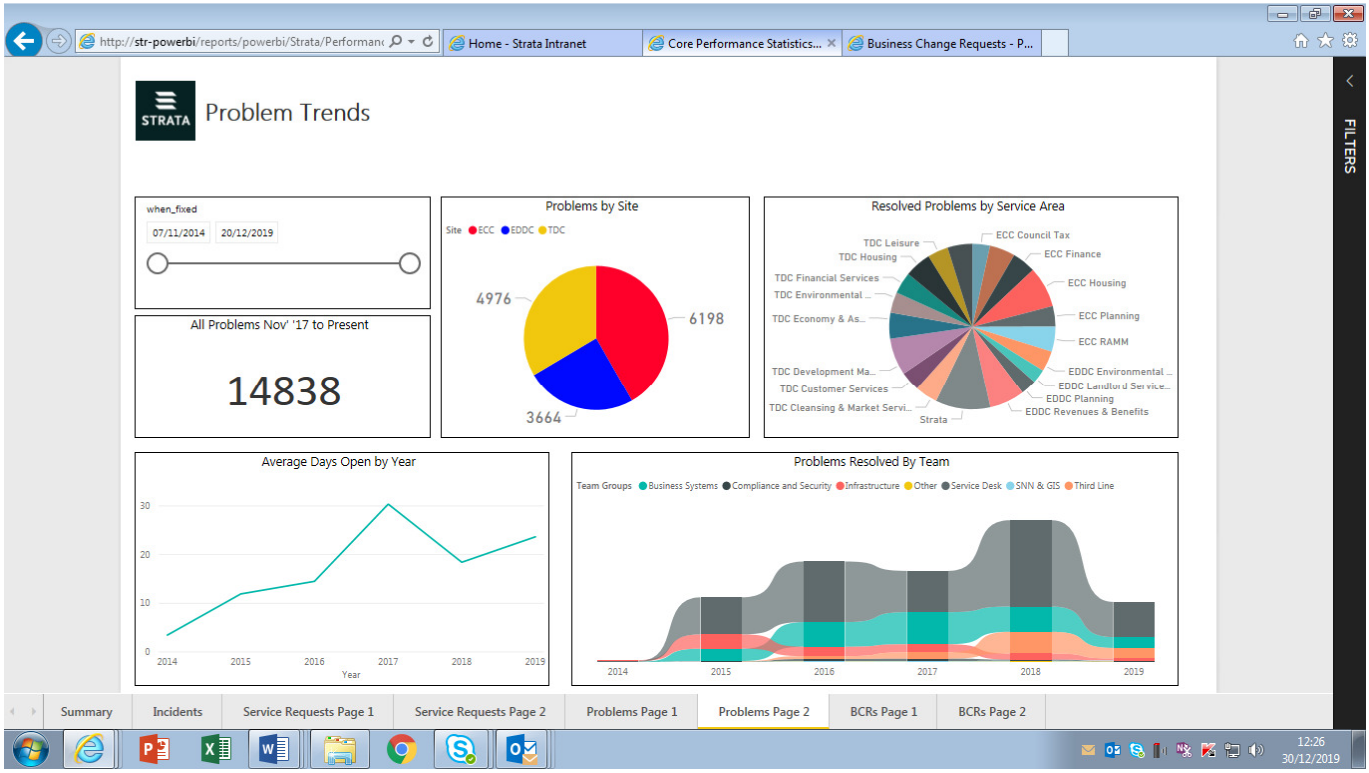
The graphic below shows the number of Service Requests by authority and by top 20 requesting departments across all three authorities.



Strata Service Performance Indicators – Problems

A problem is raised when a work around to an incident has been implemented, but an issue still exists. Moving forward and as we move to the new vFire platform, we will no longer be reporting on Problems, as Problems will be included as part of Incident reporting.

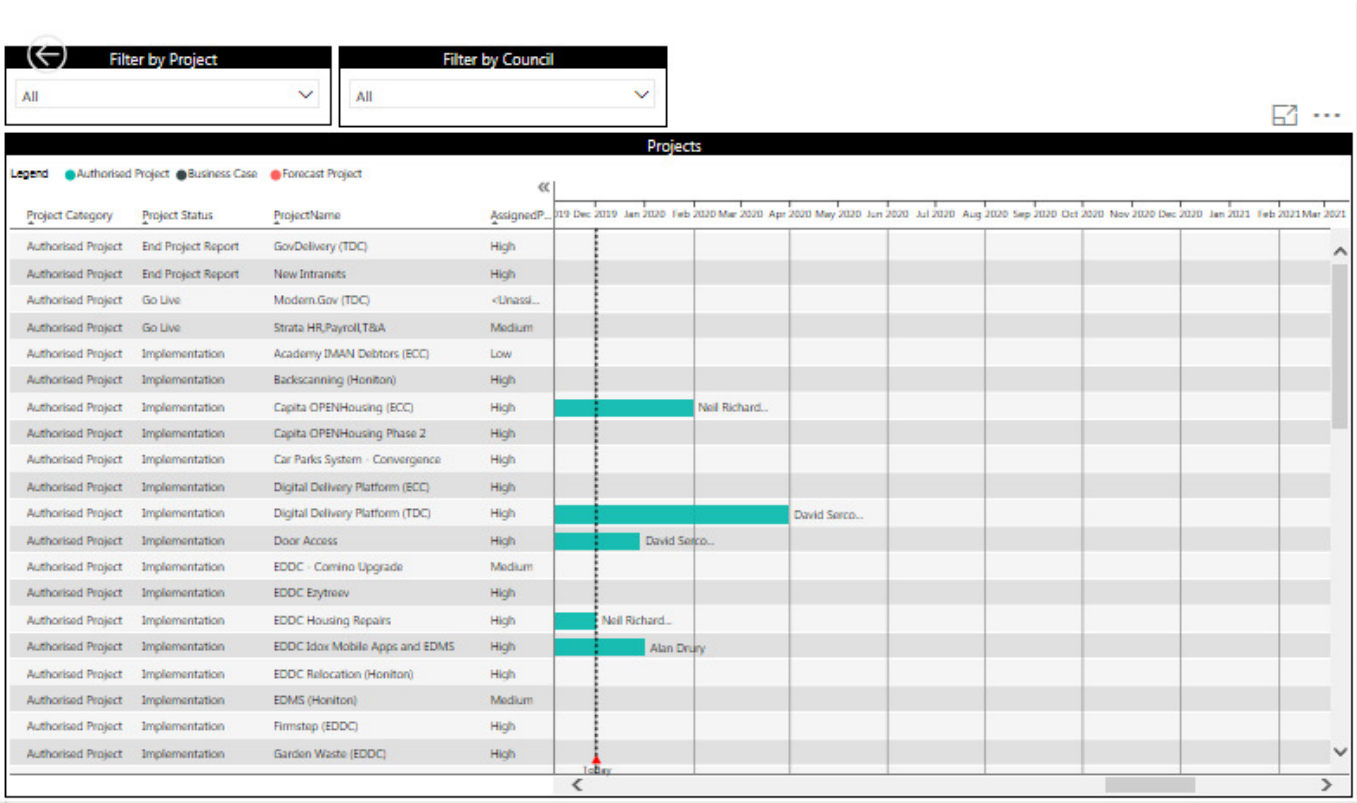


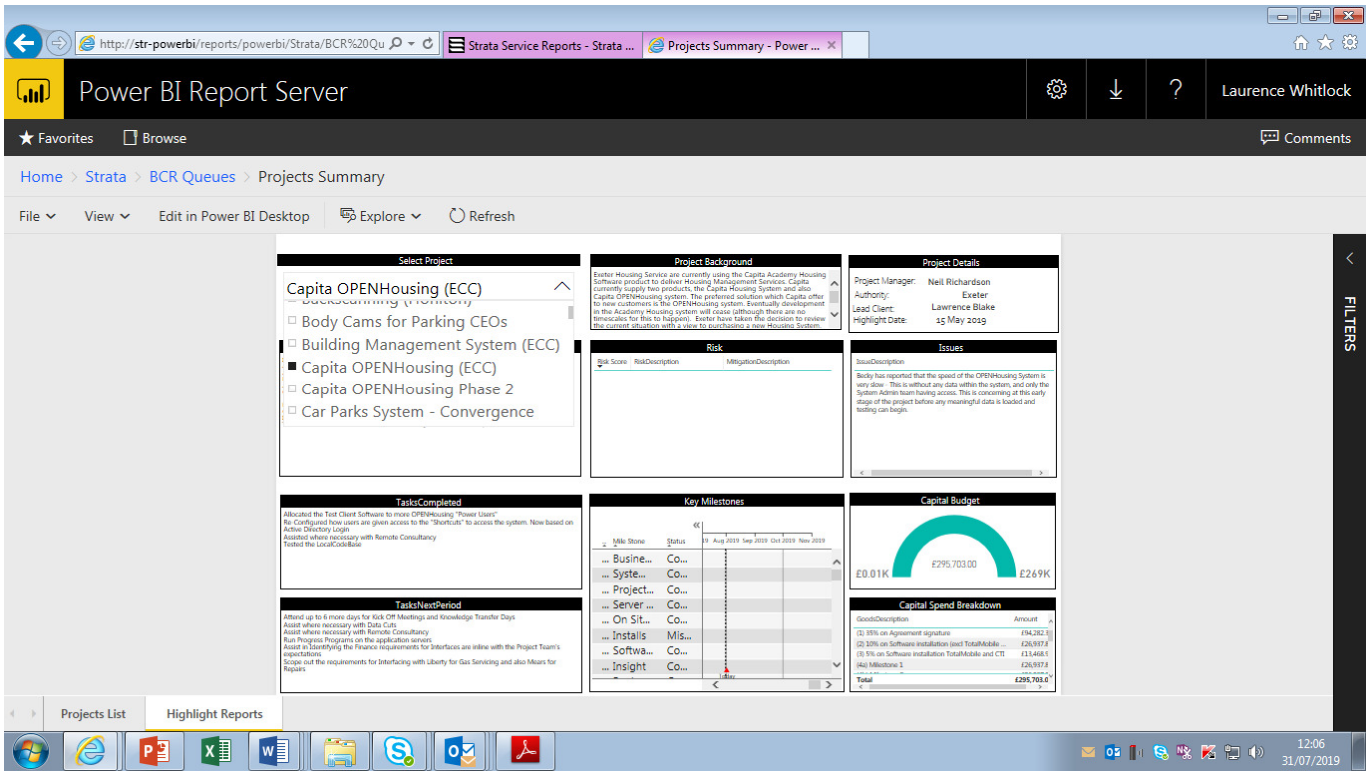


Projects Performance Indicators Report

Project reporting is now available via the online portal which can be accessed via the Strata Portal

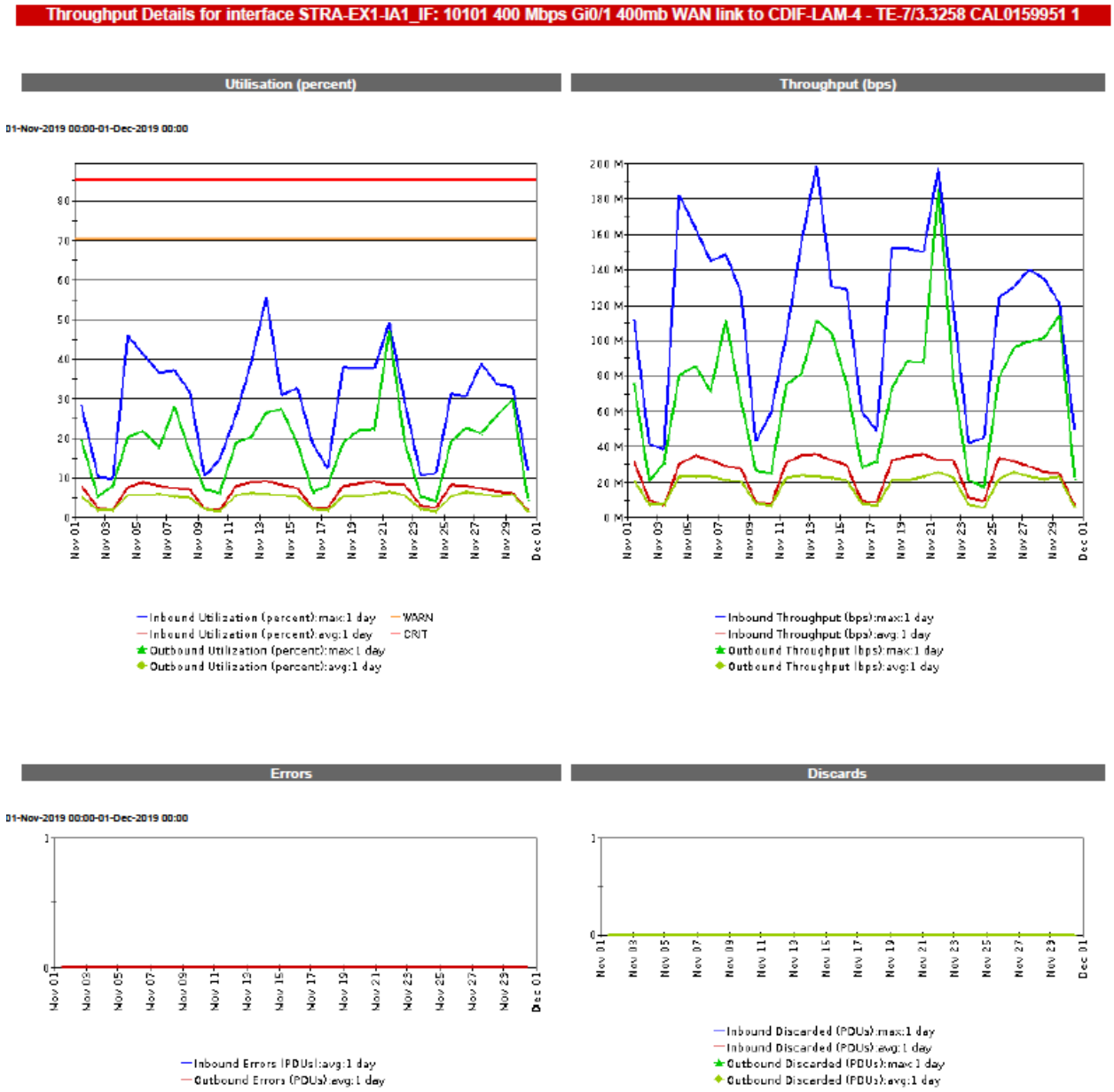
Below is a screen shot of what you will be able to see on Tab 1 (Projects List) and Tab 2 (example Highlight Report) of the online report:





Internet Usage

One regular comment Strata receive relates to the speed of the internet. We thought that it would be useful to show the following graph which shows maximum internet usage over a three month period. This graph shows that whilst on occasions the internet may run at circa 60% utilisation for a few seconds, the internet is commonly operating at less than 30% utilisation giving plenty of headroom for these occasional peaks. If you do experience any issues with Internet performance, please feel free to contact the Strata Service Desk to log an incident in order that we can investigate the potential cause.



The above graphs show in Fig 1, the average percentage Internet utilisation and Fig 2 the amount of bps (bits per second) which flow across the Strata Internet connection (which allows for a maximum of 400Mbps). This shows that at peak, the internet connection almost hit its capacity of 400Mbps, however this would have only been for a small window and would not have had a noticeable impact on the internet provision.

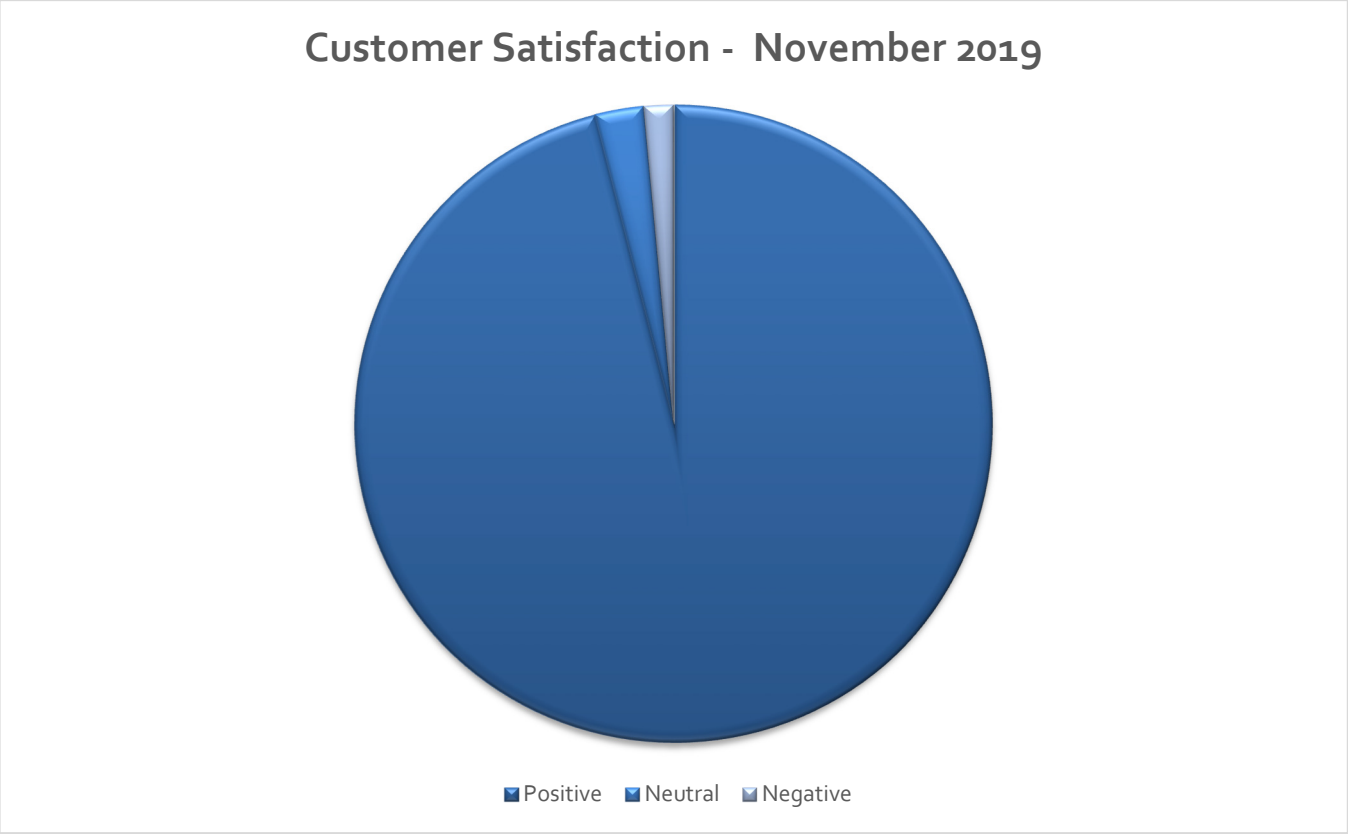
The blue line represents download utilisation and the green line upload utilisation.

Customer Satisfaction

This measure is available from the Call Logging system by sending a customer satisfaction email when each job logged has been completed. Customers have an option to complete and send responses to closed calls indicating Positive, Neutral or Negative feedback through selection of a corresponding 'smilie'.

In November 2019 (focus month) we received 268 responses to the customer satisfaction survey, this was made up of positive responses, neutral responses and negative responses. This equates to the following satisfaction percentages:

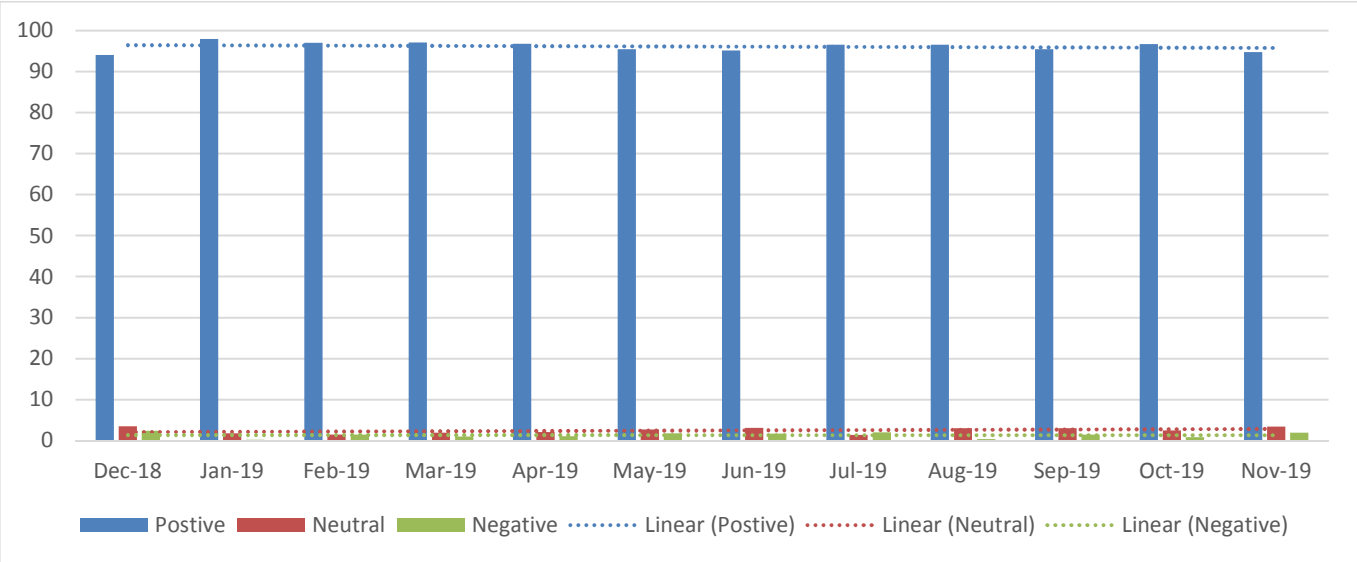
Response Category	Responses Received	Percentage
Positive	254	94.8%
Neutral	9	3.4%
Negative	5	1.9%



Responses are monitored and any neutral or negative replies are followed up to identify areas for improvement or learning points for consideration. Feedback is shared with the Strata teams, to assist with overall service improvement programme.

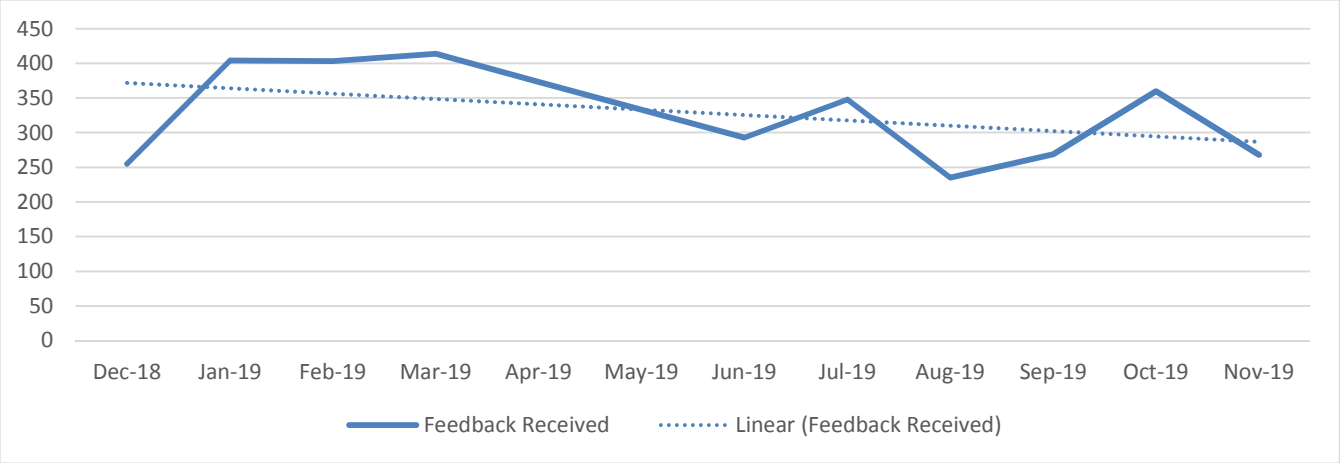
Month on Month Customer Satisfaction Score – December 2018 until November 2019

	Dec 18	Jan 19	Feb 19	Mar 19	Apr 19	May 19	Jun 19	Jul 19	Aug 19	Sept 19	Oct 19	Nov 19
Positive	94.1%	98.01%	97%	97.1%	96.8%	95.5%	95.2%	96.6%	96.6%	95.5%	96.7%	94.8%
Neutral	3.5%	1.74%	1.5%	1.96%	2.1%	2.7%	3.1%	1.4%	3.0%	3.0%	2.5%	3.4%
Negative	2.4%	0.25%	1.5%	0.96%	1.1%	1.8%	1.7%	2.0%	0.4%	1.5%	0.8%	1.9%



Quantity of Feedback Received

	Dec 18	Jan 19	Feb 19	Mar 19	Apr 19	May 19	Jun 19	Jul 19	Aug 19	Sept 19	Oct 19	Nov 19
Feedback Received	255	404	403	414	373	333	293	348	235	269	360	268



Glossary of Terms

The following terms are regularly referred to by Strata within its reports:

Term	Brief Description
Agile working	The ability for authority staff to work from anyplace at anytime
Agile Methodology	A methodology for designing, building and deploying projects
BCR	Business Change Request
CoCo	Code of Connection
DoJo	Security and Awareness knowledge package which we are starting to roll out to all staff across the three authorities.
Global Comms	This is the new telephony platform that has been deployed across all three authorities
Global Desktop	This is the desktop environment which is deployed across all three authorities which enables users to log in at any time and at any place, supports Agile working.
GDS	Government Digital Service
iDocs	Software application now being used across the three authorities in support of mobile working and planning.
iTrent	The HR and payroll system in use in EDDC and ECC and soon to go live in TDC.
IiP	Investors in People – Strata entered the accreditation process at the Silver Level
ILM	Institute of Leadership and Management
ITIL	Information Technology Infrastructure Library
ITSM	IT Service Management
LLD	Local Digital Declaration
Mbps	Megabits Per Second
MHCLG	Ministry of Housing, Communities and Local Government
MPLS	Multi-Protocol Label Switching
PSN	Public Service Network
RAMM	Royal Albert Memorial Museum
Service Request	A request for a new service, i.e. application / item of hardware
Incident	Strata's name for an issue reporting into the Service Desk
OOH	Strata Out of Hours Service
Problem	Strata's name for an Incident where a workaround has been implemented, but the core problem not resolved – this definition has now been replaced.
SLA	Service Level Agreement
Tier 1	When a user calls into the Strata service desk, calls are logged and investigated but Strata service desk specialists.
Tier 2	Should a visit be need to a user or if the Tier 1 specialist cannot resolve an issue, the calls are passed to a Tier 2 specialist.
Tier 3	If a more detailed investigation is required, then a Strata Tier 3 specialists will be assigned to the incident.
vFire	Strata's new Service Management platform

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STRATA

Joint Executive Committee / Joint Scrutiny Committee – Initiative Update

Meeting	Strata Joint Scrutiny Committee (JSC) Strata Joint Executive Committee (JEC)
Date	13th January 2020 (JSC) 27th January 2020 (JEC)
Subject	**Strata Business Plan Update**
Update	In line with Strata procedures, Strata are currently working on the Business Plan for 2020 / 2021 and beyond. This plan builds on the Business Plan which was written from the 'ground up' in 2019/2020. The new Business plan is expected to be released to each authority in draft format in mid-January in preparation for discussion / approval in March 2020. It is not envisaged that the financial impact of Strata will have changed much from that presented back in early 2019. The plan is based around building on the 'solid foundations' that have been created over the last five years. With a flexible, stable and scalable IT environment, supported by skilled resource and sound processes, the authorities can now look to further exploit the environment for organisational benefit. It has been demonstrated that both ECC and EDDC have been able to undertake significant organisational change (relocation) through the exploitation of the Global Comms and Global Desktop environments, these change programmes would not have been possible without the foundations having been put into place. The plan will look to present the new 'allocated resource model' as discussed with each authority and how this impacts on resource availability from within the Business Systems team to support project work. It will also present back options for Business Intelligence, and how the authorities could move forward with the creation of better informed decision making through more effective use of data and reporting. Art of the Possible and Innovation will also be presented to allow the authorities to start to explore how technology could better support the transformation agenda. This initiative will see Strata and the authorities looking to understand more about changes in Local Government and areas where authorities outside of the partnership are exploiting technologies.

	During 2020/2021 we are also going to be embarking on a number of benchmarking activities to compare the service we deliver against other similar organisations delivering IT services into Local Government. Whilst external audit activities are showing Strata to be performing well, we still believe that there is scope of further improvements now that the solid foundations have been laid. The new plan will also enable a review of the costings and deliverable savings as outlined in the 2019/2020 plan to be checked and updated in line with now 'known' costs.
Related Documents	N/A

STRATA

Joint Executive Committee / Joint Scrutiny Committee – Initiative Update

Meeting	Strata Joint Scrutiny Committee (JSC) Strata Joint Executive Committee (JEC)
Date	13th January 2020 (JSC) 27th January 2020 (JEC)
Subject	**Strata Governance Update**
Update	Following the last round of JSC and JEC meetings where a revised Strata Governance paper was presented and discussed, an updated version of the Governance paper was created and circulated to the Strata Board, TDC Democratic Services and TDC Legal (Strata Legal advisors). This amended paper will now be discussed at a special meeting, which is being setup by Sarah Selway, between the three Council Leaders, the Chief Executives of ECC and EDDC and the Managing Director of TDC in the New Year. Should there be agreement at the above meeting to the proposed changes in the Strata Governance model, then the aim will be to put the changes into effect from 1st April 2020.
Related Documents	Strata Governance Discussion Document – 30th Dec 2019 v1.4

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STRATA

Solutions for government

Strata Service Solutions Ltd.

Governance Framework

Date Issued: 30th December 2019 v1.4

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Document Information

Applies To	East Devon District Council, Exeter City Council, Teignbridge District Council, Strata Service Solutions Ltd
Date of Approval	

Document Control

Title	Strata Governance Framework
Originator / Author	Laurence Whitlock
Reviewer	Strata Board
Business Area	Strata Service Solutions Ltd.

Document History

Version	Date	Changes Made	Document status
1.09	4th July 2019	Draft for Circulation	Obsolete
1.11	12th Sept 2019	Changes after authority review and prior to approval	Obsolete
1.2	28th Oct 2019	Revisions following JEC / JSC	Obsolete
1.3	28th Oct 2019	Additional revisions made after review by Sarah Selway	Obsolete
1.4	30th Dec 2019	Date review and update	Live Draft

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Purpose of this Document

The purpose of this document is to propose a revision to the existing Strata Governance model, with the aim of improving the interface between Strata and the three authorities:

- Create a tighter alignment between the Strata Management Team, the Strata Board and the IT strategy of the three authorities;
- Add a more informed approach to the resource provisions of Strata based on the strategic direction and requirements of the three authorities;
- Introduce a Non-Executive Director role to provide informed yet impartial advice on the operation of Strata and on developments in IT that could benefit the three authorities;
- Gain greater shared insight into the transformational activities of each authority and using this insight to inform the Strata Business Plan.

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Timetable for Governance Review

Activity	Owner	Target Date
Create of the Strata Governance Framework discussion document	Laurence Whitlock	4th April 2019
Review of the Governance Framework discussion document by the Strata Board	Laurence Whitlock	21st June 2019
Update of Governance Framework based upon comment from Strata Board members	Laurence Whitlock	1st July 2019
Sharing of the Governance Framework discussion document with 3 x Authority Leaders and 2 x Chief Exec / 1 x Managing Director	Simon Davey	14th July 2019
Meeting with Chief Execs / Leaders to discuss the proposed changes	Simon Davey	1st August 2019
Update revised Governance Framework following meeting with MD / Chief Execs and JSC	Laurence Whitlock	11th Sept 2019
Decision on the Revised Governance Framework at JEC in Sept 2019	Simon Davey	24th Sept 2019
Additional changes to the Governance framework discussion document to be incorporated	Laurence Whitlock	31st Oct 2019
Mobilisation of legal team to make the required changes to 'articles'.	Laurence Whitlock	13th Dec 2019
Revised paper to be submitted to the Leaders and MD / Chief Execs of each authority	Sarah Selway	31st Jan 2020
Discussions between JEC members to agree new governance arrangements	Simon Davey	28th Feb 2020
Introduction of new governance framework	Simon Davey	1st April 2020
Recruitment of Non-Executive Director	Strata Board and IT Steering Board	1st April 2020

Strata Governance Framework

As we complete the fifth year of Strata operation, it is felt that changes are needed to the existing Governance arrangement to ensure that the three authorities are taking advantage of the solid foundations that have been built and using the technology base to transform and adapt to citizen demands.

Most Governance meetings whether Strata Board, JEC or JSC are structured in a way so as to allow Strata managers to provide an update on progress, to cover projects, performance, financial aspects of the service. Governance meetings are not used by the authorities to brief Strata on the Strategic direction of each authority or on the challenges that they are currently facing in transforming to meet the demands of the modern citizen.

It is therefore suggested that the current Governance model is changed in order to provide Strata with a more informed and strategic level of engagement, this will ensure that Strata can structure their resources and operating model so as to align with the future transformational needs and aspirations of the three authorities.

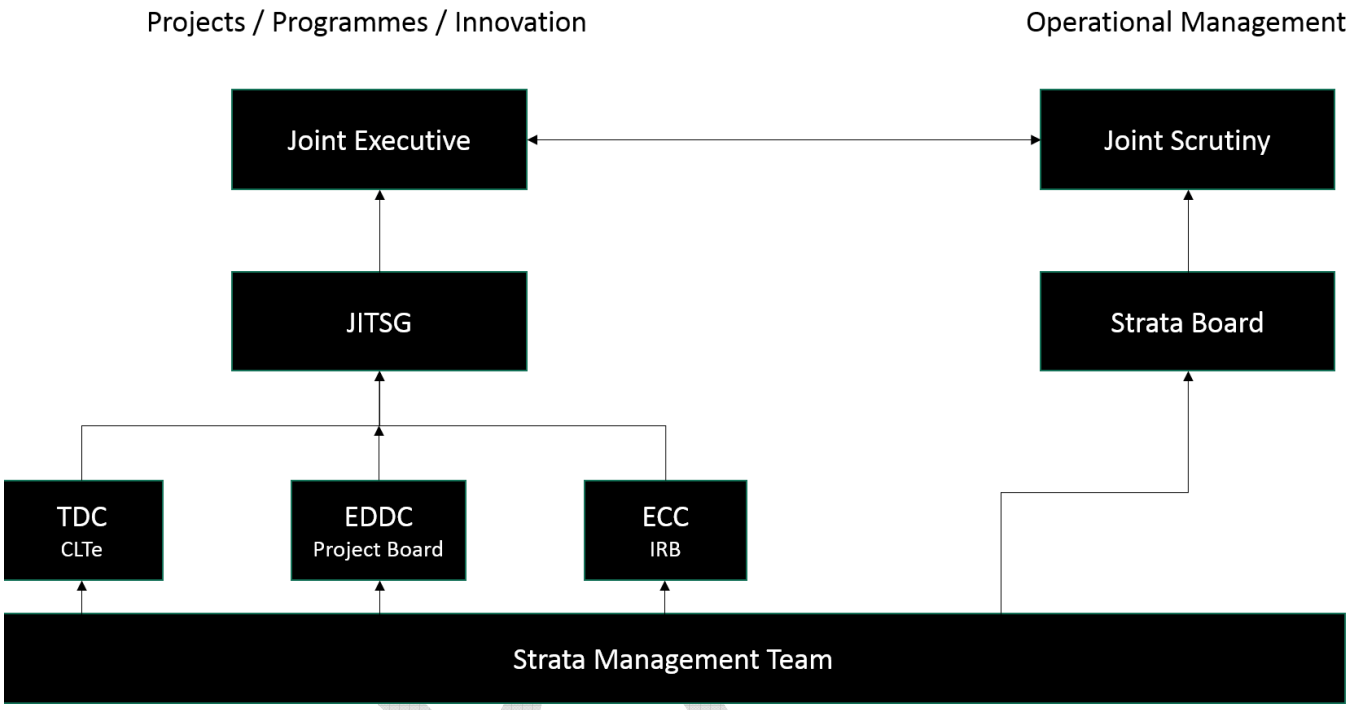
The proposed revised Governance model delivers savings in terms of resource commitments, and works to empower an IT Steering Board (ITSB) and the Strata Board to manage workload, prioritisation, the strategic direction of Strata and the operation of the business, whilst ensuring that Strata continues to deliver a high level of 'business as usual' service and support to each authority. Whilst still offering, through a half yearly Joint Executive Committee and AGM, the opportunity to review and agree the annual Business Plan and objectives and the Annual Performance report which covers both operational and financial performance. In addition, it is proposed that rather than having a specific Joint Scrutiny Committee (JSC), Strata scrutiny should be performed by the Scrutiny Committee of each authority, offering greater opportunity for Scrutiny and Challenge.

In simplifying the Governance framework, it is felt that it will enable Strata to focus efforts on moving forward in partnership with each authority, rather than in having to cover off the operational performance of the business in the quarterly JEC and JSC meetings.

In addition to proposing a revised structure, it is also recommended that a **Non-Executive Director** with extensive knowledge of the IT industry is introduced to help guide and inform the work of Strata and the three authorities. This role would add to the effectiveness of the Governance arrangements and also provide a vital, but to date a missing link, between the Strata Board and the Strategic IT management of each of the three authorities.

Current Strata Governance Framework

The current governance framework is based around four separately operating primary boards / committees, three authority based project boards and a Strata Management team. Whilst this has been necessary during the initial four year phase of Strata's development, it is now believed that this structure is not as effective as it could be.



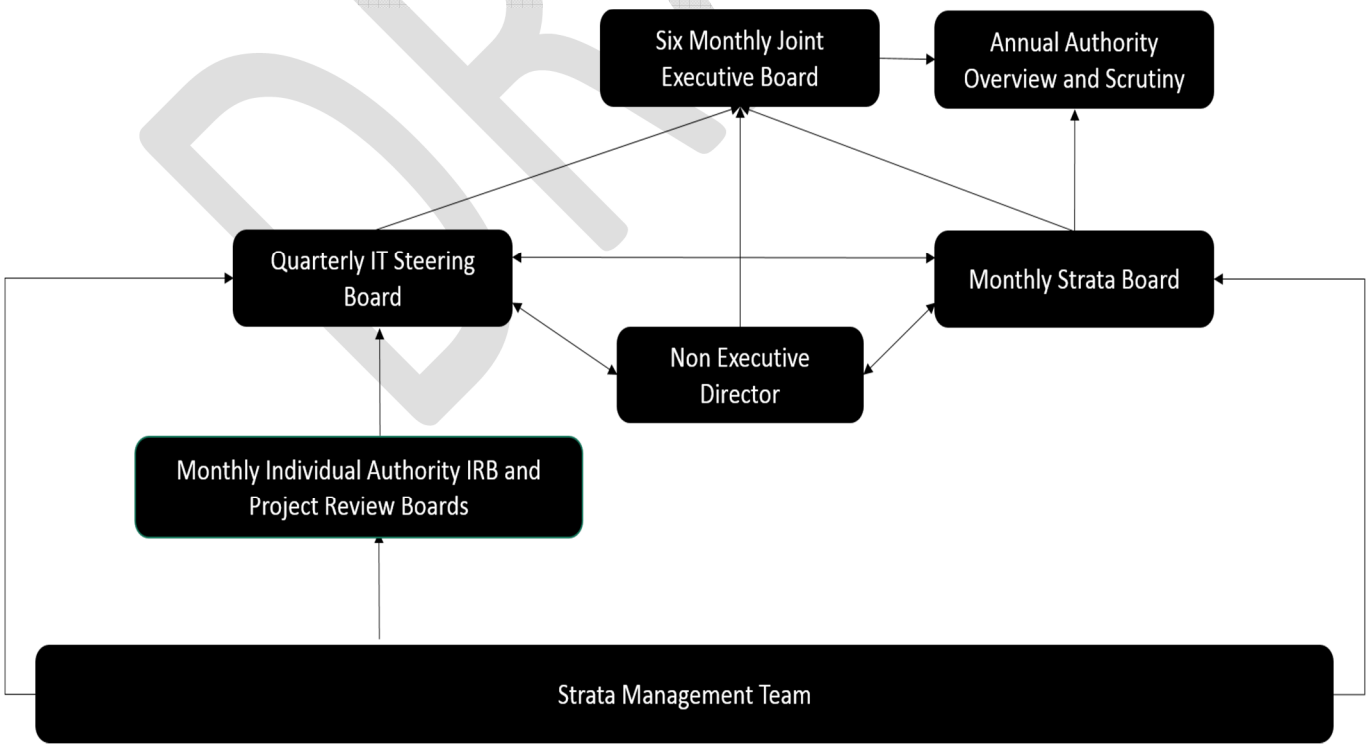
Proposed Strata Governance Framework

It is proposed to simplify the existing Strata Governance arrangements, and to move key operational decision making to the IT Steering Board and the Strata Board.

The revised proposed Governance structure diagram is shown below. The Leader of each authority will sit on the Joint Executive Committee, along with the Chief Executive / Managing Director of each authority. This committee will meet twice a year, commonly in June and December, The July meeting with be used to review Strata performance against the Business Plan financial and operational objectives, and the January meeting will be used to provide an overview and ask for sign off of the following years Business Plan.

Member oversight of Strata will be through the presentation of an annual report, in July of each year, to each of the authorities Overview and Scrutiny functions , and also for the authorities Scrutiny committees to have the opportunity to invite Strata representation as Scrutiny committee meetings. The current Joint Scrutiny Committee will be disbanded, and responsibility for Scrutiny passed back to each authorities Scrutiny committees

The existing Joint IT Steering Board will be replaced by a more strategic IT Steering Board. The membership of this Board will comprise the authority Client Lead for IT and the Chief Exec / Managing Director and relevant members of the Strata Management Team.



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A Strata Non-Executive Director will be appointed to the Strata Board and will take responsibility for enhancing the link between the IT Steering Board and the Strata Board and to inform both authority and Strata strategy and operational matters.

It is proposed that that Strata Board will introduce a formal annual Strata report for distribution and presentation to key stakeholders potentially at an Annual General Meeting.

The structure and remit of the Strata Board will remain as it is currently, with monthly Board meetings with the IT Director and bi-monthly meetings to include members of the Strata Management team.

The Strata Management team will be enhanced by the appointment of a new member of the team who will have the responsibility for delivery of IT projects, IT training and Supplier Management as well as ensuing that the new Strata Project process is adhered too by all parties.

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Proposed Governance Framework Matrix

Governance Layer	Involvement	Regularity	Purpose
Strata Management Team	Strata	Weekly Conference Call / Monthly Meeting	
Individual Authority IRB and IT Project Review Boards	TDC / EDDC / ECC	Monthly	To agree individual authority Project and BCR priorities and to discuss Strata Performance Indicators report.
Strata Management Board	Part 1 – Strata Management Team and Strata Board Directors Part 2 – Strata Board Directors	Meet every month and have bi-monthly meetings with the Strata Management team.	To manage the health of the Company and be accountable for financial, risk, resourcing and legal aspects of the Company. Ensure the Company is delivering the Business Plan and achieving set performance standards and indicators.
IT Steering Board	Client Leads, Chief Execs / Managing Director and Strata Management Team	Quarterly	To review key projects and business change requests, service levels and issues arising. To discuss the Strategic direction of each authority, to discuss innovations and areas for joint working.
Strata Half Year – Interim Report & Presentation of Business Plan	Joint Executive Committee	Annual – January	Half year report on Strata Performance and Following Years Business Plan to be circulated to Overview and Scrutiny for each Council, Service Leads, Client Leads and Chief Executives / Managing Director This report will be presented formally at a Joint Executive Committee meeting.
Strata End of Year – Annual Report	Joint Executive Committee	Annual – July	Full year report on Strata to include Out Turn Report, to be circulated to Overview and Scrutiny, Service Leads, Client Leads and Chief Executives / Managing Director This report will be presented formally at a Joint Executive Committee meeting.
Strategy / Transformation / Innovation forum	All	Annually	This forum would bring together Strata Managers and the leaders /relevant portfolio holders and senior managers of the three authorities to discuss innovation and new emerging technologies.

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Governance Recommendations

- Change the regularity of the JEC meeting to once every six months to coincide with the presentation of the 12 month business plan and the review of financial and business objectives.
- As part of the JEC meeting, a challenge should be set for the following period, these challenges could task members and Strata with looking at, for example, other innovations in the Public Sector and how they could be relevant to EDDC, ECC and TDC.
- Create an IT Steering Board to include Client Leads and Chief Executives / Managing Director to replace the JEC, JSC and the Joint IT Steering Board.
- Continue to provide a monthly Strata Service Indicators and Performance report for circulation, but provide links to real time stats through the use of PowerBI
- Recruit a Non-Executive Director with a strong background in IT to sit on the Strata Board and to information and guide the IT Steering Board, the Strata Board, Strata Management Team and the Joint Executive Committee
- For the Strata Board to produce an interim report on an annual basis for circulation to Chief Execs, Client Leads, Service Leads and Overview and Scrutiny functions for each Council.
- For the Strata Board to produce a full and half year annual report for circulation to Chief Execs, Client Leads, Service Leads and Overview and Scrutiny committees.
- Introduce an annual Strata / Chief Executive / Service Leads forum to discuss innovation and emerging technology.

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Reporting Timetable

Strata Half Year Report - January

In January of each year, the Strata Board will compile and circulate a report to provide the following information for key stakeholders:

- Chairman's Statement
- IT Directors Half Year Report
- Finance Directors Half Year Report
- Proposed Business Plan Highlights for the Following Year

There will be a Joint Executive Committee meeting to coincide with the Half Yearly Report and the presentation of the Strata Business Plan.

Strata Annual Report – July

In July of each year, the Strata Board will compile and circulate a report to provide the following information for key stakeholders:

- Chairman's Statement
- IT Directors Annual Report
- Finance Directors Annual Report
- Devon Audit Partnership Report
- Financial Auditors Report
- Performance Against Business Plan Objectives

There will be a Joint Executive Committee meeting to coincide with the Full Year Report and the presentation of Strata's performance against Business Objectives.

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Strategy / Innovation Forum

On an annual basis, Strata will organise and host a Strategy and Innovation forum. .

The aim of this event will be to enable the authority service leads, SMT, Executives and Client Leads to update all attendees on their individual strategies and requirements for the new 12 months.

The event will also enable key stakeholders to discuss technology and innovation requirements in an open and facilitated manner.

It may also provide an opportunity to brief key partners of programmes of work for the following 12 months.

It is proposed that this event would comprise of:

- IT Strategy presentations by Chief Executives / Managing Director
- 'Art of the Possible' discussions
- Emerging Technologies being used by other authorities
- IT Trends and Futures

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Non-Executive Director

It is suggested that a Non-Executive Director is recruited to support the work of the Strata Board and the IT Steering Board. The Non-Executive Director would play an important part in assisting the existing Board to fulfil their role by regularly and rigorously assessing the effectiveness of the board's processes and activities. Given the Non-Executive Directors outside perspective to the day to operation of the three authorities and Strata, they would be well placed to ensure that the board focuses its energies effectively on meeting the demands of the three authorities and the Strata staff.

Each board of directors is faced with unique problems and circumstances that must be addressed for the company to be truly successful. Legally speaking, there is no distinction between an executive and non-executive director. They share exactly the same individual and collective duties and responsibilities. Yet there is inescapably a sense in which the NED's role can be seen as both **balancing** and **challenging** that of the executive director, so as to ensure the board, as a whole, functions effectively.

Where the Executive Directors has an intimate knowledge of the operation of Strata, the Non-Executive Director would be expected to have a **wider perspective** of the IT world at large. Where the Executive Directors may be better equipped to provide an entrepreneurial spur to the company, the Non-Executive Director would need to have more say on informing the Strategic direction in terms of IT strategy and IT relevance.

Whilst each individual board member may have a distinct contribution to make to the operation of the Strata business, it would be the collective responsibility of the board to ensure Strata's' continued successful operation.

Benefits of the New Governance Framework

There are a number of benefits which can be derived from the introduction of the new governance framework. These benefits include:

- Resource / Effort savings
- Simplification of reporting, more focussed on the operational and transformational needs of the three authorities
- Greater empathises on the authorities working in partnership and with Strata to deliver 'real value' solutions to address organisational needs
- More focussed on the needs of the three authorities
- Greater opportunity for sharing knowledge and best practice
- More informed partners and suppliers on authority IT and Business strategy
- Half year and full year reports
- Greater level of scrutiny via authority Overview and Scrutiny committees

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Joint Executive Committee / Joint Scrutiny Committee – Initiative Update

Meeting	Strata Joint Scrutiny Committee (JSC) Strata Joint Executive Committee (JEC)
Date	13th January 2020 (JSC) 27th January 2020 (JEC)
Subject	**Strata Commercialisation Update**
Update	During the last round of JEC and JSC meetings, Strata presented a paper on the potential for the commercialisation of a number of Strata services. As part of the paper, Strata requested that £50k from the expected 2019/2020 savings be used to fund the 'discovery' phase of the commercialisation initiative. It was agreed that Strata could undertake the Discovery phase and have access to the £50k funding to support the work. As a result, Strata have engaged a highly skilled business consultant (Dougal Scott) for a 20 day period at a cost of £17,500, to perform the Discovery work. The scope of the Discovery phase covers (but is not limited too) : • It will be practical, and actionable. It will aim to anticipate all the challenges and dilemmas you will face. As much as possible it will propose an approach; in some cases it will offer a couple of choices; as we get to more minor issues it will act more like a checklist - flagging issues which need to be addressed but not necessarily proposing a solution to everything. • It will tend towards low risk. It will be an approach which offers no risk to the existing service delivery to your shareholder customers. The favoured approach is limited initial commercial activity to prove the model and allows Strata to learn, and all being well to scale up further later on. • It will focus on the short term. Aims to bring the first customer live by April 2020, so it will largely focus on what needs to happen in the next 6 months. The plan would be split into Phase 1 (first customers live and established); and Phase 2 (further scale-up once the model is

	proven). The focus will be on Phase 1, but there may need to be some qualitative changes in the approach (for example, to corporate structure or how Strata organise teams) once Strata move beyond the prove-out stage.
	• Though it will aim as much as possible to tease out all the issues needing to be resolved, it will certainly look at these questions:
	  o Which services are best candidates to commercialise - and what are the criteria that identify them?
	  o What should be the characteristics of your pioneer customers - and which are good candidates, out of the organisations already within your sights?
	  o What do you need to be in place in order to sell? For example: insurance, Ts&Cs, operating assurances like ISO, invoicing and accounts receivable capability.
	  o What do you need to put in place in your operating model? For example: timesheets or means of measuring contract profitability, monitoring SLA performance, support provision, tracking and billing against any metered activity.
	  o How will you layer commercial activity onto your organisational model? For example: who takes responsibility for sales, in-life relationship management, and how do your orient your delivery teams along service/customer dimensions.
	  o What are the implications for your people? A large dependency here is whether you will need to TUPE people into Strata as part of your commercial activity.
	  o What are the implications for your corporate structure? For example, do you create a sister company for commercial activities and bill your resource to it, or does Strata remain a single entity which sells to both shareholder and non-shareholder customers.
	
	It is anticipated that the Discovery phase will be completed at the end of February 2020, and a detailed report into the potential for the Commercialisation of Strata services will be circulated and presented back to the Strata Board, the Joint Scrutiny Committee and the Joint Executive Committee for discussion and agreement on next steps.

Related Documents	N/A

Joint Executive Committee / Joint Scrutiny Committee – Initiative Update

Meeting	Strata Joint Scrutiny Committee (JSC) Strata Joint Executive Committee (JEC)
Date	13th January 2020 (JSC) 27th January 2020 (JEC)
Subject	**Enterprise Content Management Solution (ECMS)**
Update	At the last round of JEC and JSC meetings, Strata outlined an initiative to investigate the long term ECMS requirements of the three authorities. Currently there is no one single approach to the storage of documents in any of the three authorities, this has led to documents being stored in multiple locations, using many different technologies, making it difficult to find and retrieve documents as and when required. Also, email is now being used as one of the primary document storage mediums, leading to many different versions and copies of the same documents being stored on Strata back end systems, which is leading to ever increasing storage demands and this comes at a price. The initiative has the support of all three authorities, and initial funding has been committed to the project to enable Strata to engage a specialist ECMS consultant to work with Strata and the three authorities to investigate the current 'As Is' model and to produce a set of recommendations and options as to how the long term 'To Be' model could be achieved. This investigation work is now well underway and the consultant has engaged with officers at each of the three authorities and with the Strata lead on the project. It is expected that findings will be presented back in report format to the three authorities and Strata in March 2020.
Related Documents	N/A

STRATA

Joint Executive Committee / Joint Scrutiny Committee – Initiative Update

Meeting	Strata Joint Scrutiny Committee (JSC) Strata Joint Executive Committee (JEC)
Date	13th January 2020 (JSC) 27th January 2020 (JEC)
Subject	**Local Digital Declaration – Revs and Bens Feasibility 'Discovery Phase'.**
Update	Strata are working in support of the TDC initiative to investigate the feasibility of writing an in-house Revs and Bens system as the current systems provided by the likes of Capita, Northgate and Civica are proving costly to support, are costly and complex to integrate into and are not currently supporting the transformational needs of the three authorities, as they were written 20+ years ago and have simply been added to and enhanced over the years. Writing a new 'opensource' based solution, would provide a higher degree of flexibility, would reduce costs and could be offered out to the wider Local Government community. As part of the Local Digital Declaration which is a funded MHCLG initiative, TDC as the lead have been awarded £71k to undertake this 'Discovery phase'. The partnership of local authorities working together on this Discovery phase is TDC, EDDC, ECC, Sedgemoor, Basildon and Brentwood. Strata are assisting in providing technical input. The team are working closely with GDS (the Government Digital Service), and the current timeframe is for the Discovery phase to be completed and finding presented back by 31st March 2020. At this stage, GDS would then decide whether to provide additional funding for 'Alpha' phase work. The team are working together using an 'agile' approach and have been trained on these 'agile methodologies'. In addition, applications such as Trello, Google Docs and Slack are being utilised to enable close project collaboration.
Related Documents	N/A

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