

## **STRATA - JOINT SCRUTINY COMMITTEE**

**THURSDAY, 30 MAY 2019**

Present:

Councillors Atkinson, Clarence, Hookway, Lyons, Nuttall, Swain and Twiss

Members Attendance:

Councillors Wrigley

Apologies:

Councillors Millar, Pierce and Rylance

Officers in Attendance:

Paul Nicholls, Strata Board Director

Simon Davey, Strata Board Director

Laurence Whitlock, Strata IT Director

Adrian Smith, Robin Barlow, David Sercombe, Martin Millmow, Strata Departmental Heads

Trish Corns, Democratic Services Officer

### **1. ELECTION OF CHAIRMAN 2019-20**

The Democratic Services Officer advised that the Chairmanship was appointed on a rotational basis. Exeter City Council had chaired the Committee 2017-18, and Teignbridge for 2018-19.

Resolved

That Councillor Twiss from East Devon District Council is elected Chairman for the 2019/20 Municipal year.

### **2. MINUTES**

The minutes of the meeting held on 14 January, 2019 were approved as a correct record and signed by the Chairman.

### **3. DECLARATIONS OF INTEREST**

There were no declarations of interest.

### **4. QUESTIONS FROM THE PUBLIC UNDER PROCEDURAL RULES**

None

**5. QUESTION FROM MEMBERS OF THE COUNCILS UNDER PROCEDURE RULES**

None.

**6. STRATA PERFORMANCE REPORT COVERING PERIOD JANUARY 2019 UNTIL MAY 2019**

The Strata Business Plan 2019-20 and beyond is attached to these minutes for information.

The Strata IT Director presented the report on the last five months of activity, the aim being to provide background to the core areas of specialisation within Strata and identifying key activities, successes and areas for improvement. 2019 was proving to be a very productive and successful time for Strata.

The successes include a high level of end user satisfaction, business requests BCR's being delivered based on priority and value, Global Desktop and Global Comms platform having excellent levels of system availability, the out of office hours service is proving to be effective in resolving issues outside of normal working hours, and Strata staff are excelling in supporting the ever growing IT demands of the three authorities.

The Team Leads for: Infrastructure and Support; Security and Compliance; Business Systems and Intelligence; and Document Centre were in attendance and presented their areas of the report.

Key areas included:

- The level of savings of £620k generated by Strata was, for the second year running, in excess of those committed to in the business plan of 2016.
- The KPI's (Key Performance Indicators) show all areas of Strata are performing well, this is despite a heavy workload. Strata resources supported the authority election teams. New technology is being rolled out to councillors to support the work they do and to move towards a more paperless model, such as the roll out of ipads to Teignbridge and East Devon Councillors.
- An IT Trainer has been appointed to provide resource to users across all three authorities with accessible IT training. The new post will help to develop and deliver a portfolio of solutions and services based on user demand (includes Officers and Councillors) from all three authorities IT systems.
- The roll out of the new telephony platform into TDC, and the migration of Skype for business is proving successful.
- Strata are supporting Exeter's Agile working project and assisting in defining a device strategy.
- East Devon's relocation was incredibly smooth from an IT perspective, and is testament to the Global Desktop and Global Comms environments that have been built and deployed over the last four years.
- Strata Security team is doing an excellent job in protecting the three authorities against the dangers of cyber-attack.

- The Strata Service Desk continues to deliver a successful service with a high level of Customer Satisfaction being achieved at 96.8%

Resolved

The report be noted and supported.

## **7. CONVERGENCE UPDATE**

The Strata Head of Business Systems and Business Intelligence summarised the report circulated with the agenda which updated the Committee on the progress of convergence projects between similar services across the three authorities. This had resulted in the delivery of financial savings.

Resolved

The report be noted and supported.

## **8. PROJECT MANAGEMENT PROCESS**

The Strata Head of Business Systems and Business Intelligence referred to the report circulated with the agenda on a framework to deliver projects. The methodology is based on Prince 2 but streamlined to reflect how Strata and the Authorities can best work together to deliver the projects. The report detailed how each project would be prioritised and each stage in the completion of a project, and provided a more robust project management system. The proposed system was receiving good feedback.

Resolved

The report be received and supported.

## **9. FINANCE REPORT**

Strata has delivered £623,800 of revenue savings in 2018-19 and refunded £620,000. The key variations were set out in the report. The saving of £623,800 compared well against the original target of £381,961. Previous monitoring reports had highlighted the fact that the saving would be higher than outlined in the original business case.

The report also set out variations in the capital budget.

Resolved

The report be noted and supported.

**10. LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985  
EXCLUSION OF PRESS AND PUBLIC**

Resolved

That, under Section 100A(4) of the Local Government Act 1972, the press and public be excluded from the meeting for the following item on the grounds that it involves the likely disclosure of exempt information as defined in paragraph 3 of Part I of Schedule 12A of the Act.

**11. STRATA PEOPLE DATA REPORT**

Consideration was given to the report circulated with the agenda. The report updated the Committee on workforce management information.

Resolved

That the report be noted and supported.

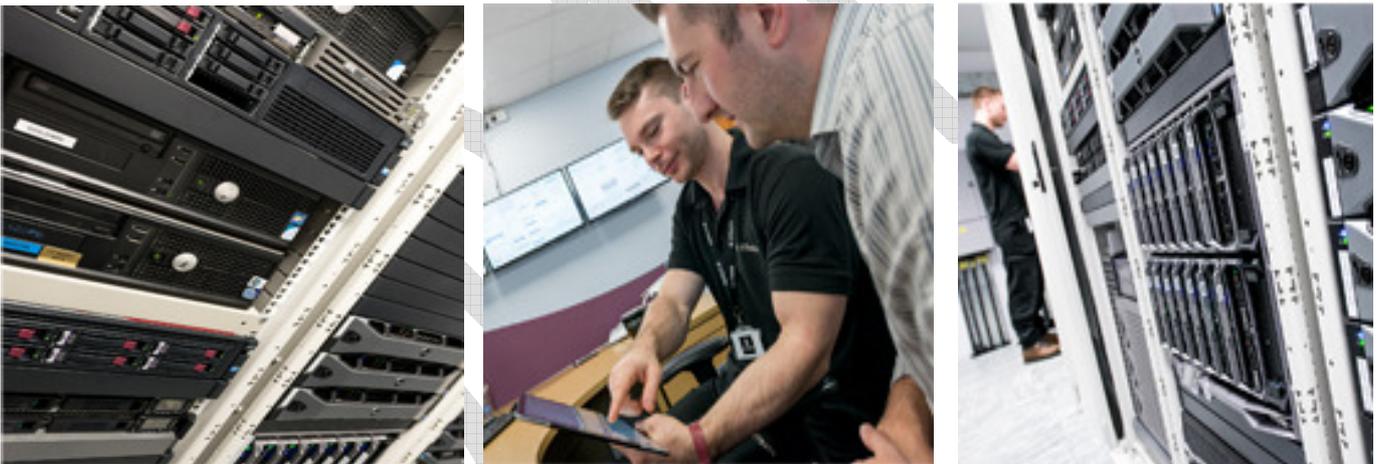
CLLR P TWISS  
Chairman



Solutions for  
government

# Strata Business Plan

2019 / 2020 and Beyond



## 'The Agent for Change'

Version 1.02 (First Amendment Post JEC / JSC Review)

Date Issued: 31<sup>st</sup> May 2019

## Introduction from the Strata Chairman: Simon Davey

In an age where technology now underpins practically every aspect of both our personal and business lives, I am proud to say that in Strata, the three partner authorities have developed a highly competent and proficient IT organisation that employs highly skilled and motivated individuals who have developed an organisation that is enabling Exeter City Council, Teignbridge District Council and East Devon District Council councils to transform to meet with the ever increasing demands for greater efficiencies and cost reduction in the Public Sector.



Strata is a strong and viable business that underpins everything the three authorities do. What Strata does is complex, challenging and for ever changing.

More than ever, I am confident in the Strata team to work with the three authorities to help them to transform and deliver excellence in public service. The first four years for Strata has seen a number of significant achievements, from building two Datacentres, installing a network to link all authorities together, putting in a combined Service Desk and driving through a programme of systems and platform convergence.

When it was originally proposed that the three authorities should form the partnership, there were many who felt the strategy to be brave and ambitious and a few questioned whether it would be possible to combine the three separate IT departments into one. However, the concept is now a reality and with each day that passes, Strata develops further in its stated mission of supporting the transformational agenda of the three authorities and helping them to meet with the inevitable financial challenges that lie ahead.

I feel that what has been achieved in terms of cost reduction, risk reduction and increasing the capability and capacity for change, is testament to the hard work and effort that Strata staff have put into developing the organisation, at times they have faced some major challenges, but have kept positive and have now built an organisation that we can all be rightly proud off.

Strata's mission is:

“Building and delivering flexible, responsive and cost effective IT solutions and services for Local Government”

## So What Do the Experts Say?

In a time when the failure of IT services can cause massive reputational damage or even lead to an organisation ceasing to trade, and when IT can enable businesses to drive up efficiencies through effective transformation and deliver cost savings, it is important that your IT Service provider aligns with your organisation to ensure they understand your business strategy and deliver an IT platform that is both robust and flexible and enables you to deliver against your business strategy.

Running IT is no longer just about keeping the lights on, it's about delivering and enabling IT services to meet with the changing demands of the 21<sup>st</sup> century organisation. Here's what a few experts are saying:

*"Information Technology's primary function is to enable business to be more agile, to enter new markets more quickly and to deliver services closer to the customer needs"*

*Strata have delivered an IT environment that offers the three authorities a flexible and agile platform on which to deliver leading services to the public. Innovative solutions such as Firmstep and Anywhere 365 are now enabling the public to communicate far more effectively.*

*"In a business environment that is changing more rapidly than ever before, businesses are increasingly relying on technology to create a competitive advantage. Business leaders are actively seeking innovative technological solutions to support their transformation agendas."*

*With ever increasing cost pressures, the three partner authorities are now turning to Strata to deliver platforms which help to deliver against the transformational agenda. This comes in the form of innovative solutions enabling greater levels of efficiency.*

*"Many organizations that are developing digital infrastructure delivery strategies are wrestling with the issue of cloud adoption. Successful Infrastructure and Operation leaders are focused on business value, rather than cloud adoption, as a goal. IT leaders are therefore beginning to build IT strategies with a focus on their application portfolio, rather than on the physical infrastructure, moving away from traditional IT architecture-driven decisions toward a service-driven strategy."*

*Strata have developed a hybrid approach to the creation of the digital infrastructure delivery mechanism. A Strata Private cloud approach enables us to host applications inside our own Data Centre environment, whilst access to Public cloud based technologies and applications is possible via high speed connectivity, giving the best of both worlds.*

*"Customer-centric, in theory, is fairly self-explanatory. But, businesses that take a customer-centric approach do more than say they put their customers first; they make it a priority to provide an exceptional customer experience"*

*Working closely with the customer facing teams within each authority, Strata can design, develop and deliver solutions which make for a far more efficient user experience.*

## Moving to a Customer Focussed Model

The primary purpose of the new Strata Business Plan is to move from the business model that has for the last four years, supported the development of the Strata organisation, to a model that is based on Strata supporting the changing demands of the three authorities in terms of:

- Operational Effectiveness
- Transformational Change
- Budgetary Pressures

With the move towards the new business model, Strata are working to deliver services which follow the fundamental principles of a Customer Centric organisation

- Engage with customers from the beginning of the process
- Demonstrate customer commitment from the top-down
- Use data to better understand their customer demands
- Have a commitment to client success
- Foster a customer-centric culture
- Recognize the customer across all channels
- Design processes and policies from the customer's point of view
- Measure what matters to customers
- Encourage client innovation

Hence, this new Business Plan aims to set up a new way of Strata working in support of the three authorities whilst continuing to deliver an effective 'business as usual' service. We therefore have focused the new Business Plan on 'Business as Usual' and 'Demand Driven' services.

It is fair to say that in the first four years of Strata, the focus has been on aligning the IT provision across the three authorities, creating a single IT services company and delivering against the original objectives of Strata, those of Risk Reduction, Cost Reduction and Developing the Capability and Capacity for change. The new plan needs to move Strata forward, we can't remain focused on just delivering the business as usual service, we need to engage with the three partner authorities to innovate and create new services which take the three authorities forward whilst understanding ever present budgetary constraints and challenges.

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## Document Information

<b>Applies To</b>	East Devon District Council, Exeter City Council, Teignbridge District Council, Strata Service Solutions Ltd
<b>Date of Approval</b>	TBC

## Document Control

<b>Title</b>	Strata Business Plan 2018 / 2019
<b>Originator / Author</b>	Laurence Whitlock
<b>Reviewers</b>	Strata Board
<b>Review Cycle</b>	Annual

## Document History

Version	Date	Changes Made	Document status
0.1	27 <sup>th</sup> July 2018	Initial Draft	Superseded
0.2	6 <sup>th</sup> August 2018	First Review and Update	Superseded
0.22	7 <sup>th</sup> August 2018	Second Review and Update	Superseded
0.24	7 <sup>th</sup> August 2018	Third Review and Update	Superseded
0.25	10 <sup>th</sup> October 2018	Fourth Review and Update	Superseded
0.28	27 <sup>th</sup> October 2018	Fifth Review and Update	Superseded
1.01	17 <sup>th</sup> December 2018	Final Draft - Review and Update	Superseded
1.02	31 <sup>st</sup> May 2019	First Amendment Post JEC / JSC Review	Live

## Document Ownership

The Strata Business Plan is owned by the Strata IT Director and the Strata Board. They are responsible for ensuring that the Business Plan is reviewed and updated on an annual basis to ensure that in line with the requirements of the Strata business and the three partner authorities which comprises, East Devon District Council, Exeter City Council and Teignbridge District Council. The process for reviewing and updating the Business Plan stage times for the creation of the Business Plan will be as follows:

Stage	Target Date	Stage Owner
Board Planning Session	Completed – 15 <sup>th</sup> June 2018	LWW
Management Team Planning Session	Completed – 29 <sup>th</sup> June 2018	LWW
Chiefs – The Strata Vision and Futures As part of Strata @4 Creation	Completed - 23 <sup>rd</sup> July 2018	LWW
Business Plan Template Creation	Completed - 30 <sup>th</sup> July 2018	LWW
Strata Service Line Manager Section Completion	W/C 10 <sup>th</sup> Aug 2018	MANAGERS
Draft Document Created and Circulated	W/C 27 <sup>th</sup> Aug 2018	LWW
Review Session 1	W/C 3 <sup>rd</sup> Sept 2018	MANAGERS AND BOARD MEMBERS
Amendments Incorporated	W/C 10 <sup>th</sup> Sept 2018	LWW
Review Session 2	W/C 17 <sup>th</sup> Sept 2018	MANAGERS AND BOARD MEMBERS
Amendments Incorporated	W/C 21 <sup>st</sup> Oct 2018	LWW
Review 3 – Strata Board and Strata Management Team	W/C 29 <sup>th</sup> Oct 2018	MANAGERS AND BOARD MEMBERS
Amendments Incorporated	W/C 12 <sup>th</sup> Nov 2018	LWW
Business Plan Shared with Client Leads	W/C 17 <sup>th</sup> Dec 2018	CLIENT LEADS
Amendments Incorporated	W/C 24 <sup>th</sup> Dec 2018	LWW
Draft Business Plan Shared with JSC / JEC	W/C 7 <sup>th</sup> January 2019	STRATA BOARD

## Document Summary

This Business Case has been compiled to provide a review of the last four years of Strata operation and to lay out in detail the 'vision and plan' for the next six years. The original business case compiled in 2014 and subsequently reviewed and updated in FY16/17, provided a basis on which the Strata business was formed and gave insight into the short term future, however, the rapid changes in technology and the ever changing and increasing demands of the three owning authorities has led to the Strata Board and Management team feeling that a detailed review and rewrite of the Business Plan is required to ensure that the business case for Strata remains relevant well into the third decade of the 21<sup>st</sup> Century.

The key considerations and overall objectives discussed and delivered in this Business Plan are to ensure that the three authorities are seen at the centre of Strata's ethos and that Strata looks to provide and facilitate products and services which:

- Supports the Transformational Agenda of Each Authority
- Delivers Cost Effective, Tangible and Measurable Business Value
- Offers the opportunity to commercialise key Strata propositions
- Provides a Flexible, Reliable, Secure, Scalable and Modern IT platform

These elements are all encompassed into the following graphic, which will be used moving forward to explain the Strata core objectives:



Through the approval of this Business Plan a long term contract can be negotiated between Strata and the three authorities, as the current contract is on a rolling 18 month term which has a detrimental impact on the 'deals' which Strata is able to negotiate with 3<sup>rd</sup> parties and on the overall financial position of Strata as a going concern.

The review also enables Strata to create an action plan for the next 12 months to address some of the key activities and initiatives outlined in this plan and which the board can measure the Strata Management Team against as part of the overall governance process.

Also, the action plan can incorporate specific requests that each authority wish for Strata to address during a 12 month period, for example, Strata could look at the funding options for the replacement of old / lost / stolen portable devices which are not currently covered under the existing contract.

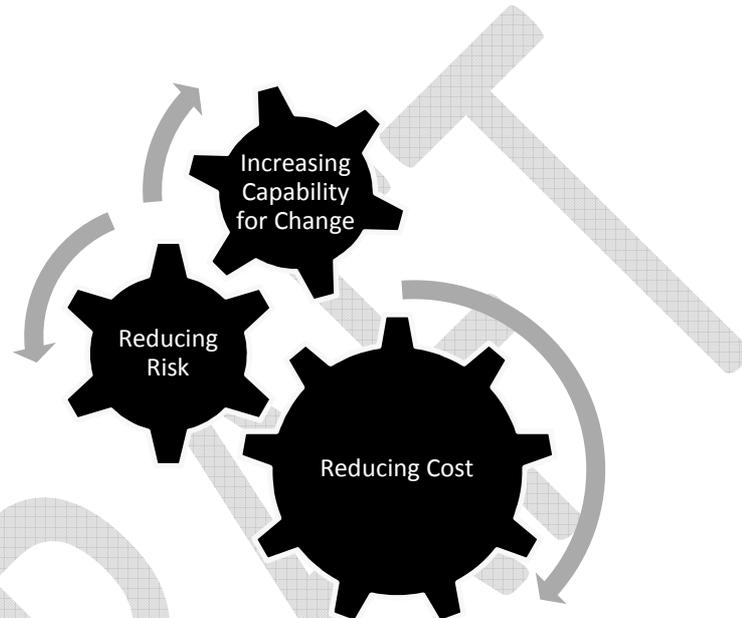
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## Executive Summary

It is now four years since Strata Solutions commenced delivering services into Teignbridge District Council, Exeter City Council and East Devon District Council. Strata now underpins all aspects of the IT service that the three authority utilise to deliver services to citizens and the local community.

This new Business Plan looks at the successes to date of Strata, the challenges that have been faced, how the organisation is progressing against the original 2014 Business Plan (Review of Strata to Date) and our plans, strategy and vision for the next 12 months and beyond (The Future).

The Strata organisation was established to deliver against the three key objectives of:



Whilst there are still aspects of Strata that will need to continually adapt, the overall indication is that Strata is successfully performing well against each of the original objectives and structured in a way to support the ever changing needs and demands of the three authorities.

The Devon Audit Partnership has again given Strata a rating of **GOOD** and is working closely with Strata in the areas of risk and objective setting. This achievement is an excellent reflection of the processes that have been developed to underpin the operation of the business.

Strata have clearly demonstrated that the original concept laid out in the 2014 Business Plan is sound. Savings have been made in each area of operation, there is less individual authority risk as resiliency has been built into the environment and the infrastructure that has been deployed now enables a higher degree of capacity and capability for change. The Global Desktop environment, which took over two years to deliver, now provides users with a flexible IT working environment. This project, though incredibly challenging and complex from both a technical and resource perspective, now underpins the entire IT workings of the three authorities and indicates that the investment was worthwhile, it has reduced the risk inherent with the way IT services were previously delivered and delivered a high degree of resiliency now required to run all the services associated with a local authority, it also provides the IT environment on which change can take place to drive up the effectiveness and efficiency of each organisation.

The Convergence Programme which was developed at the outset, has been fluid, and Strata have worked hard to align the three authorities around the convergence plan. This alignment has proved challenging at times, as even though the convergence plan was agreed at a senior level, gaining alignment of the three authorities around a set of technologies has not always been as easy as expected. Through the introduction of a Joint IT Steering function, this could help to accelerate the delivery of lagging areas of the convergence programme, hence rather than being a Strata driven programme, the programme is actually delivered around the combined priorities of the three authorities. It is desirable that the concept of the convergence programme is driven through and there are distinct benefits of the **one size fits all** strategy as this makes support easier and importantly tends to drive down cost, however, moving forward and using Strata's Customer focussed ethos, systems convergence may not always be at the forefront of thinking, especially if the identified solution is 'not the right fit' for the department and deployment of a converged solution may have a detrimental impact of the service department in question. In which case, Strata will (if possible) take a more pragmatic view and consider implementing a solution which meets with the individual authority's needs, however, this will be on a case by case basis and will need the approval of the Strata Board and the Joint Executive Committee, especially if there's an impact on Strata's cost model.

It should be noted that over the last four years, Strata have taken on a number of new applications and solutions outside of the convergence programme without any significant increase in annual funding. These include Firmstep, Garden Waste, Granicus, ModernGov, QMatic, Bartec and Openportal. These systems have taken up the valuable Systems Analyst capacity which was freed up from the delivery of the convergence programme, meaning resource (staff numbers) cannot be reduced without a significant impact on the delivery of the Strata service.

Continual monitoring of the performance of Strata show that considerable improvements have been made during the last 18 months in a number of aspects of the service, this predominantly relates to the decrease in Service Incidents, Business Change Requests and Problems. Although challenges still lie ahead, the recent redesign of the Business Change Request process (BCR) enable far tighter controls in terms of prioritisation and value generation. The creation of the new Joint IT Steering Group in 2018, enables a far higher level of management of Strata workload (i.e. BCR and Projects) demands and enables better prioritisation and control of IT requirements, whilst linking work to overall business value. The means that the Joint IT Steering Group and Strata can far more accurately report back to the Joint Executive and Joint Scrutiny Committees on the true value of Strata, not only in terms of savings on the IT budget, but also savings across the three authorities.

An area that Strata has suffered is in the performance of key suppliers. During the last 24 months, a number of suppliers have failed to deliver service to an acceptable level. This has a major impact on Strata's ability to deliver a highly robust service. Strata are now working a lot closer with key suppliers through the introduction of a Supplier Management function. Since the introduction of this post in May 2018, we have already seen considerable improvements in the way Strata and the three authorities interact with suppliers in an attempt to get suppliers on board to improve the level of service and to provide an enhanced level of product capability knowledge

During the period of 2016 until 2018, there has been a considerable increase in the exposure that all organisations are receiving in terms of **Security and Compliance** threats. Strata has a strong proposition

in this area and a highly skilled team working to protect the three authorities from the cyber threat. Strata have put in place four levels of protection and proactively monitor and manage the cyber threat. We have again successfully continued to achieve PSN (Public Services Network) accreditation, but this has been a far more arduous process in the last two years as external auditors are now far more vigorous in their checks and Strata are continually having to undertake large programmes of work to mitigate risk. This has been as a result of the 2017 'Wannacry' attack, which affected a large number of organisations (but not Strata or the three authorities). The impact of this work takes a high toll on available Strata resource from the Security and Compliance, Business Systems and Infrastructure teams and resource to meet with this demand was certainly not built into the original Business Plan.

The **Document Centres** have continued to support the work of the three authorities and the levels of demand have not decreased, whilst the demand for printed material may have dropped the demand for scanning has increased considerably. During 2017 and 2018, an extensive programme of work was undertaken to replace the ageing fleet of Ricoh, Xerox and Canon Multi Function Devices (MFD's) deployed across the three authorities. New MFD's have been deployed to Exeter City Council, Teignbridge District Council and EDDC Exmouth Town Hall and significant cost and efficiency savings have been delivered. The new MFD's also enable 'follow me' printing, which improves the level of security and reduces the risk of prints going astray!

A significant area of concern two years ago was Strata staff morale. Therefore, over the last 18 months, the Strata Management team have worked hard to improve the levels of morale across all teams. The results of the 2017 (delivered in Nov 2017) staff engagement survey, showed a considerable improvement in staff morale and a high sense of wellbeing and a good level of desire to perform well. Staff attrition has been reduced along with periods of absenteeism, and we are now able to attract new starters to Strata through an effective recruitment process. The annual Strata people report shows a significant reduction in the amount of time Strata staff are taking off work due to illness / stress / etc., with a circa 47% reduction from 2016/2017 to 2017/2018, this clearly shows Strata staff are feeling engaged and valued by the business and are brought into the long term vision and ongoing strategy. We are now working towards gaining the **Investors in People accreditation**, to demonstrate that Strata understand and invest in their staff.

**The Strata Management Team** now feel more engaged with both the Strata Board and the Joint Scrutiny and Joint Executive Committees. All staff are being updated via regular monthly Town meetings and 1 2 1 sessions along with staff updates being distributed via the portal or email. Each team has regular team meetings, enabling a far higher degree of 'top to bottom' engage and vision sharing. There is a more transparent approach to keeping staff informed and this has reaped dividends in improving levels of staff morale.

Previously some governance relationships has been challenging and strained, but more face to face time and an open approach has delivered a considerable level of improvement in how the teams work together for the benefit of the three authorities.

In summary, Strata is a good business and getting stronger, the organisation performs well against the key requirements of the original Business Plan, has a motivated workforce and has an aligned management team. Over the next 12 months and beyond, Strata needs to work more closely with the three authorities to understand and deliver 'Change' against each authority's strategic vision and work

plan, whilst maintaining a Business as Usual IT platform that meets with the everyday needs of the three authorities and the officers who work within them.

The platform (i.e. the people, processes, infrastructure and software) which Strata has delivered into the three authorities, offers the authorities that opportunity to better collaborate to drive through cost efficiencies and business effectiveness.

Achieving the move to a Customer Focussed approach, will mean that Strata are far more tightly aligned with each authorities strategic direction, ensuring that Strata becomes the '**agent for change**', however, this can only be achieved if the three authorities move towards a true partnership model, rather than one where Strata are seen as just a supplier. There is still too much divide between existing middle management teams across the authorities and Strata and this really needs to be addressed from the top down. This tends to manifest itself in negative, unproductive comments, which undermine the work of Strata and its staff.



*"The success of Strata and the continued delivery of exemplary services can only be maintained if the three authorities align themselves and understand the true value of the organisation they have built and fund"*

Laurence Whitlock 2018

## Review of Strata to Date

### History, Background and High Level Achievements

Strata was formed in November 2014, to deliver IT products and Services into East Devon District Council, Exeter City Council and Teignbridge District Council. IT staff from the three separate authorities were transferred into the Strata organisation to offer a critical mass of **highly skilled and experienced staff** with the primary purpose of **delivery a robust and effective IT service** into each of the three authorities.

There have been a considerable number of achievements made by Strata over the last four years and these should not go unrecognised as they form the basis on which Strata has demonstrated that it can develop and grow as a business to support the high level of demands of each of the three authorities and to act in the **spirit of partnership** rather than just as a **replaceable supplier** or Public Sector outsourcer.

Key achievements include:

- The creation of a new business (Strata) to deliver on all aspects of IT product and service.
- Significant savings (£895,000) delivered back to the three authorities over the first four years of operation
- The building of two new Data Centre facilities to offer a high level of resiliency.
- The deployment of a Wide Area Network (WAN) to connect the two Data Centre's and key authority sites together to create a modern network for the transfer of data and accessibility to applications
- The creation of a multi skilled and multi-tiered service desk to support all authority end users
- Out of Hours service to support the authorities 24 / 7 / 365
- Delivery of a Global Desktop environment to circa 1800 users to enable applications to be delivered in an effective and efficient manner
- The development of a new 21<sup>st</sup> century telephone platform and the initial roll out to East Devon District Council and with plans to roll out to Exeter City in Q3 / Q4 of financial year 2018/2019 and to Teignbridge in Q1 / Q2 of financial year 2019 / 2020.
- Delivery of a standard platform for web site production to all three authorities
- Ongoing protection of all three authorities from malicious attacks and cyber crime
- Mobilisation of skilled staff to support the seamless move of East Devon staff from the Knowle to Exmouth Town Hall build and the planned move of East Devon to the new Blackdown House location.
- Converged on a single BACS system
- Delivery of the Devon Audit Partnership (DAP) 'Good' rating demonstrating Strata is on the right track and working to deliver a quality service to all three end user authorities.

## Has the Strata Concept Been Working

In order to ascertain whether the Strata fundamental principles are working, we have reviewed performance to date against the core objectives of Cost Saving, Risk Reduction and Capability and Capacity for change.

### Cost Saving

Strata has delivered savings in each year since the organisation was originally founded. The table below shows the predicted savings mapped against actual savings.

Year	2015 / 2016	2016 / 2017	2017 / 2018	2018/2019 (predicted)	Total
Predicted Savings	£260,000	£20,000	£262,000	£382,000	£924,000
Actual Savings	£230,000	£100,000*	£565,000	£500,000	£1,395,000
Performance	(£30,000)	£80,000	£303,000	£118,000	£471,000 above target

\* It should be noted that in addition to the above savings, £200,000 (not shown in the above table) from the savings delivered in 2016 / 2017 has been reinvested into Strata to strengthen the Project Management and Supplier Management capability. This decision is delivering excellent results on a number of fronts.

A key element of the original business plan was for Strata to build an IT environment for all three authorities for the foreseeable future. Previously there had been a lack of investment in the IT infrastructure meaning that services were unreliable and unstable. Through the introduction of Strata, all three authorities have seen an overall improvement in the underlying IT infrastructure and an ability to access systems and platforms in a more agile way. Strata believe that for an investment of £800k per authority, access to an IT infrastructure worth in excess of £2.5m is now available.

### Risk Reduction

As with any IT Service, there is a degree of risk, especially in very complex environments. The deployment of the Global Desktop environment enables users to work from anywhere with an Internet connection, this removes the reliance on being in an office to work. The two Strata Data Centres are now fully operational and currently there is an extensive programme of work underway to improve the overall capacity and resilience of both data centre. A detailed Disaster Recovery and Business Continuity plan is being compiled in cooperation with the three authorities, ensuring that Strata delivers the environment which enables the rapid recovery of key systems.

A larger Strata resource pool, has meant that the authorities are far less exposed to staff changes and regretted losses. Strata have implemented a Primary, Secondary and Tertiary system owner model, providing better working knowledge on systems across the three authorities. Hence, a far higher degree of resiliency is now delivered through the Strata organisation.

The Security and Compliance team have worked hard to ensure that the three authorities are not exposed to the risk of the modern digital world and are ensuring that the authorities meet with the level of accreditation required i.e. PSN to enable them to operate effectively across multiple partner organisations.

The Devon Audit Partnership has again rated Strata as **GOOD** and constantly improving, this gives the three authorities the confidence that the model is working. A Risk programme has been initiated within Strata to better manage the exposure to risk that the three authorities face in relation to the IT service delivered by Strata, this Risk register is reviewed as part of the governance framework, in addition, Strata operate a Continual Service Improvement Programme (CSIP) which looks to identify areas where further improvements can be made.

### **Increasing Capability and Capacity to Change**

The technology change programme which Strata has been delivering for the last four years has been challenging and complex, however, it now enables a much more flexible approach to change. Whilst there have been some delays in Strata implementing the IT to affect change, which has primarily been down to resource availability, the infrastructure and processes that underpin the operation of Strata enables change to be made in a flexible and far more controlled manner. Change Advisory Boards (CABs) are held weekly to ensure that changes don't have a negative impact on the operation of other systems.

The level of technical capability now exists within Strata to support the changes being demanded by the three authorities. Better prioritisation of workload by the three authorities through the IRB's and Joint IT Steering Groups (JITSG) ensure that changes are made in line with business need and major change programmes such as the deployment of a new telephony platform are delivered in a strategic, and professional fashion, rather than simply being implemented without any real vision or plan.

A major improvement that has been made in the last 12 months is the creation of a client lead within each authority to oversee workload prioritisation and to act as a conduit for communications into both Strata and into each organisation. This function is proving very effective and is delivering a high degree of value into Strata giving the focus and insight that was previously missing.

The organisational structure of Strata is aligned to the needs of the three authorities, but there is still a need to move to a more Customer Centric model, as it is felt that a more customer focused front end, could have a positive impact both on the delivery of the client facing 'business as usual' operational function of Strata and the forward thinking / visionary element which will help Strata deliver the IT service to underpin the transformational needs of the three authorities..

So in summary, if we are to grade the performance against the original business objectives, it is felt that Strata has certainly delivered and exceeded in all areas. Cost savings has been a real strength, and improvements in resiliency and risk reduction provides an IT environment that delivers against the operational needs of the authorities. Whilst good progress in delivering the IT environment to enable transformational change has been made, a lack of a defined transformational strategy by the three authorities, i.e. through the creation of coherent and consistent Business and IT Strategies, has not yet enabled the true value of Strata to be fully appreciated, explored or exploited.

## What Do Strata Staff Think of What's Been Achieved

*"Friendly and positive environment to work in. Everyone are willing to improve and support their customers the best way possible."*

*"Staff always make you welcome and always support you."*

*"It's going very well, and I feel very well supported. In my first year I have developed a lot of new skills and knowledge."*

*"Strata is going really well. The changes we have made have improved the standards. We now have a greater user experience."*

*"Yeah, it's good with new changes to Service Desk and how we work. We have a good team and new working processes."*

*"A lot of challenges ahead of us, although it is exciting times. The work is interesting and I am learning all about new sites and new systems."*

*"Really good working for Strata, loving it. Hard work at times, although you get the message of the bigger picture."*

*"Strata provides the platforms, knowledge and services, which means our customers can focus on their key functions and managers can prioritise as demands change. If we were still three separate council IT departments, I am not sure how effective or robust IT would be!"*

*"The Global Desktop is a fantastic achievement that gives great flexibility to users and is a consistent platform."*

*"I believe we have a unique business model, working to meet the needs of three different councils and encouraging collaboration wherever possible"*

*"To have moved from three separate in-house IT departments to a standalone business that effectively supports the councils in just four years is a major achievement. Everyone involved in Strata and the authorities should be very proud of what's been done so far, and excited about the future."*

## Current Financial Status of the Company – David Hodgson

One of the three key objectives set for Strata by the owners was to deliver cost savings as set out in the original business case and subsequently amended in the 2017/18 Business Plan. As the table on page 16 shows, Strata has delivered savings in excess of those projected, whilst continuing to invest in strengthening the infrastructure that the Councils rely on.



## The Company's Accounts

Strata have employed Francis Clark to deliver an independent External Audit of the Company's accounts. The External Audit provides confidence to the Councils that the financial performance reported, gives a true and fair view of the financial position of the Company. There have been no changes to the refunds provided to the Councils as a result of the audits in any of the four years that the Company has been trading and indeed, the figures, which form part of each Councils own accounts have not been changed in the three full years of trading.

Acting as a Company under the terms and conditions of a Local Authority does however bring challenges. The Company's Balance Sheet is weak, as a result of the **Local Government Pension Scheme**, and there is no simple solution, whilst the pension scheme remains open to new entrants. The weakness is a risk insofar as it affects the credit rating of the Company. However, the guarantee provided by the three owners of the Council enables the Directors to assess the Company as being in a position to continue trading. The Balance Sheet of the Company is set out on page 21 and demonstrates the **negative impact that the pension scheme** has on the overall financial health of the Company. Without the Pension Scheme the **Balance Sheet would be positive** with net assets of **£1.4 million**.

## Internal Audit

In addition, Strata uses Devon Audit Partnership to provide an internal audit service. The latest assurance report for 2017-18 stated

**"Overall, based on work performed during the year and our experience from the current year progress, the Head of Internal Audit's Opinion is of "Significant Assurance" on the adequacy and effectiveness of the internal control framework in the Strata Service Solutions."**

All areas reviewed were assessed to be of good standard, with the exception of Business Continuity, but this is an area which Strata have continued to focus on in FY 2018/2019.

## Savings

The table below sets out the projected savings against the 2017-18 Business Plan.

		<b>Capital Expenditure Savings</b>	<b>Projected Revenue Savings (2017 BP)</b>	<b>Actual / projected Revenue Savings (2019 BP)</b>	<b>Variance</b>
2015-16	Year 1	(443,932)	(262,098)	(232,000)	<b>30,098</b>
2016-17	Year 2	(312,522)	(20,000)	(100,000)*	<b>(80,000)</b>
2017-18	Year 3	(358,222)	(252,836)	(565,000)	<b>(312,164)</b>
2018-19	Year 4	(459,609)	(381,961)	(620,000)	<b>(238,039)</b>
2019-20	Year 5	(129,300)	(593,653)	(853,888)	<b>(260,235)</b>
2020-21	Year 6	867,962	(698,293)	(696,167)	<b>2,126</b>
2021-22	Year 7	(138,000)	(773,626)	(622,091)	<b>151,535</b>
2022-23	Year 8	(9,884)	(767,313)	(701,005)	<b>66,308</b>
2023-24	Year 9	(196,902)	(789,680)	(825,203)	<b>(35,523)</b>
2024-25	Year 10	(374,300)	(824,040)	(908,996)	<b>(84,956)</b>
Total		<b>(1,554,709)</b>	<b>(5,363,500)</b>	<b>(6,124,350)</b>	<b>(760,850)</b>

Some of the additional income is derived from the monthly charge for mobile telephony (currently £5 per user) and it is therefore proposed to **reduce this to cover costs** only (no longer recovering the original capital cost). This will reduce the cost to £3.50 per user per month and reduce payments made by the Councils by £65,000 a year. The figure above includes mobile phone income at the lower value.

## Strata Service Solutions Limited

### Balance Sheet

31 March 2018

	Note	2018 £	2017 £
<b>Fixed assets</b>			
Intangible assets	9	1,675,068	1,871,728
Tangible assets	10	<u>790,256</u>	<u>1,100,968</u>
		<u>2,465,324</u>	<u>2,972,696</u>
<b>Current assets</b>			
Stocks		13,543	4,384
Debtors	11	1,518,286	1,928,981
Cash at bank and in hand		<u>1,402,715</u>	<u>811,600</u>
		2,934,544	2,744,965
<b>Creditors: Amounts falling due within one year</b>	13	<u>(1,917,815)</u>	<u>(1,736,193)</u>
<b>Net current assets</b>		<u>1,016,729</u>	<u>1,008,772</u>
<b>Total assets less current liabilities</b>		3,482,053	3,981,468
<b>Deferred income</b>	13	<u>(2,049,193)</u>	<u>(2,062,369)</u>
<b>Net assets excluding pension liability</b>		1,432,860	1,919,099
Net pension liability	15	<u>(6,752,000)</u>	<u>(6,924,000)</u>
<b>Net liabilities</b>		<u>(5,319,140)</u>	<u>(5,004,901)</u>
<b>Capital and reserves</b>			
Called up share capital	17	3	3
Capital contribution reserve	16	668,553	1,094,754
Profit and loss account	16	<u>(5,987,696)</u>	<u>(6,099,658)</u>
<b>Total equity</b>		<u>(5,319,140)</u>	<u>(5,004,901)</u>

Approved and authorised by the Board on 19/07/18 and signed on its behalf by:

  
 .....  
 Mr R D Hodgson  
 Director

Company Registration Number: 09041662

The notes on pages 13 to 23 form an integral part of these financial statements.  
 Page 10

## Strata Funding

Funding for the start-up of the Strata organisation was derived from a study of the budgets spent by each authority on IT in the years 2013 / 2014. The budget was then transferred on an annual basis with a percentage uplift for salary increases and product and service increases.

As a result of the work undertaken in 2013/2014, the Strata organisation is funded on an annual basis in the following percentages. The forward forecast for funding is as shown in the table below

Authority	Funding 2019/2020	Funding 2020/2021	Funding 2021/2022	Funding 2022/2023	Funding 2023/2024	Funding 2024/2025
East Devon District Council	£2,543,723	£2,615,134	£2,688,564	£2,764,072	£2,841,717	£2,921,558
Exeter City Council	£2,224,337	£2,284,126	£2,348,391	£2,414,478	£2,482,438	£2,552,325
Teignbridge District Council	£1,884,632	£1,937,408	£1,991,675	£2,047,472	£2,104,845	£2,163,838
<b>Total</b>	£6,652,692	£6,836,668	£7,028,630	£7,226,022	£7,429,000	£7,637,721

\* *Forecast standard contract payments only (does not include mobile phones / recharges for staff directly employed on behalf of one Council). Based on 3% RPI and 2.5% increases in salaries.*

The current funding model has supported the development and growth of the Strata organisation and has provided a mechanism to enable savings to be returned to each authority, however, there is a perceived imbalance between the level of service each authority receives and what they actually pay for. Currently Strata measure the 'number of' BCR's and Projects and not the actual time it takes to deliver each work package. Given the work Strata have undertaken on managing and reporting on demand across the authorities, we would be looking to review the contribution made by each authority to the overall Strata budget. Whether this will be a change in the percentage split of the existing budget or an adjustment / increase to the overall budget assigned to Strata from one or more of the authorities.

If there is a desire across the three authorities to address this perceived imbalance, Strata would need to introduce a mechanism for recharging actual time spent on each BCR / Projects, this would enable a far more accurate picture to be compiled as to where Strata is spending time, but could be complex and time consuming to administer, but with the introduction of a new Service Management system it is hoped that a higher degree of 'time' recording could take place to form a true picture of demand / time spent on the work of each authority.

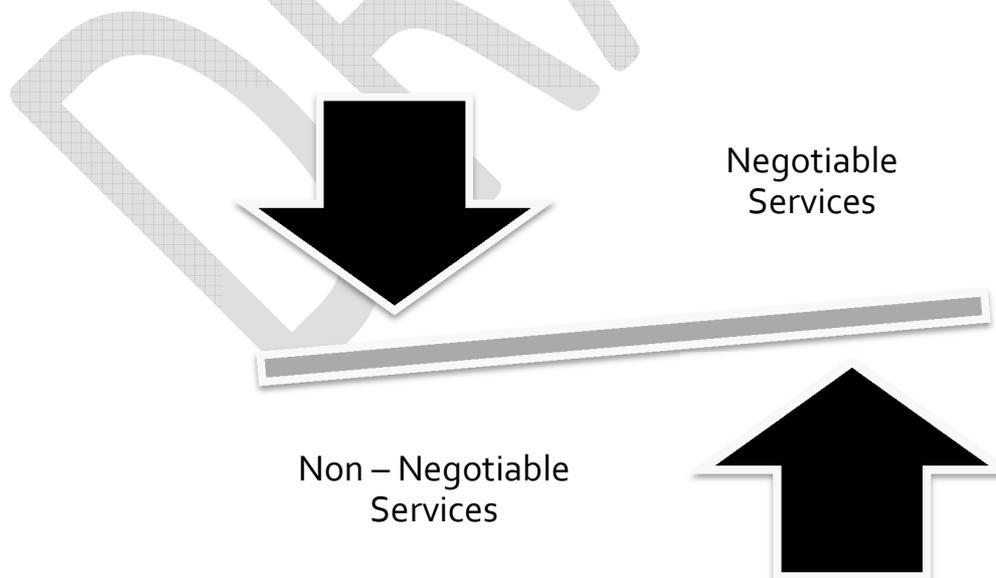
However, Strata are aware that the three partner authorities are facing a funding challenge over the coming years, and each council has to find savings in order to continue to deliver high quality services to the citizens.

Therefore, the three partner authorities need to decide on their strategy regarding Strata and how Information Technology can be either used to drive Transformational Change to deliver the efficiencies

and hence cost savings, or where savings could be made in the delivery of Information Technology services to reduce the annual Strata staffing and product and service charges. This is a key decision for the JEC / JSC to make as it will be fundamental to how Strata is structured and funded moving forward.

As Strata see it, there are two high level options available to the three authorities to deliver on the above need:

- 1) A continuation of the delivery of the current level of service to enable the three authorities to use IT to make the efficiency savings and an identification of the areas where Strata feel additional resource is required in order to support :
  - a. The transformational agenda of each of the three authorities
  - b. The increasing demand for IT Services in terms on Business Change, Projects, New Systems and Day to Day support
  - c. The increase in device usage across the three authorities, increasing the support overhead on Strata
  
- 2) A review of the core services of Strata and an identification of the non-negotiable and negotiable services, which would allow each authority to decide which Strata services they are happy to reduce in order to deliver a saving on annual IT spend
  - a. **Non Negotiable service** – the service which is fundamental to the delivery of IT across the three authorities and any reduction in service level would lead to a significant deterioration in the service delivered to the end user citizens;
  - b. **Negotiable service** – where a reduction in service level could be limited to one authority and where the service would not have a detrimental impact on citizens, but may impact on the work of council officers;



The table below shows what Strata feel are the Non Negotiable and Negotiable services

Service	NEGOTIABLE	NON NEGOTIABLE	Potential Saving	Potential Impact
1 <sup>st</sup> Line	YES		£20,000 per annum  (there will be a min spend threshold for savings on 1 <sup>st</sup> line)	<p>The first line service is needed to support all three authorities, and as such it is a core Strata service offering any form of reduction in this area, would lead to officers not being able to report IT related issues in a timely fashion. Also, there is a high level of first time fixes delivered through the 1<sup>st</sup> line team, this is why we are seeing Customer Satisfaction levels as high as they are.</p> <p>We could look to drop the level of first line down from three members of staff to two members of staff.</p> <p>With the introduction of the new Alemba service management solution, there will be increased options for end user self-service for incidents, potentially reducing the workload on Strata service desk staff, however, this will only be possible if end users are happy to use the self-serve functionality.</p>
2 <sup>nd</sup> Line – On Site	YES		£20,000 per annum per individual  (there will be a min spend threshold for savings on 2 <sup>nd</sup> line)	<p>An authority could choose to not have on site resource to support officers. Any reported incident to the Strata service desk which would require a site visit from one of the Strata resources allocated to one of the other authorities, this would mean no Service Level or resolution time would be offered for this level of service.</p> <p>On site Strata personnel would usually come from the Strata Apprentice pool</p>
2 <sup>nd</sup> Line – Off Site (lower grade response)	YES		£20,000 per annum per individual	<p>Onsite support for incidents and service requests could be provided by a roving team of Strata support specialists. There would be a resulting reduction in the SLA, and costs for travel would need to be built into the charging model for this service.</p> <p>This would also mean that Strata would need to reduce headcount which would need to be delivered through a reduction in the Strata Apprentice scheme.</p>
3 <sup>rd</sup> Line		YES		<p>The 3<sup>rd</sup> line team works as the interface between the Service Desk and the Business Systems and Infrastructure teams. The 3<sup>rd</sup> line team handle complex issues and work to facilitate the resolution of these hard</p>

				issues and problems. They also reduce the support overhead on the Business Systems team meaning that this team can get on with BCR and Project work.
Data Centre		YES	No Savings, Costs would rise	<p>The two Data Centres are fundamental to the delivery of the core services which include Global Desktop, Voice and Applications.</p> <p>We could potentially look to move the Data Centres into the public cloud, but currently Public cloud is approx. five times the price of the Strata DC delivery model and also can't support the Strata Global Desktop environment.</p>
Software Licences and Products	YES		TBC	<p>Each authority has a set of applications which run in the Global Desktop environment and are delivered out of the Strata Data Centres.</p> <p>Strata could present a complete list to each authority showing the software which is used, and each authority could decide whether the software is needed or not. If not needed, the licences could be cancelled and savings delivered back.</p>
BCR	YES		Costs would potentially increase	<p>An authority could decide to pay for the processing of Business Change Requests on an ad hoc basis and at market rate. Requests for BCR's will be submitted via the existing process and each individual request will be reviewed and an estimated price and timeframe given by Strata for the work to be completed.</p> <p>Demand could then be managed by each authority and budget allocated accordingly. The issue with this approach is that Strata staff with the relevant skills will probably not be available and resource would need to be brought in from external sources at the going market rate.</p> <p>For example, currently the cost of a Strata Systems Analyst / Developer is around £170 per day, on the open market the price is around £800 per day, so more than a fourfold increase.</p>
Projects	YES		Costs would potentially increase	<p>An authority could decide to pay for the processing of a Project requests on an ad hoc basis. Requests for Projects will be submitted via the existing process and each individual request will be reviewed and an</p>

				<p>estimated price and timeframe given by Strata for the work to be completed.</p> <p>The issue with this approach is that Strata staff with the relevant skills will probably not be available and resource would need to be brought in from external sources at the going market rate.</p> <p>For example, currently the cost of a Strata Systems Analyst / Developer is around £170 per day, on the open market the price is around £800 per day, so more than a fourfold increase.</p>
Project Management	YES		£40,000 per annum	<p>Currently an element of Project Management is included within the standard Strata charge, however, Strata could reduce the annual charge to an individual authority and then the authority could manage the project end to end including all IT elements, alternatively, Strata could provide each authority with individual pricing for Project Management per project.</p> <p>With the size of forthcoming projects, it is felt that a defocus on Project Management would be detrimental to the long term success of any project.</p>
Copy Centre	YES		Savings could be made, but there could potentially be redundancy costs to take into account.	An individual authority could decide to cease the onsite printing and scanning function and for work to be performed at one of the other printing locations. This could lead to a reduction in staffing, but potentially redundancy charges which would have a detrimental impact on Strata's savings in the short term.

## Authority Employee Spread & IT Proliferation & Demand

It is important to note that since Strata was founded, the total number of staff employed by the three authorities has increased, and this has led to an inevitable increase in the amount of technology being deployed to support the day to day running of the three authorities. The table below shows the increase of nearly 10% in total staff numbers at each of the three authorities since March 2015 when Strata was initially formed. No additional budget has been provided to Strata for the support of these additional staff:

Authority	Number of Employees March 2015	Number of Employees March 2018	Difference
East Devon District Council	477	499	22
Exeter City Council	680	675	-5
Teignbridge District Council	482	511	29
<b>Total</b>	<b>1639</b>	<b>1685</b>	<b>46</b>

Most areas of each authority now make widespread use of IT to deliver the core services, hence, any the increase in number of employees will lead to an increase in IT usage and potentially need to lead to an increase in authority contribution to the running costs of Strata. Strata have to regularly add infrastructure capacity to the IT environment to meet with the ever increasing demands being made on it.

The number of users now accessing the Global Desktop environment is also increasing year on year.

Concurrency	2018/2019
Users (Desktops delivered on average per day)	1110 (as of 27 <sup>th</sup> Nov 2018)

With an increasing end user community, Strata need to add additional capacity in terms of processors, servers, storage which all adds to the overall running costs (in terms of support resources, infrastructure resources and software licencing resources).

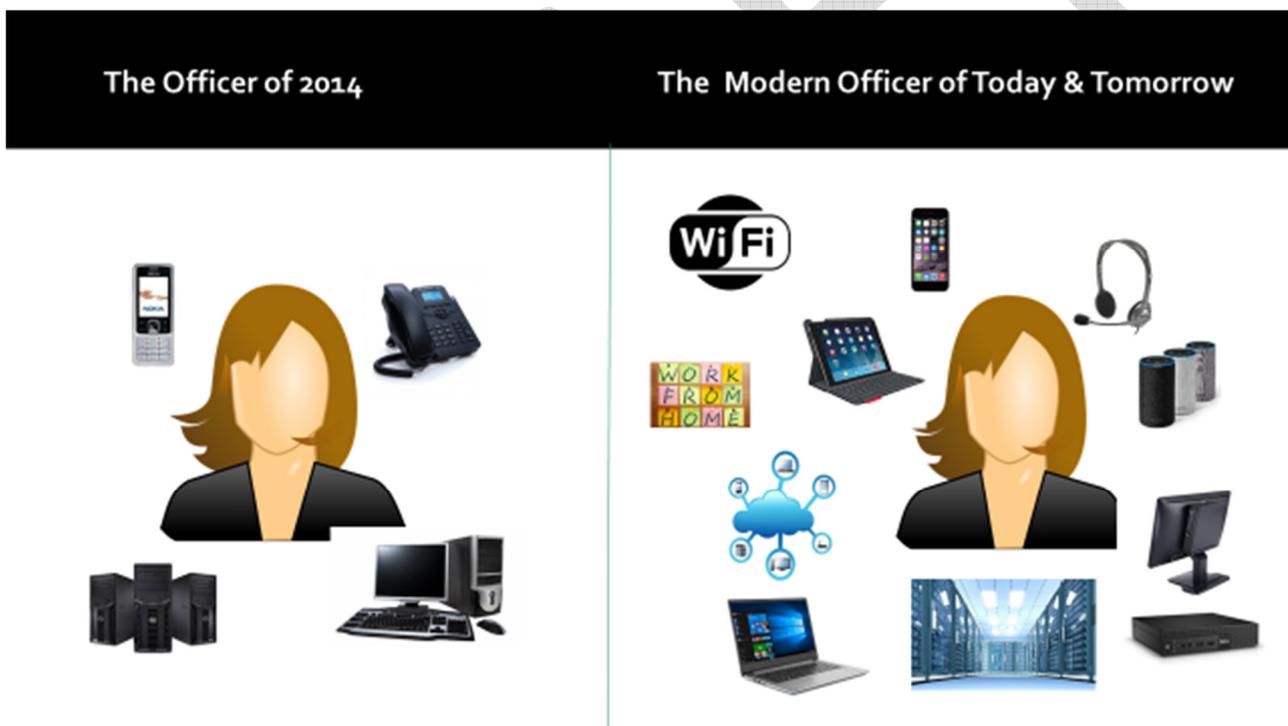
Strata have not changed the percentage split it charges to each authority, therefore, in order for Strata to continue to charge effectively and to be resourced at the right level, adjustments may need to be made to cover this increase in authority staffing numbers. One area for consideration would be an individual charge per member of authority staff (for new starters), however, this sort of model is complex for both Strata and the authorities to administer especially if a member of staff leaves and is not replaced as an authority would expect a reduction in support cost.

Since the inception of Strata, there are a number of new systems which have been introduced and which Strata are now having to support on a day to day basis, there has been no increase in budget provision provided to Strata for the support of these systems, these system include but are not limited to:

Authority	New Systems
EDDC	Door Access
	Audio Visual
	WiFi
	Room Booking System
TDC	Firmstep
	Door Access
	QMatic
	Granicus
ECC	Firmstep

In addition, there has been a proliferation of IT devices across each of the authorities, and these has been added to the Strata support asset list without any margin being applied to cover the additional support requirement.

The graphic below represents the Authority Officer of 2014 which Strata inherited and the Modern Authority officer of today, and this shows the multitude of devices and connectivity mediums which Strata is now being expected to support on a daily basis:



This increase in Applications, Platforms and Devices has meant that Strata have had to upskill or recruit staff in technology areas such as, but not limited to:

- Mobile Comms (pre Strata there was 300 mobile devices, now there is more than a 1000!!!)
- WiFi
- Telephony Routing
- Apple iOS / Android
- 3G / 4G Technologies
- Mobile and Remote Working

- Firmstep
- Engage (process mapping)
- Door Access Control
- Mobile Apps
- Artificial Intelligence
- Data Analysis
- Business Intelligence
- Cloud Services
- Umbraco (content management)
- Application Integration

Hence, it remains important that Strata continues to develop and enhance the skills of the individuals it employees. As a business we cannot afford to stand still of the advances in technology, as if we do, the risk is that the three authorities will not be able to benefit from the efficiencies that technology can now offer and that local residents will continue to demand.

DRAFT

## SWOT Analysis of Strata Business

The Strata Management Team and Strata Board have each independently mapped the Strengths, Weaknesses, Opportunities and Threats of the existing Strata service. This investigation enables us to not only understand what we do well, but also to understand the areas of threat or weakness that we have. Without this basic level of understanding, we would not be able to successfully grow and develop as a business. Also understanding your core strengths enables you to follow understand and articulate your true value proposition.

The tables below show what we believe to be our Strengths, Weaknesses, Opportunities and Threats:

<p><b>Strengths</b></p>	<ul style="list-style-type: none"> <li>• Councils now have control of IT through one central IT function, namely Strata.</li> <li>• Strata 'keep the lights on'</li> <li>• Strata have the capacity and resilience to support the current demands of the three authorities</li> <li>• Delivery of high level of savings</li> <li>• Strata staff have a high degree of knowledge and capability</li> <li>• Strata is delivering an efficient service</li> <li>• Strata has a stable and effective management team</li> <li>• Strata has a structure for the future</li> <li>• Strata is currently not distracted from delivering the service by other potential 'Customers'</li> <li>• Hard working and experienced staff</li> <li>• HR processes enabling professional recruitment and on-boarding of new staff</li> <li>• Protection against cyber threat</li> <li>• Technology choice sound</li> <li>• Out of Hours service created to offer Tier 1, 2 and 3 levels of support.</li> <li>• High level of customer satisfaction based on monthly survey results</li> <li>• Availability of highly detailed reports via an online portal</li> </ul>
<p><b>Weaknesses</b></p>	<ul style="list-style-type: none"> <li>• Lack of clarity or understanding of the value the Strata board adds</li> <li>• No real definition of the role and responsibility of the Strata board</li> <li>• Is the current funding structure 'fit for purpose'</li> <li>• True understanding on what it costs to 'keep the lights on'</li> <li>• Lack of asset management, meaning councils don't understand who owns what</li> <li>• No long term contractual relationship with the councils</li> <li>• Limited IT client function within each authority</li> <li>• No real IT knowledge on the Board, Joint Exec and Joint Scrutiny committees</li> </ul>

<b>Opportunities</b>	<ul style="list-style-type: none"> <li>• To create a shared IT Strategy across the three authorities</li> <li>• Proactive monitoring to enable more effective use of the Out of Hours service</li> <li>• Negotiate a longer term contract with the three authorities to help with the negotiations of longer term contracts with 3<sup>rd</sup> parties.</li> <li>• Create a vision forming group to inform strategic thinking and transformation of the authorities using technology as the 'agent for change'</li> <li>• To explore additional revenue streams / business opportunities outside of the delivery of services to the three authorities. This will exploit the skills and capability of the Strata business as a whole, and potentially help to reduce the cost of the service to the three authorities.</li> <li>• Reset perception of the Strata service within the authorities, ensure ground rules are fully understood by each member of authority staff</li> <li>• Embracing new technology developments to the benefit of the operation of each authority</li> </ul>
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<b>Threats</b>	<ul style="list-style-type: none"> <li>• Failure of a major supplier could have a very significant impact on one or all of the authorities ability to deliver service</li> <li>• Loss of key Strata staff. Strata staff skills are in high demand across the South West.</li> <li>• Pension liability leaves Strata looking unviable as a business</li> <li>• Lack of investment in the IT needed to deliver the services</li> <li>• Increasing cost of IT driven by changes in the UK's economic status</li> <li>• Change in the political landscape bringing Strata's long term future into question</li> <li>• A major incident rendering the three authorities unable to deliver service for a prolonged period of time</li> <li>• Larger savings being demanded of the three authorities, increasing the burden on IT as the enabler of efficiency change</li> <li>• The blame culture that is endemic across the three authorities which Strata staff find intolerable and is undermining the progress that has been made.</li> <li>• IT staff are a very valuable commodity and have considerable power, and their actions can damage an organisation</li> </ul>
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## Strata Looking Forward

### What Do the Authorities Want

Following meetings with the Chief Executives of EDDC and ECC and the Managing Director of TDC, it is understood at a high level by the management of Strata what each authority is looking for the organisation to deliver and achieve. In addition, it is Strata have also looked at evolution of the work environment to ensure that foreseen trends in the work environment can be delivered through the Strata business model, being either **Available now** or part of Strata’s long term **Vision**

### Stated Needs of the Three Authorities:

<p><b>East Devon District Council</b></p> 	<ul style="list-style-type: none"> <li>• Resilience of IT delivery</li> <li>• To support the East Devon transformation agenda through being an 'agent for change'</li> <li>• To save the authority some money</li> </ul>
<p><b>Exeter City Council</b></p> 	<ul style="list-style-type: none"> <li>• Better focus on sensible savings</li> <li>• Ensure that the Strata service continues to deliver the levels of resiliency required to support the work of the authorities</li> <li>• Ensure that a capability exists within Strata to meet with ever changing demands</li> <li>• Create new money through commercialisation activities and opening up new channels of business</li> <li>• Deliver enhancements and improvements to the IT environment without having to ask for additional funding</li> </ul>
<p><b>Teignbridge District Council</b></p> 	<ul style="list-style-type: none"> <li>• To enable transformation to meet with the strategic vision (Digital first) of the authority</li> <li>• To ensure that during any period of IT outage that service returns to normal very rapidly</li> <li>• Develop additional revenue streams in order to reduce the costs of the IT Service for the three owner authorities</li> </ul>

## The Modern Evolving Working Environment

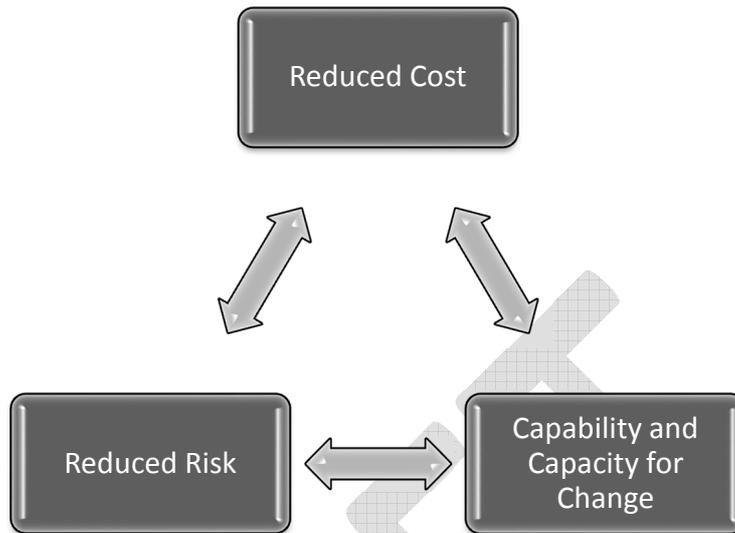
The Present	The Future	Can Strata Deliver?
<b>Fixed Working Hours</b>	Flexible Working Hours and Measured on Outcomes	<p><b>Available</b>, through the deployment of the Global Desktop environment, end users (where possible) can work flexible hours, meeting with the demands of modern life.</p> <p>This enables staff to feel better valued as is the modern work environment work is not measured against time in the office, but actually on the outcomes produced.</p>
<b>Customer Demand in Normal Working Hours</b>	Customer Demand 24 / 7/ 365	<p><b>Available</b>, the platform which Strata has delivered, provides with 24 / 7/ 365 availability, this is underpinned by a support service which is also available 24 / 7/ 365</p>
<b>Limited channels of Communication</b>	Multiple Channels of Communication – phone, email, chat, web, twitter, Facebook, etc.	<p><b>Available</b>, Strata has enabled the councils to interface with residents via multiple channels, even when the office is closed. As we move forward and with the deployment of solutions such as Firmstep, residents will be able to self-serve more effectively leading to efficiencies for councils in front end staffing.</p> <p>Looking forward two or three years, there will be an increase in AI (Artificial Intelligence), meaning that services normally delivered by individuals in a contact centre environment can be delivered through the use of AI devices, such as Alexa and Chatbots.</p>
<b>Silo'd information</b>	Shared Information	<p><b>Available</b>, with the deployment of a Wide Area Network, authority staff are now more effectively able to share information in a secure environment.</p> <p>As part of Strata's vision, it is intended to develop and introduce an Enterprise Content Management solution to better manage content across the three authorities.</p>

<b>Work at the Office</b>	Work from Anywhere	<b>Available</b> , the Strata Global environment enables users to log in and work from anywhere they choose assuming connectivity is available.
<b>Limited opportunity to collaborate</b>	Multiple opportunities to collaborate through shared work virtual environment	<b>Vision</b> , Strata believe that a collaboration zone could be setup to enable 'best practice sharing' across the three authorities. Also, great exposure through the creation of authority of departmental case studies, could lead to a higher level of knowledge on what the authorities are doing to address certain challenges. This could enable others to learn from an authorities / departments experience.
<b>High print demand and limited use of technology to reduce paper usage</b>	Deployment of electronic devices to reduce printed material	<b>Available</b> , through effective use of IT the demand for printed material could be brought down to a minimum, devices such as iPad used in conjunction with software such as ModernGov could significantly reduce paper demand and drive up the level of efficiency for councillors and officers alike.
<b>On premise technology</b>	Cloud based technology	<b>Available</b> , the model Strata has developed enables a Cloud based approach to the delivery of applications. The modern world is all about a hybrid approach to the IT environment, and this is what Strata delivers. Through our own Data Centre environment we host the majority of applications is Strata's private cloud however, when necessary through our Internet breakout, we can deliver hosted applications such as iTrent from traditional cloud providers.

In order to deliver against the stated high level needs of the three authorities and those of the developing workplace, Strata are proposing a revised set of core objectives to drive the Strata business forward and ensure alignment with the authority's needs.

## Revising the Strata Core Business Objectives

When the original Strata Business Case was created, it was agreed that Strata's core objectives would be centred on three primary principles, these being:



Whilst these core objectives provided Strata with three fundamental measures of success, they have not allowed Strata to necessarily do the 'right thing' for the authorities because they have not allowed a Customer focused approach to business to be developed and established. There has been too much focus on the 'savings' and whilst this has delivered some excellent results for Strata and a high level of IT savings for the three authorities in terms of 'monies returned' at the end of the financial year (especially in 2017 / 2018), the approach has not necessarily provided the service which the end users have demanded. Too much focus on savings has led to an under investment in the resources within Strata and hence an associated level of frustrations across the end user community, especially in relation to the Demand Driven' aspects of the Strata service.

End users have not seen or experienced the benefits of Reduced Risk and a Capability and Capacity for Change as these tend to be in the 'background' and not necessarily visible during the delivery of a user's day to day function, what users are demanding is more in terms of IT, whether it be, more Strata staff to provide a quicker turn around on Business Change Requests, better performance of the Global Desktop, more 'feet on the street' to resolve issues as and when they occur, more mobile devices to enable them to work more effectively at any time from any place, more innovation to enable authority staff to perform their tasks easily, systems to empower citizens to self-serve, and the list goes on.....

Hence, moving forward we need to rethink and remodel the core objectives of Strata, whilst mindful that a reduction in costs needs to be maintained and the systems need to be stable and reliable, we need to reset the core objectives to put the Customer, whether this be the Strata End User, or the End Users Customers at the centre of our thinking, therefore moving forward, Strata are proposing a Customer focussed approach to business, with four core objectives underpinning Strata's operation. The graphic below shows these proposed four objectives:



At a high level, the objectives are defined as follows:

Primary Objectives	What Do We Mean
<p><b>Supports the transformational agenda of each authority</b></p>	<p>A service designed to deliver against the transformational agenda of each authority. This can be achieved through a better understanding of each of the three authorities 'direction of travel'. There is a need for Strata to be intrinsically involved in the creation of each authority's vision, as IT will be required to enable the transformation to be successful. Strata's systems need to evolve alongside the three authorities agenda, not in isolation. There is a significant danger to each authority if Strata's direction of travel is not aligned correctly.</p>
<p><b>Flexible, Scalable, Secure, Reliable and Modern IT Platform</b></p>	<p>The existing IT environment needs to keep pace with the ever changing demands of the three authorities, no IT environment can stand still there needs to be a constant evolvement to ensure the IT platform remains relevant and provides the Flexible and Reliable platform demanded by end users and end users customers. No longer is the IT environment required only during the working day, it is needed 24 / 7/ 365 and people expect it to work. There is less time to perform maintenance and less time to make and test changes, hence, the IT environment needs to remain modern and offer the ability for it to be</p>

	<p>adapted to meet business demand whenever required.</p>
<p><b>Cost Effective and Deliver Tangible and Measurable Business Value</b></p>	<p>Strata needs to ensure that staff are delivering in the most cost effective way and delivering work of value. To date, there's been no measure of Strata's value, just a measure of the savings delivered back into the three authorities, moving forward, any BCR or Project work that Strata delivers will have an associated value to the authorities, whether this be a monetary value, a service improvement value or an efficiency value. These 'values' will be captured and reported back to the authorities on an annual basis. No work should be undertaken without the value of that work being understood by both the client and by Strata, through this, prioritisation of workload can take place with high value work taking priority over low value of vanity projects.</p>
<p><b>Offers the opportunity to commercialise certain aspects of the Strata proposition to develop new revenue streams to reduce the costs of the IT service to the three authorities</b></p>	<p>Strata have an inherent high level of skills and capability that could be exploited to create new revenue streams for Strata.</p> <p>We have proven that we can deliver new applications to address departmental needs and the Global Desktop environment is now proven to deliver a highly scalable and flexible IT environment. Many organisation would like to benefit from the skills that exist within Strata to develop this new way of working.</p> <p>The work we have undertaken to deliver the new Global Communications environment is widely marketable and many organisations are struggling with the move IP based voice systems and the demise of traditional telephony.</p>

**Strata Proposition – Both Operational and Demand Driven Services**

Strata believes that the demands of the three authorities is divided into two distinct areas, those being the **Operational IT** service (Business as Usual – Keeping the Lights On) and the **Demand Driven IT** service (Helping the Authorities Transform).



**Strata Operational Services** are all about keeping the lights on, and ensuring that the IT environment enables the three authorities to deliver the 'day to day' functions of local government.

**Demand Driven Service** are about the 'value element' of the service which Strata delivers to help the three authorities transform to meet ever changing demands and to embrace new technologies to drive efficiencies and service cost reductions without impacting every day service.

It has been estimated that the spread of Strata resource to deliver each of the two elements of the service are as follows:

Operational Demand	Demand Driven
73% of Strata Time	27% of Strata Time

Although, the split by individual Strata team is shown to be:

Strata Team	Operational Demand	Demand Driven
Core	80%	20%
Support and Infrastructure	90%	10%
Document Centres	80%	20%
Security and Compliance	90%	10%
Business Systems	55%	45%

Hence, reviewing the 2017/2018 budget (budget transferred to Strata of £6.03m) in line with the Operational and Demand driven split, this shows that overall spend to 'keep the lights on' is approximately £4.4m per annum and the spend on value creation is approximately £1.63m per annum (this excludes the annual percentage rise, but includes staff and product and services costs).



However, as the three authorities wish to transform over the coming years to address the demands of residents and the challenges of decreasing budgets, it is essential that through a programme of Continual Service Improvements (CSIP), Strata works to improve its operational effectiveness in supporting the creation of new and innovative solutions, and that more of the annual budget is diverted into supporting the demand driven activities and not just the 'keeping the lights' on service.

Hence, in order to ensure that Strata is organised as optimally as possible in order to:

- deliver against the stated needs of each authority
- deliver the operational and demand needs,
- ensure that we take a Customer Focussed approach,

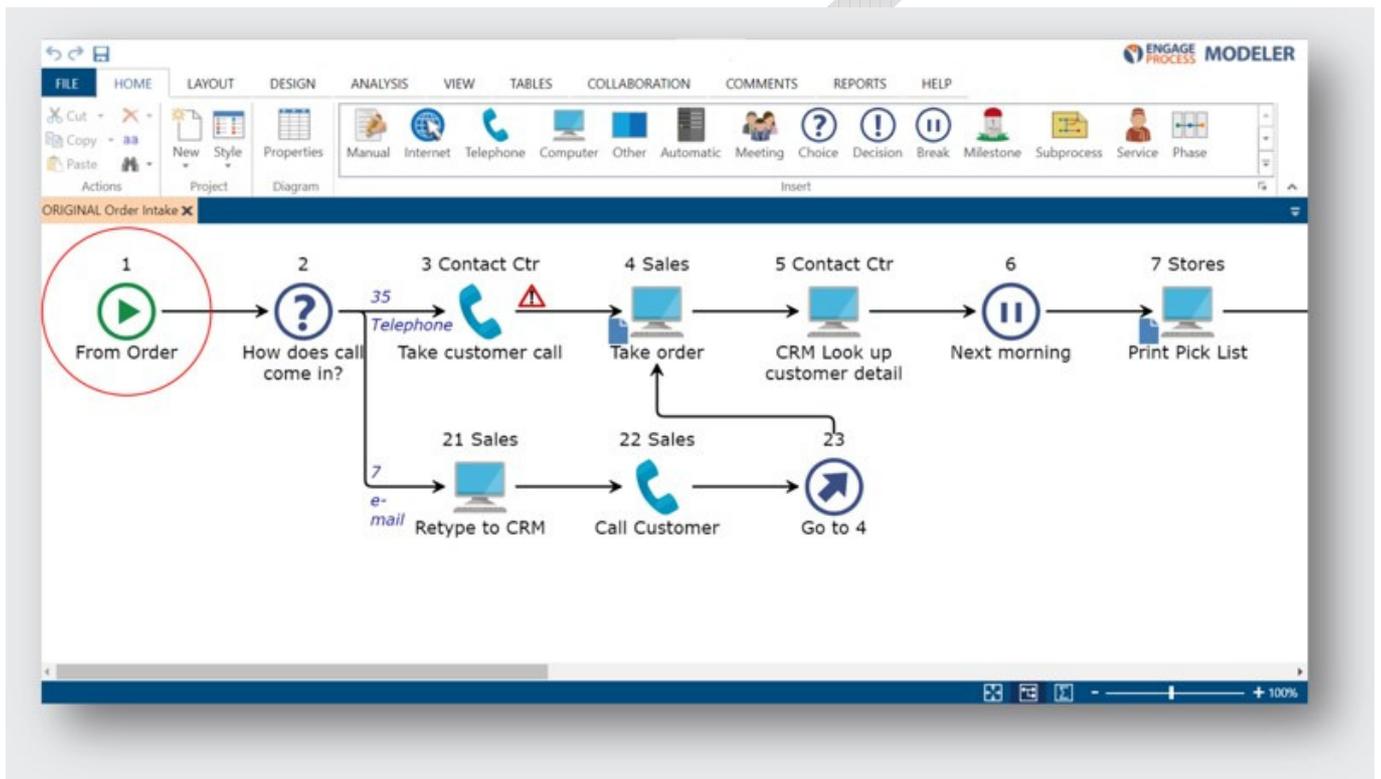
Strata have reorganised our business into four distinct business units around a core administration function. This enables Strata to better respond and to deliver services in a professional, effective and efficient manner, whilst working to understand what the authority's aims and ambitions are.

## Objective 1 - Supports the Transformational Agenda of Each Authority

Each authority is entering a period of transformation to ensure that public services are delivered in an effective and cost efficient manner, in order to achieve this aim, IT needs to be optimised to improve the way each authority interacts with local residents and to streamline processes to drive through cost reductions.

Utilising tools such as Strata's Demand Logger can assist greatly in understanding the flows of data and communication between local residents and authority teams.

The Engage process mapping application can be utilised to study and refine processes and to inform the development of applications such as Firmstep which can turn process maps into reality and drive through change and hence efficiency and cost improvements.



What will be key is for Strata to be involved at the very start of each authority's transformational journey, failure to engage Strata will mean that decisions are made on strategic direction which may be complex or impossible to deliver using modern technology.

Therefore, ensuring Strata are resourced up with suitably experienced and qualified Business Analysts will ensure that an authority's vision can be delivered.

## Objective 2 - Flexible, Scalable, Secure, Reliable and Modern IT Platform

Strong IT foundations have been built by Strata over the last four years to support each authority, but investment needs to be continually made to ensure that the IT environment remains modern and relevant and that it doesn't work to limit technology choices.

The current environment offers the authority's the ability to have agile workers, linking back to a centralised Data Centre environment to access applications in a secure manner. This delivers multiple benefits in terms of security of information, accessibility to data when out of the office, data backup and recovery, etc.



The Global Desktop is now performing well and through a programme of investment has become stable, reliable and offers the flexibility to scale up and down when needed, to cope with demand. With the Global Desktop in place, applications can then be 'layered' and deployed over the environment in an efficient manner.

Strata now have the resources in place to support the environment 24/7. Any issues can be identified through the work of the Support and Infrastructure team, who have staff available

seven days a week, 24 hours a day.

Proactive management of the Global Desktop environment ensures that the platform is always being monitored and issues being rectified transparently to the end users. Sound technology decisions made four years ago, have ensured that the investment made has been successful. There have been challenges, but that's the modern world of IT, with ever changing technologies available, Strata needs to ensure that our staff understand what both the short term and longer term vision and strategy looks like. Failure to understand each authority's strategy could lead to poor investment and technology choices.

### Objective 3 - Cost Effective and Deliver Tangible and Measurable Business Value

Of key importance as Strata moves forward through its development lifecycle, is ensuring that the work we do and the service we deliver, continues to remain 'fit for purpose' and delivers tangible and measurable business benefit.



Over the last 12 months, Strata have been working to develop a process to ensure that the value of Strata's work is measurable. For too long, Strata have worked on the demand that came into the business either through Business Change Requests or through Projects. No measurement was ever made on the true value of the work that Strata was delivering. Hence, we've now introduced a much improved BCR process that enables the authorities to map value and to prioritise Strata's workload.

Strata now, through working closely with each authority's IRB (IT Requirements Board), only works on changes considered to be a priority and that has been prioritised by the requesting authority. This enables demand to be more actively managed and the resources within Strata to be assigned where the need is identified. Previously Strata was heavily criticized for not delivering everything when the end users wanted it, now things are far more structured and value is being measured and reported upon.

## Objective 4 - Commercialisation of Core Strata Capabilities to Develop Revenue Streams

A key business driver for Strata and its owners is how explore we unlock the potential for generating additional income to increase savings for the three authorities and to offset the costs of the delivery of the IT service. The role of the Infrastructure and Support team in supporting the move to service commercialisation is of key importance, as in order to deliver any commercial service, the Service Desk and Infrastructure resources will need to scale in order to meet with potential service demand.

### Service Desk

One area that Strata could look to commercialise is the delivery of 24/7/365 Service Desk (tier 1) to the open market. We would need to review the Service Levels we can offer to ensure that they are economically viable, but it is felt that Service Desk is a core competence of Strata and as such a service we could look to commercialise.



### Skype for Business / Anywhere 365 – Consultancy



Strata have developed a core competence in building modern telephony environments including contact centres. The Strata skills range from requirements gathering and solution design, to deployment, configuration, training and platform optimisation.

These are in demand skills and outsourcing to commercial 3<sup>rd</sup> party organisations is expensive.

Within Strata, we have these skills and hence an attractive revenue stream could be developed.

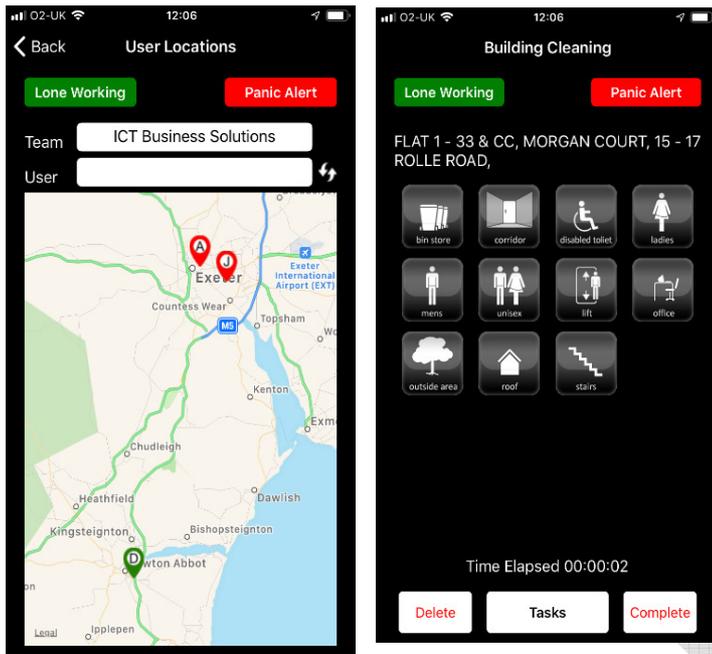
### Strata Private Cloud – Scalable Compute Environment

Strata has created a highly secure private cloud environment. This could enable organisations to connect into the environment to access either the processing capability (Infrastructure as a Service - IaaS) or a set of applications (Software as a Service – SaaS).

Access to the environment would be via a secure Internet link, or a directly connected WAN link.



## Mobile Apps



Strata have now developed a competence to develop mobile applications that integrate into backend systems. This places us in a very strong position, as other local authority IT teams are struggling with delivering applications to their mobile workforce. However, in Strata, users can either use applications that work over the 4G network, can be delivered over multiple mobile carrier networks (such as EE, O2 and 3, using Gamma's multinet service), or can be used off line and then sync'd up when a mobile signal is available. We have already developed a mobile app that enables users to access StreetScene services, and can map user location and enables lone workers to be monitored.

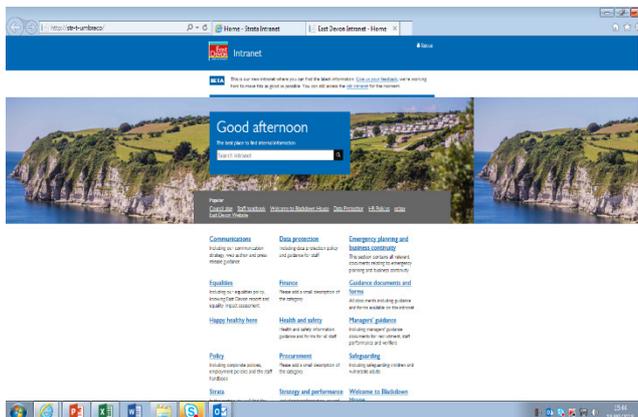
## Firmstep

Working closely with TDC, Strata have developed a core competence on the Firmstep platform. This platform is being deployed across all three authorities and will underpin each authority's transformational journey, and increase user self-service and drive up the level of automated interaction with multiple front end citizen facing services.

Once the initial foundation Firmstep projects for the three authorities are completed, Strata resource could be made available to the open market.



## Internet / Intranet Development



Strata have created a new front end Internet web site and staff Intranet framework for each authority using a product called Umbraco. This is helping greatly in promoting the work of the authorities and in driving brand consistency and ease of use.

This consistent framework could be deployed to other authorities by the web development specialists that exist within Strata's Business Systems team.

## Cyber Security

Many authority's struggle with the ever increasing demands of cyber security. This is a skill that exists within Strata's Security and Compliance team. This capability could easily be accessed by other public sector bodies on a consultancy day rate basis to help inform and guide the development of Cyber security policies and initiatives.



## Document Centres & Design



There is perceived to be capacity in the Strata document centre to offer printing capability to external customers. In addition, Strata have a 'Design' competency which could be used to support the promotion of the printing service in the creation of imaginative and innovative documentation.

## Process Mapping

Based on the success of the process mapping in both TDC and ECC, Strata feel there is a great opportunity to partner with Engage to develop a commercial opportunity to generate additional revenues for the three authorities.



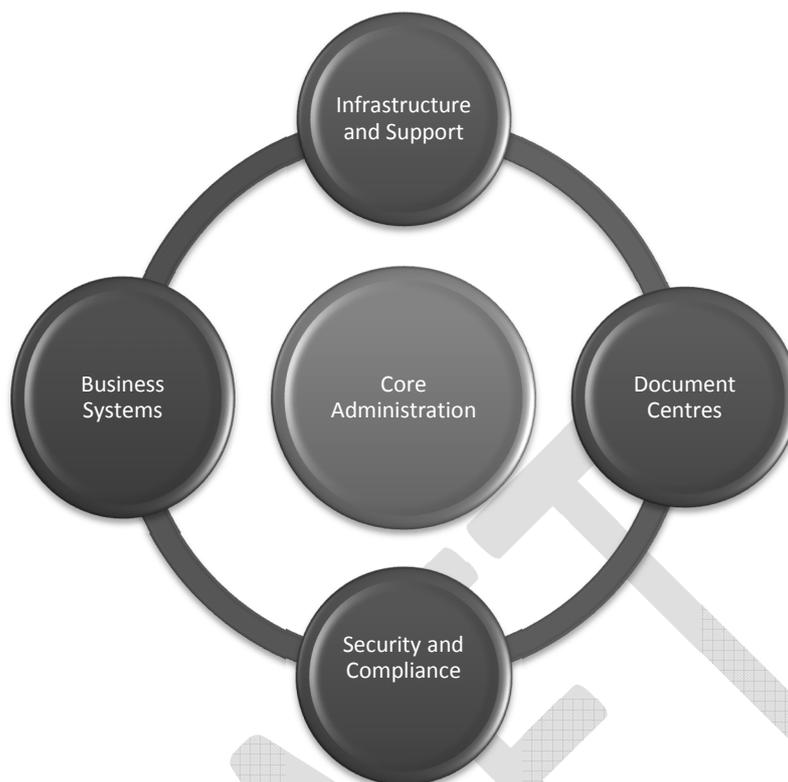
## Commercial Rate Card

Strata have now created a **commercial rate card** to show the day rates for various Strata posts. This can be used to calculate potential revenue streams based on the levels of resource to be available to the commercial markets.

Strata Rate Card - Non Partner Authority Work				
Role	Team	Day Rate (based on 22 working days per month)	1/2 Day Rate	Hourly Rate (based on 7 hours per day)
Infrastructure Officer - Architecture / Telecommunications	Support and Infrastructure	£490.68	£245.34	£70.10
2nd Line On Site Support	Support and Infrastructure	£313.03	£156.51	£44.72
3rd Line Support	Support and Infrastructure	£394.83	£197.41	£56.40
Principal Analyst	Business Systems	£562.84	£281.42	£80.41
Systems / Business Analyst	Business Systems	£490.68	£245.34	£70.10
Project Manager	Business Systems	£432.95	£216.48	£61.85
Data Analyst	Business Systems	£476.25	£238.13	£68.04
Graphic Designer	Document Centres	£382.44	£191.22	£54.63
Senior Graphic Designer	Document Centres	£548.41	£274.20	£78.34
Security Specialist	Security and Compliance	£447.39	£223.69	£63.91
Senior Security Specialist	Security and Compliance	£533.98	£266.99	£76.28

If Strata are to move towards a commercialisation model, we will need to ensure that Business Development resource is available in order to develop the 'right' commercial models and to help in the promotion and sale of the Strata proposition portfolio.

## Four Distinct Strata Business Units – Our Staff Are Our Most Valuable Commodity



Through the creation of these four business units, Strata are able to manage costs (in terms of staff and product and service spend) far more effectively. This enables are far greater understanding of how much it is costing to 'keep the lights on' and how much it costs to deliver against the demands of each authority.

Strata Service Team	No. of Staff
Core	3
Infrastructure and Support	21
Security and Compliance	4
Document Centres	14
Business Systems	31
<b>Total</b>	<b>73</b>

Key to the success of the model is an empowered Strata management team supported by an active board, Joint Scrutiny Committee and Joint Executive Committee. In addition, a supportive, close and trusted relationship needs to exist between the Joint IT Steering Group and Strata.

## The Strata Team

Keeping Strata staff focussed and motivated is a key element of the work of the five strong management team, therefore, all managers take their role seriously, whether it be through regular 1-2-1 sessions, through the annual PERs process, or through informal discussions, it is seen as important to make Strata staff feel valued at all times.



The HR people report from 2017/2018 showed significant improvements had been made in a number of key areas, reflecting the strength in management and the increasing maturity of the Strata organisation. Decreases in staff absenteeism, a 50% reduction in the levels of sickness and zero grievances show that as a business we are on the right track, however, we cannot be complacent and we need to ensure that Strata staff continue to feel valued.

In 2019 / 2020, we are going to undertake a programme of analysing the training needs of all Strata staff to ensure that they are or are getting the right level of training to ensure that they are effective and efficient in performing their roles, this relates not just to technical training but also to staff management and project management training.

Keeping our staff informed is of particular importance and therefore we believe in ensuring that the level of commitment from Strata staff is high, the work force is motivated and keen to deliver work of an exceptionally high standard. It is important that the momentum achieved over the last 24 months is maintained and accelerated and we make Strata a place where people want to come and work and to produce a quality result.

It is important that Strata delivers excellent internal communications, to help achieve this goal, the following communication channels have been developed :

- Morning sunrise meetings
- Team meeting for each of the Service disciplines
- Monthly Management team meetings
- Weekly management conference call
- Monthly Town meetings
- 1 2 1 Meetings
- Strata Intranet
- Strata Insight Publication
- Staff Engagement Survey / Investors in People

Strata also run a very successful apprenticeship programme, this enables us to bring in new talent into the business in a structured and controlled manner. This is really helping us to develop a strong gene pool

within the business, our aim is to bring at least one apprentice into the Support and Infrastructure business unit each year.

Strata are currently going through the assessment for *Investors in People* to demonstrate our continued commitment and investment in our staff and to show that we have effective staff processes and have created a good working environment for our staff to excel in.



**INVESTORS  
IN PEOPLE**

As we move forward with our plans, we will look to develop staff capabilities into new areas, in particular further developing the skill set of the Business Systems team in areas such as Business Intelligence, Artificial Intelligence, Chat BOTS and Mobile Applications.

DRAFT

## Strata Business Unit Spend 2017 / 2018 & 2018 / 2019 (predicted)

To enable a greater understanding of spend by Strata Business Unit cost codes are used to monitor both people and product and service costs. On a monthly basis, staff costs and product and service costs are mapped and trends in spend identified. All Strata Board members and members of the management team received a comprehensive graphical breakdown of the ongoing costs by business unit team. This leads to better financial management and budgeting.

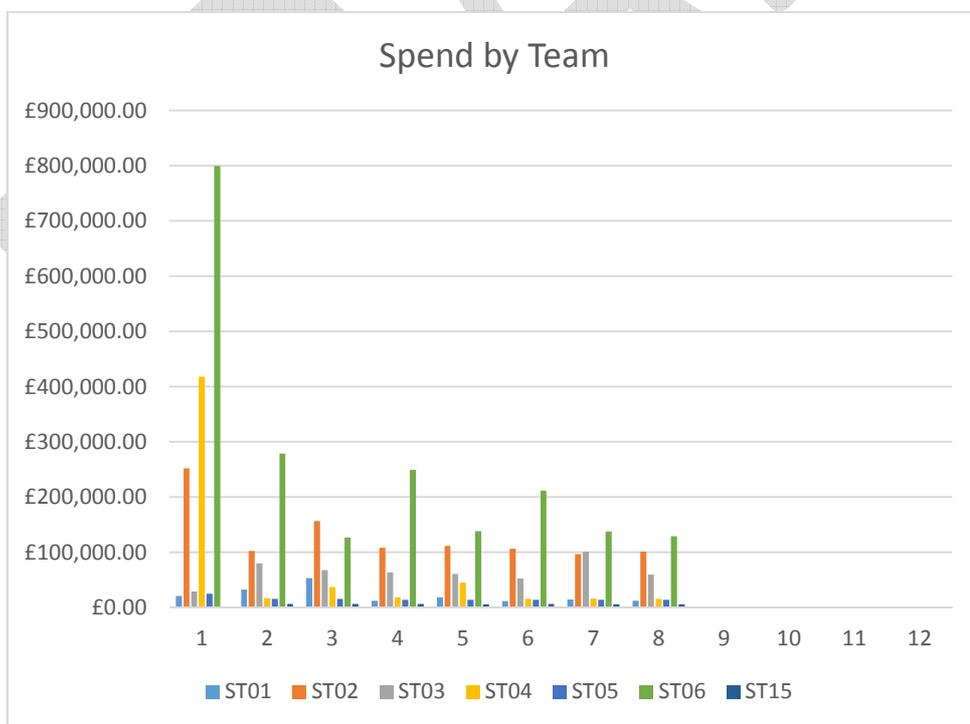
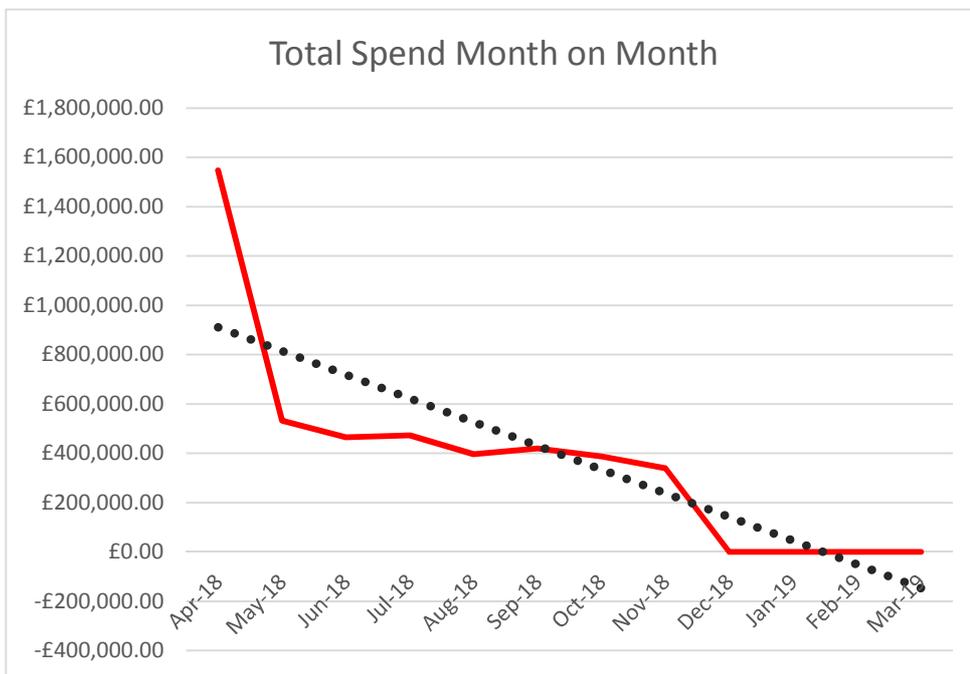
The table below shows **ACTUAL** breakdown of these costs for the financial year 2017 / 2018:

Strata Business Unit	People Cost	Product and Service Cost
Core (STo1)	£253,168	£37,459
Support and Infrastructure (STo2)	£686,855	£694,251
Document Centre (STo3)	£399,887	£444,095
Security and Compliance (STo4)	£188,652	£318,313
Business Systems (STo6)	£1,177,865	£1,506,546
Supplier Management and Project Management (ST15)	£0	£0
<b>Total</b>	<b>£2,706,427</b>	<b>£3,000,664</b>

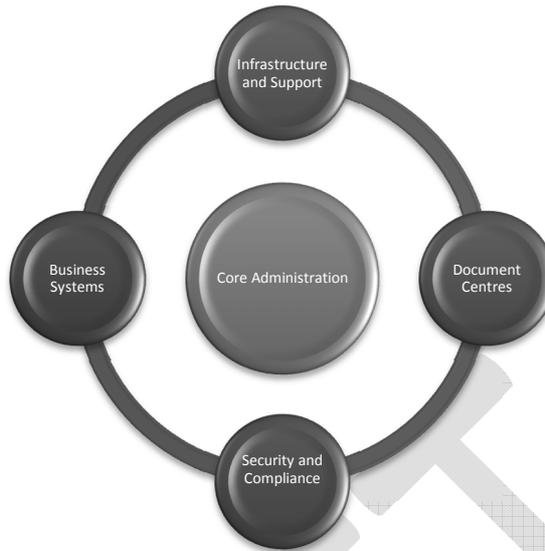
The table below shows a **PREDICTED** breakdown of costs by team for financial year 2018 / 2019:

Strata Business Unit	People Cost	Product and Service Cost
Core (STo1)	£210,155	£82,405
Support and Infrastructure (STo2)	£729,084	£715,156
Document Centre (STo3)	£423,133	£427,547
Security and Compliance (STo4)	£192,543	£453,238
Business Systems (STo6)	£1,116,230	£1,371,352
Supplier Management and Project Management (ST15)	£68,752	£0
<b>Total</b>	<b>£2,739,897</b>	<b>£3,049,698</b>

On an monthly basis, staff costs and product and service costs are mapped and trends in spend identified. All Strata Board members and members of the Strata management team receive a comprehensive graphical breakdown of the ongoing costs by business unit team. This leads to better financial management and budgeting.



**Four Distinct Strata Business Units Built Around a Core**



**The Core Team – Laurence Whitlock**

At the centre of the Strata Business is the core team which comprises, the IT Director, Administration Support and the Supplier Management function.

	IT Director	Office Manager & PA to IT Director and Strata Board	Supplier Manager	Total
Core Team	1	1	1	3

The role of **IT Director** is to steer Strata in the direction of travel as dictated by the needs of the three authorities. Close engagement with the three authorities is essential to enable a good understanding of the business needs and to be able to articulate these back into the Strata business in a clear and concise manner. The IT Director also oversees the operation of the Strata business and ensures that Strata delivers against its core objectives and motivates and mentors all staff across the business.





**The Administration** function provides both Personal Assistant, Financial support to the Strata business whilst also acting as a co-ordinator for Strata events and meetings, in addition, the function also acts as the Office Manager and support for the Strata Board.

This key function enables an interface back into the Exeter City Council finance team to ensure prompt payment of invoices. It is envisaged that during FY19 / 20, Strata will need to potentially look for additional capacity in the Administration function and therefore, it is planned that Strata would look to recruit a Business Administration Apprentice to join and strengthen the team.

The **Supplier Management** function, provides an interface into all 3<sup>rd</sup> party organisations, i.e. the suppliers to Strata and the three authorities, thus ensuring professional relationships are maintained and 3<sup>rd</sup> party costs are being proactively monitored. The Supplier Management function, currently only has funding for two years (ending April 2020), however, it would be hoped that the value of this function will be more fully understood over the 12 months enabling long term budget to be set aside (it has been included within the costings of this new Business Plan) to ensure that this function continues to add a high level of value passed the April 2020 date when the current funding ends.



## Supplier – Top 20 By Annual Value (based on 2017 spend)

As part of the function of the Supplier Manager, Strata now have a far greater understanding of spend via supplier.

Supplier	Annual Spend
SOFTCAT LTD Total	£296522.74
IDOX SOFTWARE LTD Total	£279258.53
CIVICA UK LTD Total	£277901.33
VIRGIN MEDIA PAYMENTS LTD Total	£272097.40
Capita Business Services Ltd Total	£205967.87
NEXUS OPEN SYSTEMS LTD Total	£173295.71
LATCHAM DIRECT Total	£165077.99
APPLE RETAIL UK LTD Total	£158072.28
RICOH UK LTD Total	£125194.00
HFX LTD Total	£120061.20
Royal Mail Group Ltd Total	£118133.32
PROBRAND LIMITED Total	£117466.65
BARTEC AUTO ID LTD Total	£99174.00
FIRMSTEP Total	£98964.50
COMPUTERWORLD SYSTEMS LTD Total	£94270.80
XEROX UK LTD Total	£93528.16
Orange Pcs Total	£92621.97
O2 (UK) LTD Total	£89443.79
TUNSTALL HEALTHCARE (UK) LTD Total	£85594.28
PUBLIC-I GROUP LTD Total	£78689.48

## Strata Core Business Unit Costs

The table below shows a high level breakdown of the predicted Strata Core costs for the next six years (until 2025). This unit includes the IT Director function, the Business Office Management function and the Supplier Management function

Core Costs							
Element	Team	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025
Staff Costs	Core (inc supplier manager from 2020)	£215,409.00	£264,823.32	£271,443.90	£278,230.00	£285,185.75	£292,315.39
Product and Service Costs	Core	£85,619.00	£88,958.14	£92,427.51	£96,032.18	£99,777.44	£103,668.76
<b>Total</b>	<b>Core</b>	<b>£301,028.00</b>	<b>£353,781.46</b>	<b>£363,871.41</b>	<b>£374,262.18</b>	<b>£384,963.18</b>	<b>£395,984.15</b>

\*assumes 2.5% uplift per year, and includes 27% on costs and estimated O/T and Mileage costs.

\*assumes an annual increase of 3.9% in product and service costs.

\*\*Please note: for 18/19 and 19/20, the Supplier Manager costs have already been funded from the savings in 2016 / 2017. Prices from 2020/2021 include the ongoing funding for the Supplier Manager.

## Support and Infrastructure Business Unit – Adrian Smith



### Introduction to the Support and Infrastructure Business Unit

The Support & Infrastructure team currently has two clearly defined business remits, which are delivered via two teams, an infrastructure team which currently comprises of 8 x staff (including Adrian Smith) and a Service Desk Team comprising of 13 x Staff.

	Team Manager	Principle Analyst / Support Specialists	Analyst	Officer	Apprentices	Total
Infrastructure	1	1	4	2	0	8
Support	1	2	3	3	4	13

*'Our customers are increasingly dependent on 'IT' to effectively deliver their respective mandates. While many people view this as Information and Technology, we also see it as Innovation and Transformation, we believe both are the foundations which support every aspect of the valuable work our customers undertake. The Infrastructure and Support team form part of the critical path to delivering and supporting not only our customers but staff internally within Strata. It's our mission as a team to build, deliver and support a fit for purpose, cost effective, reliable, resilient and secure infrastructure that meets the needs of our customers not just now but for the future.'* – **Adrian Smith**

## The Strata Infrastructure Team

Prior to Strata, the Infrastructure requirements of the three authorities were handled by teams totally 11 x staff across the three authorities (3 x managers, 8 x employees). These individual teams managed three ageing data centres and varying degrees of Disaster Recovery capacity.

With the move to Strata, the team now consists of eight members of staff. The team cover the hardware and technology that underpins all the systems and services Strata provides its customers. This is currently delivered

via two datacentres working towards a 100% resiliency for all services. Both based in and around Exeter, these Datacentres deliver what is known as the 'Strata Cloud' through which all applications, processes, services and systems are delivered. Through the current infrastructure our customers have access to their own Private Cloud.



At a high level, the work the Infrastructure team covers is, but not limited to, the following areas:

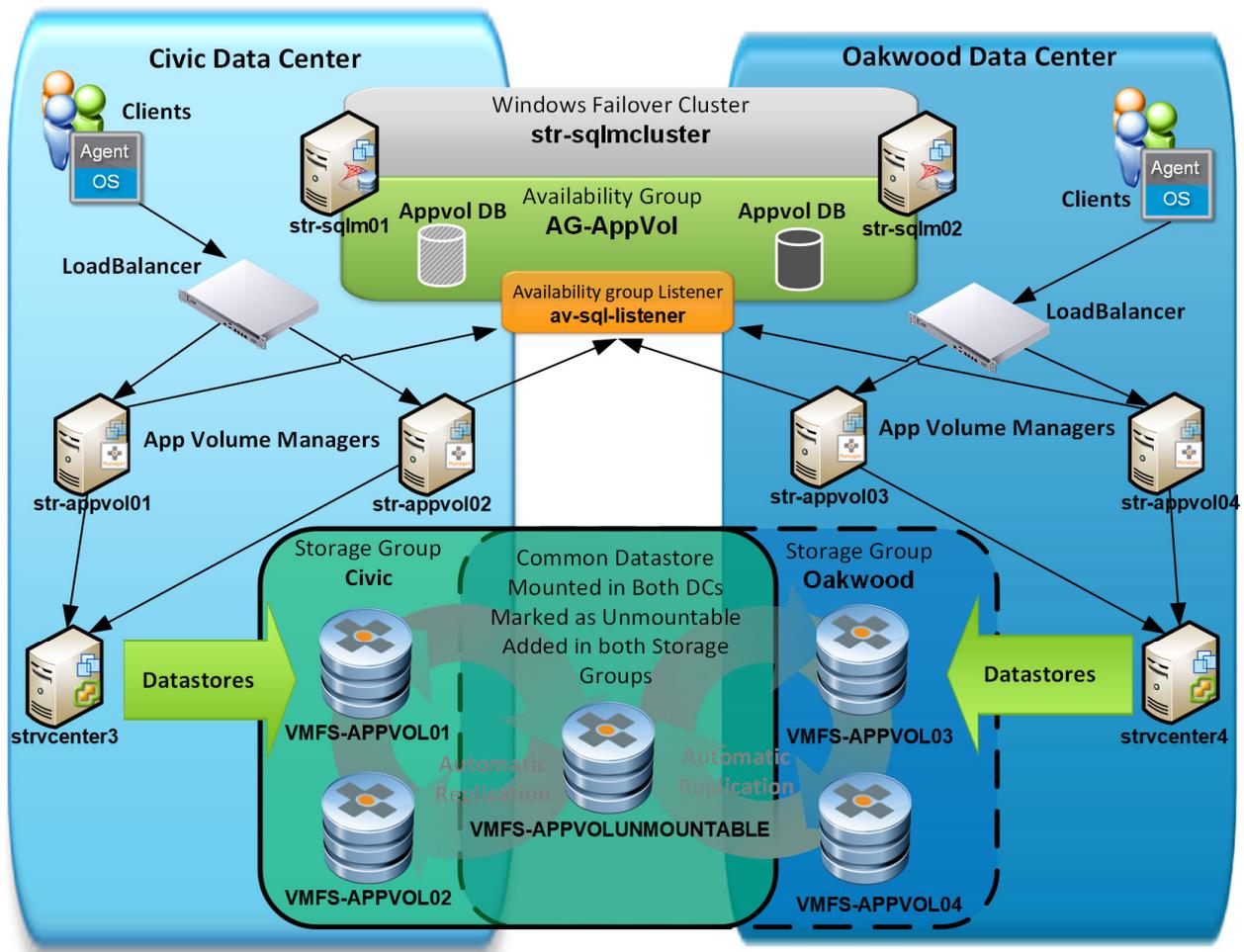
- Physical Servers (Builds, management & maintenance (Live & DR))
- Virtual Servers & management (Builds, management & maintenance (Live & DR))
- Storage arrays (SAN, Storage spaces, local, etc.)
- Network cabling, switches, routers, firewalls and load balancers
- Connectivity (MPLS, LAN, WAN, etc.)
- Physical and virtual tape libraries, backup storage solutions
- Wi-Fi devices. (In house & Government)
- End User Computing (Desktops, Laptops, Global desktop)
- Mobile working (Tablets, Smart phones, etc.)
- Unified Communications (Email, Skype for Business, O365 etc.).
- Datacentre software management (virtualization, network monitoring, systems management, etc.).
- Datacentre facilities management (Power, air management, fire suppression)
- Audio Visual (Design, Support, maintenance, etc.)
- Anti-Virus, USB Management, Internet & Email Security.
- Domain & Certificate Management
- Security Patching, remediation & Configuration
- Enterprise applications (Support, Packaging, upgrades, etc.)
- Database (Oracle, Microsoft SQLServer, etc.).
- 4<sup>th</sup> Line Support/Technical Product Specialists (Incidents & Problems)
- Out Of Hours Tier 2 Support (24/7 365 Support)
- BCR, Service Request & Change requests
- Infrastructure Project Management
- Internal Strata Support (Strata Maintenance).
- Legacy Systems (Networks, Phone Systems, links, lines etc.)
- Research & Development (New technology, integration, automation, etc.)

Commercial in Confidence

## Today's COMPLEX IT Environment – Designed and Built to Meet the Authorities Needs

In today's society, the modern IT infrastructure is increasingly complex as it attempts to be all things to all people, users expect systems to be quick, reliable, resilient, mobile and secure, to achieve this requires multiple technologies, solutions and partners to seamlessly integrate and appear as one.

As an example the below diagram shows the details as to how Strata currently deliver the global desktop which is a hugely complex environment with multiple levels of interactions.



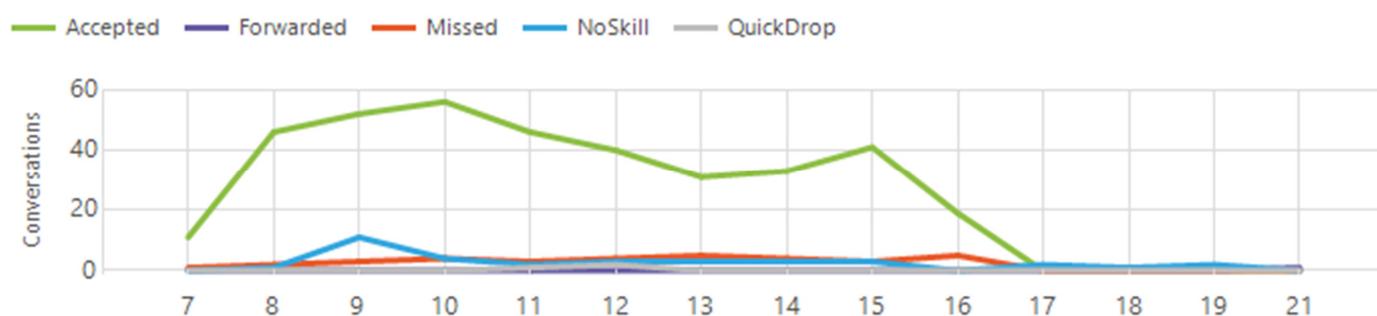
This platform delivers the modern, secure, scalable and flexible IT environment which supports both the transformational needs of the three authorities, delivers a platform to support the agile working needs of the modern employee and is built to support the multiple channel needs of local residents 24/7.

## The Strata Support Team

Prior to Strata, the three individual support teams were manned by 14 staff (6 x TDC, 5 x ECC, 3 x EDDC). They operated independently across three geographic areas with little to no interaction. Since the introduction of Strata, the three authorities are now supported by the Strata Service Desk, this is still a 14 strong team (1 x manager, 9 x employee's & 4 x apprentices) lead by the Service Desk Manager – Sue Langston. It's a central point of contact for all things Strata related.



The Service Desk operates 7am – 5pm Monday to Friday, backed up by a 24/7 – 365 days a year 'Out of Hours' support service where by support for critical or urgent issues is **only a phone call away**.



The tasks the Service Desk team covers are, but not limited to:

- Managing demand from phone calls to 1st line team from 7am to 5pm, Mon to Fri.
- Log all demand and requests in the Service Desk system.
- Identify and investigate incidents and problems.
- Managing demand from customer emails, logging requirements.
- Managing demand from customer Webchats, logging requirements.
- Managing demand from all customer walk-in requirements.
- Manage Service Requests for all customers, including purchasing and liaising with suppliers.
- Asset Management
- Liaising with 3rd Party Support experts.
- Provide Tier 1 OOH service from 5pm to 7am 365 days per year.
- Customer communications for system issues and maintenance windows.
- Customer and site visits to fix/deliver equipment.
- Procure, install and provide support for all end-user hardware including mobile devices.
- Induction for new starters and new equipment
- Managing user access, user logins and user permissions

- Manage and support both out-dated telecoms systems as well as latest technology using Skype and Anywhere365
- Plan and carry-out office moves
- 3rd Line incident and problem management
- Support and develop apprenticeship program

## **Developing Local Talent**

### **Apprentice Programme**

Strata is proud to have forged an excellent relationship with Exeter College to offer apprenticeship opportunities within our Service Desk team. We have a rolling apprenticeship program currently providing four apprenticeship posts, supporting the students through a learning process alongside Exeter College to become an IT professional within two years.

Two previous Service Desk apprentices have continued on a career pathway within Strata and now have full time roles with us, as Service Desk Officer and, through promotion, as 3<sup>rd</sup> Line Support Analyst.

Our policy is to promote staff internally where possible, invest in our staff and retain where possible after the apprentice programme is completed.

### **Work Experience**

Strata are able to offer a number periods of work experience to school and college students. We have recently entered into an agreement with Exeter College to support their T-Level programme, which provides a student for one day a week for forty weeks' and then two x two weeks of work experience. This is a new initiative from Exeter College and it fits well with Strata's strategy of developing local talent and offering extended periods of work experience, potentially leading to full time employment and providing excellent opportunities to develop a career in the IT industry.

### **Exeter Jobs Fair's**

Strata now pro-actively support the Exeter City Council jobs fairs to promote the work of Strata and to look to identify local talent. This has proved very effective in the recruitment process for the recently appointed Supplier Manager, saving approx. £5,000 in recruitment fees.

### **Forging Links to other Educational Establishments**

Strata are also forging links to other educational establishments, such as South Devon College and Exeter University. The aim is to help keep top IT talent in the region and to help grow the technology competence of the region as a whole. Members of the Strata Management team are actively working to promote Strata and to identify local talent.

## Customer Service Plan – Supporting the Work of the Three Authorities

The Customer Service Plan (CSP) has been created to provide an improved level of service for the three authorities who currently take services from Strata. The CSP aims to provide all users with a single document to cover all Strata service desk related services, including contact details, escalation and complaints processes.

The Strata Service Desk has a support base (2<sup>nd</sup> line) at each of the primary sites, these support bases are commonly manned by one FTE and one apprentice. There is a centralised call receiving centre in the Civic Centre (1<sup>st</sup> line)

The Service Desk are responsible for supporting and logging incidents and technical support queries. Their role is to ensure that all telephony, email and portal queries are answered, escalated and resolved as quickly as possible. The Service Desk will provide the end user with a system generated interaction number which will be used to track the call from initial log to closure.

As part of Strata’s commitment to its customer we regularly issue and update our ‘Customer Service Plan’. Currently on version 2.5 the plan details:

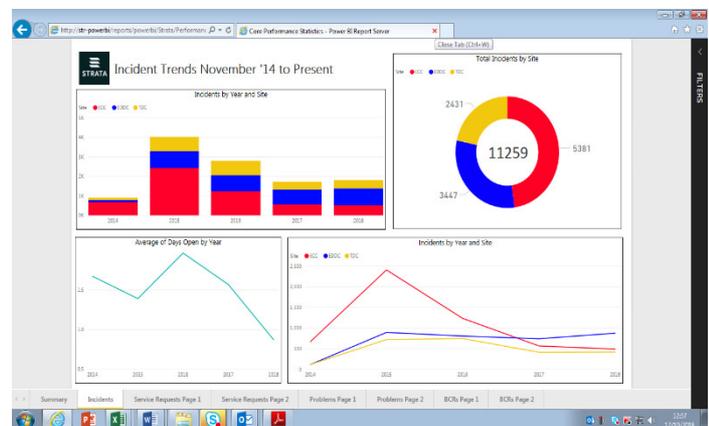
- Call Workflows & Methodology
- Service Level Agreements
- Policies
- Escalation procedures
- Complaints
- Major Incident Plan.

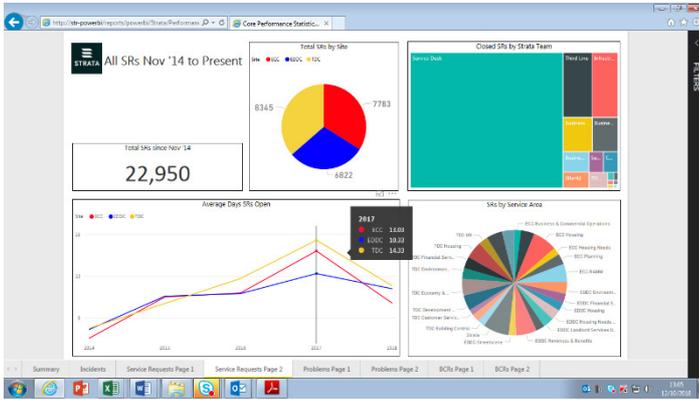
It’s a working document, available on our Strata portal, for all staff covering everything they need to know when contacting the Strata Service Desk.

## On Line Real Time Statistics – Delivering Information to Inform

As part of Strata’s continual service improvement programme, we have developed new online reporting via the Strata portal. Users can now log onto the portal to get real time information on a multitude of Strata services, from BCRs to projects, from problems to incidents.

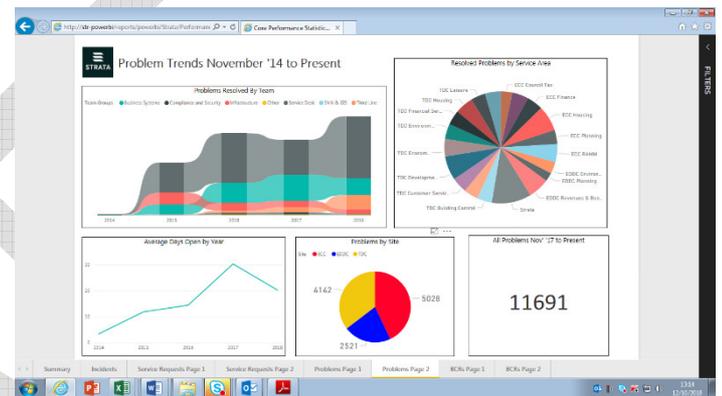
This screen shot shows the total number of incidents logged between the commencement of Strata in November 2014 and the present day. This is not flat information, but can be drilled into to provide valuable insight into service trends, incidents logged by authority, etc. Interestingly, the graph shows the improvements made in Strata’s closure time for incidents and how in 2016, it took 2 days on average for a call to be closed, but in 2018, it now takes on average only 0.8 of a day to resolve an incident.





This screen shot, shows all Service Requests since November 2014, Service Requests are for things like new laptops, etc. The graphic shows a fairly even distribution of Service Requests across the three authorities.

This screen shot shows the breakdown of problems across the three authorities, showing the impact of the new Strata 3<sup>rd</sup> Line support team, and how this team have worked to reduce the Problem Management overhead which previously had resided within the Business Systems team and meant that 'value' work was having to take a back seat which problems were worked upon and resolved.



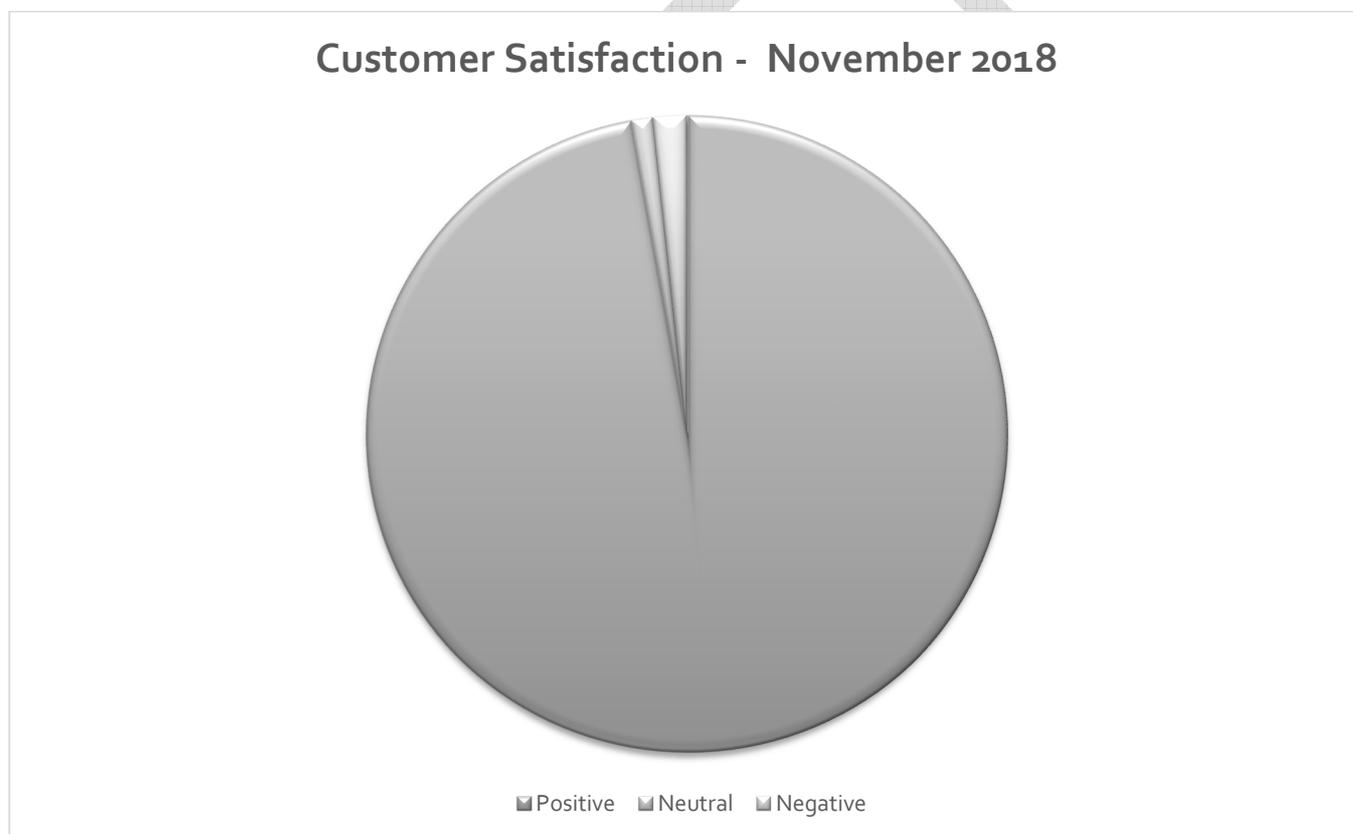
Over the coming months we are building the projects dashboard to enable users to look on line at the project process, this will link into Strata's 12 stage project process which is being launched in early 2019.

### Customer Satisfaction – Measuring the Success of the Strata Service

On a monthly basis, Strata measure Customer Satisfaction 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.

In November 2018 Strata received 463 responses to the customer satisfaction survey, this was made up of 451 positive responses, 5 neutral responses and 7 negative responses. This equates to the following satisfaction percentages:

Response Category	Responses Received	Percentage
Positive	451	97.4%
Neutral	5	1.1%
Negative	7	1.5%



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, the JEC and the JSC to assist with overall service improvement programme.

## Strata Support and Infrastructure Vision

### Staffing Structure

Currently the following changes are proposed to the current structure to align the team better to support the needs of the three authorities and to provide more capacity for 'value' add work rather than the high percentage of business as usual demand that currently occupies the team.

There is an existing vacant post in the 1<sup>st</sup>/2<sup>nd</sup> Line Support team, and it is proposed this is moved to provide more capacity in the infrastructure team. The role of this post will largely be focused around the delivery of security and system upgrades for end of life systems in order that the current analysts can focus on more 'value' add work.

Secondly, two of the existing Analysts posts will be expanded to include more responsibility in managing the team and workload, this will remove some of technical requirements still being undertaken by the head of team, allowing more focus on the management and performance of the team, and giving much needed time to evaluate and invest in researching and developing the infrastructure, the team and the services offered as well as exploring areas of innovation being developed either by 3<sup>rd</sup> party suppliers of other authorities.

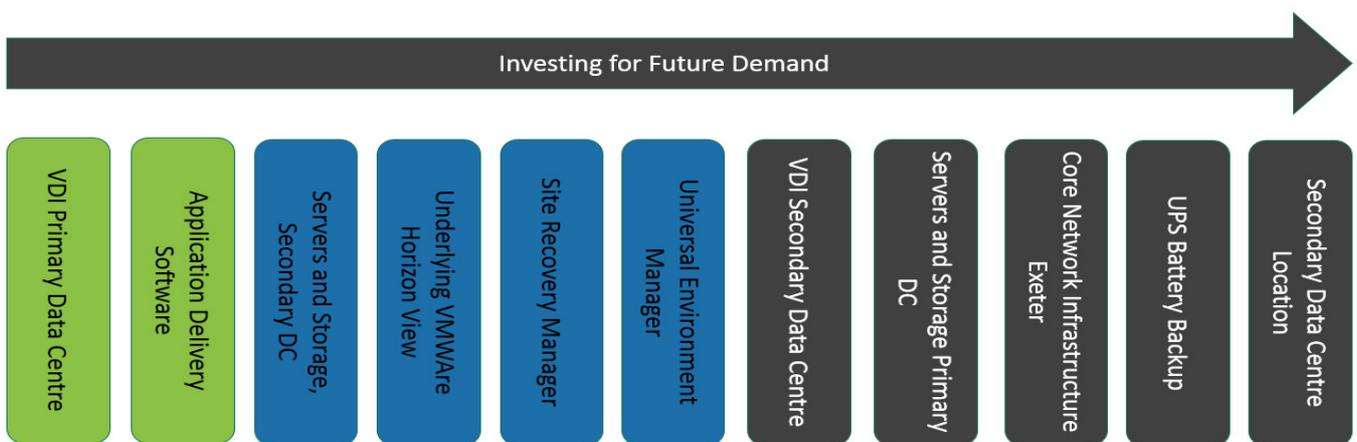
Lastly, Strata have proposed the inclusion of a training role and service as part of our offerings, this would be provided by a dedicated post within the team, and offering training across all authorities via multiple mediums and disciplines. This will be funded for two years using money already set aside from previous year savings.

## Infrastructure Vision

The 'vision and roadmap' for the Infrastructure & Support team, is to where appropriate, leverage rapidly evolving technology to more effectively support the delivery of customer wide reforms, strategies and initiatives. The key challenge for IT is to remain both disciplined and agile in an environment where change has become the new norm but comes with a degree of risk.

The modern digital workplace consists of tools and content which target individual needs, promotes mobile working, utilizes cross-functional collaboration, applies machine learning to automate processes, encourages innovation, improves decision-making and harnesses vast amounts of institutional data to gain actionable insight into areas of opportunity and areas for improvement.

Strata are currently committed to investing and improving the 'Strata Cloud' and have recently published an 11 step roadmap for investment and upgrades in the provision. These upgrades focus on providing a 100% DR capacity, and reliability and performance upgrades and enhancements to the global desktop.



The current provision is very much to retain ownership and control of the hardware and data, however, should the current cloud offerings become more commercially viable (i.e. Azure and AWS) these will be considered and potentially invested in over time.

## Service Desk Vision

Since the inception of Strata, a key focus has been around the Service Desk driving efficiencies in processes and staff. This strategy has so far being very successful. The Service Desk now operates from a single site, is available 24/7/365 days a year for emergencies and we have a dedicated third tier team to manage complex problems.

We are now looking to improve the applications and software that underpin the delivery of the service. It is intended to replace the current legacy and in house systems (MiSupport) with a modern IT Service management system (ITSM). The new system will bring with it a myriad of improvements including but not limited to: Customer Facing Portal, Self Help Articles & Videos, Call Logging, Asset Tracking, Project Management and Resource Management. Strata feel that the introduction of such a platform will significantly improve the way in which we service our end user community.

## Developing an IT Training Capability

As Strata looks to further enhance and develop the range of services it offers into the three authorities, and to address a clear gap in the IT skills that currently exists across the partners, Strata will for a two year period fund and provide a single roving IT training resource to deliver a series of training initiatives to help improve the overall standard of IT skills. The range of training services that Strata expect to deliver as part of this initiative is shown in the table below:

Type	Regularity	Content	Length
Classroom	Up to 2 days per week dedicated to pre-advertised courses staff can book onto. Also to include evening sessions that can be made available to staff and Councillors	Varied: Classroom courses will cover a wide range of Digital skills	Morning or afternoon through to a full day.
Drop-in sessions	1 morning per week at each main location, other locations to be on request	Varied: Trainer to be available for any member of staff to book a slot to go over specific area of training agreed in advance.	15-30 minute bookable slots.
Video	To be produced as and when required.	Self-help training videos to be produced on a wide range of subjects, to include instructions on how to complete various task and procedures on common systems, these will then be made available to Staff via the Strata Portal	Varied
Self Help Articles	To be produced as and when required.	Self-help training videos to be produced on a wide range of subjects, to include instructions on how to complete various task and procedures on common systems	Varied
Ad-hoc	Should the need arise the team will be able to pass calls received via the Service Desk directly to the trainer where an issue has been identified and can be resolved quickly through direct support.	Varied	Varied
User Inductions	To be agreed: It may be on a 1-2-1 basis or we may look to combine new starts into groups depending on numbers	Induction will focus on key aspects of interfacing with Strata, Security, and then access to the council's computer and telephony resources.	1 hour
Specific project related training	As and when a new project has a requirement for Staff internal to Strata and our customers to be trained on new IT programs and procedures.	This will be specific to the project the training is supporting, and could cover any of the above mediums	Varied.

## Support and on boarding of 3<sup>rd</sup> party hardware and services

Strata will be working with the client leads to develop a process for the on-boarding of 3<sup>rd</sup> party hardware and services. Currently authorities have been procuring some 3<sup>rd</sup> party products and services without any consultation with Strata and then after the procurement has been completed, Strata are being expected to pick up ongoing support without any additional funding or resource being made available, and such examples are CCTV solutions and BMS systems.

## Infrastructure and Support - Challenges and Resolutions

	Challenge	Response
Ever increasing reliance on IT	As within society in general the commercial world is almost completely reliant on Information technology and its ability to deliver the outcomes they require as a business. In its absence critical services cannot be delivered, Business Continuity plans in reality now cannot operate without an infrastructure that is also resilient. It is no longer viable in most scenarios to function without IT.	Strata continues to invest in its staff and infrastructure to make it as robust and resilient as possible, we have worked with the authorities to align business continuity plans. Where failure do occur they are investigated and a report detailing the fault, and future mitigation and learning is produced to create a continual cycle of improvement.
Retaining key staff with complex sort after skills – Training and leave vs Not trained and stay	Skilled IT staff are nationally in high demand, opportunities exist for staff to earn substantially more in the private sector contracting. Strata is committed to the continued development of the team to make sure skills are up to date and relevant. This reduces the need to rely on expensive 3 <sup>rd</sup> party support and contractors.	Strata offers an excellent package not just based around a competitive salary but excellent terms and conditions. Turnover within the team is currently low. Staff Survey feedback on staff wellbeing is good.
Key suppliers holding Strata to Ransom	Unfortunately the IT market like a lot of industries is being consolidated into a handful of multinational companies that together have an increasing stake in Strata's operation and ability to deliver on a daily basis. On top of this there are several suppliers who are market leaders and the task of not procuring services from them is almost impossible.	Strata works hard to value for money on all its procurement activities, using industry frameworks where applicable. We have also employed a Supplier Manager to proactively engage with suppliers in contract negotiations so we can go in on the front foot.
New technology trends – fad or future	As eluded to previously technology changes at an astonishing pace, with new ideas and options coming to market on an almost weekly basis, each one supposedly better than the last, or completely new ideas solving an issue you perhaps didn't even exist. IT can be a very emotive subject and unlike other trades such as plumbing for example people seem to have a greater degree of confidence to interject and suggest options and ideas.	Strata uses a myriad of mechanisms to look at the market, key staff regularly attend expos and key note conferences, with have forged excellent working relationships with current suppliers and 3 <sup>rd</sup> party partners. We work closely with colleagues at other similar organisations, including SOCITM - The society for IT practitioners in the public sector to understand the work they are doing and how they achieve, and also share our own experiences and knowledge.
No capacity or resource to invest internally within Strata	With Strata's current business model and plan, we are very much geared to delivery efficiencies and savings to our customer, we have previously neglected to look internally out our processes, procedures and systems to see where we can operate more efficiently and cost effectively, previously relying on systems and process inherited and amalgamated from the legacy IT teams from the original three authorities. There is no defined budgets for Strata to procure internally with any purchased being funded from savings achieved to current systems and services.	We are now starting to look internally as well as externally to see how some inward investment would generate further savings in efficiencies and costs. One key aspect of this has already been mentioned it the procurement of the new Service Desk software. We have also looked to address the lack of defined budgets in the revised revenue costings generate within this business case.
Collaborative procurement	Where possible it makes commercial sense for councils to procure new systems together, greater efficiencies and savings can be achieved through common systems and converged systems, not only in the	Opportunities are limited within Strata although as part of our Service Desk replacement we are working with SCOMIS however the procurement is not anticipated to be collaborative. Within the

	initial cost of the system but the ongoing support and maintenance.	councils this needs to be a top down driven methodology.
Unfunded IT	Currently there is no provision to recover or cost new services and systems procured by our customers. Any requirement that is truly new and has not previously existed has a detrimental impact on the service levels offered as it dilutes an already finite resource further, it then goes on further to have an impact on the available compute and storage available in the 'Strata Cloud' this resource is not infinite and again new requirements require access to and consume more of these resources.	If an overall change in the Strata finance model is not agreed, then a mechanism to build into and agree additional funds for the implementation and ongoing support for new system will be required. Strata will also need to establish a way to retain revenue between financial years.
To Cloud or not to Cloud	On premise Vs Cloud or both aka hybrid. There is a clear desire and strategy for local government IT to be delivered from the Cloud. This is based around perceived reductions in cost and risk.	The realisation that IT can be expensive was realised early by the owner of Strata, and hence the creation on their own company to spread the cost, minimise the risk, while still retaining the skills and capacity required. The 3 councils now effectively procure all their systems and services from the cloud, the caveat being they own the cloud provider. Strata itself continually goes to market to look at the latest offerings available, to see whether it would be financially prudent to move our services to the cloud.

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## Support and Infrastructure Business Unit Costs

The table below shows a high level breakdown of the predicted Support and Infrastructure costs for the next six years (until 2025).

Support and Infrastructure Costs							
Element	Team	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025
Staff Costs	Support and Infrastructure	£805,116.83	£823,216.38	£841,796.81	£860,870.71	£880,448.82	£900,545.44
Product and Service Costs	Support and Infrastructure	£942,180.00	£1,133,467.83	£1,308,586.32	£1,340,812.42	£1,374,573.08	£1,409,927.88
<b>Total</b>	<b>Support and Infrastructure</b>	<b>£1,747,296.83</b>	<b>£1,956,684.21</b>	<b>£2,150,383.13</b>	<b>£2,201,683.13</b>	<b>£2,255,021.90</b>	<b>£2,310,473.32</b>

\*assumes 2.5% uplift per year, and includes 27% on costs and estimated O/T and Mileage costs.

\*assumes an annual increase of 3.9% in product and service costs.

**Document Centres – Martin Millmow**



**Introduction to the Document Centre Business Unit**

The Strata Document Centre business unit works to provide Print, Post, Scanning and Design services to the three partner authorities. The scope of the services into each authority differs, however the fundamental purpose of the team remains the same.

The three councils have very different document centre operations, but at a high level these are broken down as follows:

Authority	Staff	Print	Post	Scanning	Design
East Devon	10	Yes	Yes	Yes	Yes
Teignbridge	3	Yes	Yes	Yes	No
Exeter	1	Yes	No	No	No

The team is broken down into the following roles

	Team Manager	Team Leader	Designer	Scanners	Printers	Total
Document Centre	1	1	0	5	4	11
Design	0	1	2	0	0	3

## Review of the past four years

Most of the originally targeted savings from this particular Workstream have now been realised. A 5 year contract for printing devices was awarded to Ricoh and produced a significant amount of savings as was originally suggested, as well as these savings, the contract as succeeded in bring in innovation and improved data protection and it has been awarded with fixed pricing meaning the leases and running costs will not increase during the term of the contract thereby delivering approximately £170K of inflation proofed spending each year during this time.



As expected further saving have been found from shared service contracts and joint procurement. We have seen a significant reduction in the amount of high volume printing produced for council business, for example we have seen a decrease as Council Agendas and Minutes have been switched over to the Modern.Gov platform at ECC and TDC, this drop in printing volumes allowed for a significant reduction in the investment made on printing devices for the production units going forward.

Operationally a trend of reduced post and print volume also emerged, this was balanced against growing demand for digital document handling requiring a switch in focus towards digital document handling, and scanning volumes have grown as has the amount of documentation that arrives in a digital format for processing.

## Going forward into the next Business Plan period 2019 – 2025

We expect to see both the volume of printing and amount of post handling required to continue to reduce, what is unknown is whether the rate of decrease will change. Therefore the collection and analysis of this data and that collected around the amount of digital processing being completed will be used to tailor the use of our available resources and be used to provide insight for future key decision making on both the scope and structure of the services provided.

This trend will be the driver of the bulk of future savings, as the volume of paper transactions continues to decrease year on year thereby reducing spending on paper, copy charges and outgoing postage.

As Strata's three partners continue to drive the shift to digital, the number of online transaction is set to increase and the number of paper based transaction decrease leading to less printing, paper and post use. To further illustrate this, Document Centre staff processing the initial contact from Benefits claimants' have seen a significant shift from receiving and processing paper documents to receiving email and other digital files to process. As the public uptake of digital channel use increases so does the expectation that they will be able to interact with their local Council through these channels.

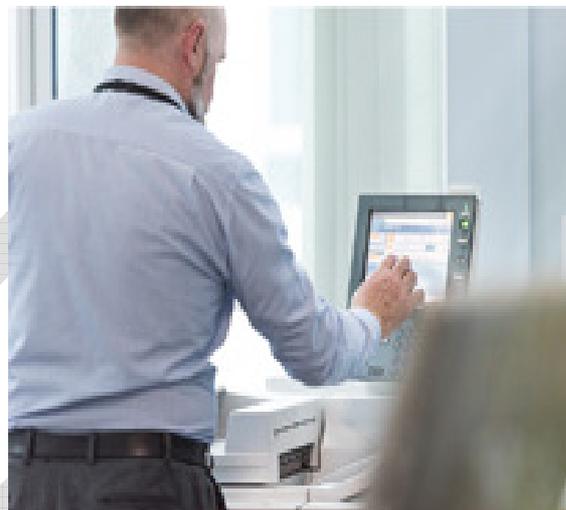
This approach will provide the information that will enable further reductions in the number of printers required and the terms of the contract when it comes to re-tendering, for example the rate of reduction

in the volume of printing may suggest that a more flexible arrangement will be required from the supplier.

## **How the Document Centres will help deliver Strata's core business objectives and become a Customer Focussed organisation**

### **Support the transformation agenda**

Our key focus will be on adapting to support and encourage the paper light approach being adopted by the three Councils as printing and post volumes continue to decline and demand for digital document handling increases we will continue to deliver valuable services in the digital environment thereby allowing Council staff to focus on their core business. This will require a team who are multi skilled and flexible in their approach.



In order to support councils during the next 6 years, Strata will design and redesign the services offered by the Document Centres so that they deliver exactly the scope and level required by each of the three authorities.

Therefore well-developed communication lines with key stakeholders will be important, this combined an understanding by all parties of how to evaluate change and the processes to be followed to make change happen will help tailor our services to meet our customers' requirements.

Successful change requires that Strata have comprehensive knowledge and understanding of the challenges and programs that the three authorities are tackling, such as agile working and digital by default, we can then assess how these will impact on our services in both the short and long term. For example the rollout of Universal Credit will reduce the volume of incoming post as well as the Benefits paper documentation which is now scanned on a daily basis at both EDDC and TDC. We need to understand whether this will result in less demand or a change in how documents are received. The expansion of Modern.gov across the three councils will further reduce the volume of printing produced and therefore future printing infrastructure requirements, we need to understand how the three councils plan to use this system in the future so that we can develop our support around Member Service's future needs.

### **Flexible, Reliable and Modern Document Centres and Printing Platforms**

In-line with the push to reduce the amount of paper used and improve officers' ability to operation in an agile way we will work to support their printing / scanning needs by making available learning from the wider market in partnership with our supplier Ricoh. Recently work was completed to enable officers with mobile devices to be able to print to any of the new Ricoh MFD devices.

We aim to increase the functionality of the Ricoh printer fleet by investigating linking devices directly to council EDMS systems. As overall printing volume decrease we will continue to offer a wide range of in-house printing by using the TDC Printroom and ECC Copy Centre.

We will use expertise from the wider market where value is identified and further gains can be found that will help deliver the Councils requires. For example the continued expansion of Hybrid mail will help secure the delivery of mail with personal data as well as reduce internal demand for mail handling, printing and the overall printing/post infrastructure in the longer term.

### **Cost Effective and Deliver Tangible and Measurable Business Value**

We have tailored the new printing infrastructure in light of reduced volumes particular in the area of high volume production printing. In the most recent tender a significant reduction in investment in the centralised print rooms was included. We have balanced the needed to provide a reliable service which is backed up against demand that is reducing demand. This may have be the last time investment into centralised printing equipment is required.

Our challenge for the next 3 years will be to drive down print on the broader printer fleet installed around each authority, targeting document/forms/processes that can be moved to digital, by doing this we will be able to further reduce spending on this part of the infrastructure when the next contract is tendered. Through the adoption and circulation of best practice further savings will be made.

### **Effective and Efficient Processes**

From January 2019 we will have full monitoring of the fleet of printers allowing for detailed reporting and data analysis, including the ability to compare use across the three council for the same department showing who is the most paper efficient and the subsequent effect of any changes made.

We will continue to monitor both post and print volumes and seek out a method of measuring the volume of digital work that we undertake to provide a visible activity report against these three key activities.

With many other organisations also seeking and solving challenges similar to those we face will engage with other UK organisation in our service area to find innovative ideas and keep an open mind to alternative approaches to how to provide our services.

Processes are key to delivering a consistence and reliable service, any process with identified weakness will be redesigned to improve delivery.



## Design Using Gov.uk Principles

At EDDC, the Strata Design team work very closely with the client to deliver high quality 'Designed' documentation and content. We use the Gov.uk principles in our work and these principles help us and our partners' departments to transform what we do to meet user needs – so our solutions are designed in line with these principles and practices, and hence there is a consistency in our approach and the culture of change is built on solid foundations.



An issue that has had negative effect on the overall performance of the three Document Centres is staffing gaps, either when there has been a vacancy or when key staff are on leave. The majority of Document Centre staff have specific specialist tasks to complete on a day basis. This needs to change to a team of multi skilled staff and hence is an objective during 2019 / 2020 to define the 'As Is' skills matrix and to work how best to move to a desired 'To Be' matrix.

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## Document Centre & Design Team - Unit Costs

The table below shows a high level breakdown of the predicted Document Centre and Design Team costs for the next six years (until 2025).

Document Centre Costs							
Element	Team	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025
Staff Costs	Document Centre	£406,872.55	£417,044.36	£427,470.47	£438,157.23	£449,111.17	£460,338.94
Product and Service Costs	Document Centre	£405,570.52	£406,960.02	£406,133.48	£405,723.62	£398,508.99	£398,919.14
<b>Total</b>	<b>Document Centre</b>	<b>£812,443.07</b>	<b>£824,004.39</b>	<b>£833,603.95</b>	<b>£843,880.85</b>	<b>£847,620.16</b>	<b>£859,258.08</b>

\*assumes 2.5% uplift per year, and includes 27% on costs and estimated O/T and Mileage costs.

\*assumes an annual increase of 3.9% in product and service costs.

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**Introduction to Business Systems and Business Intelligence Business Unit**

The business unit is broken down into four individual teams around a central Business Systems core function.

	Team Manager	Principle Analyst	Systems Analyst	GIS Analyst	Data Analyst	SNN & GIS Officer	Project Manager	Total
Land and Property		1	6					7
Finance and HR		1	7					8
Transformation		1	6					7
Business Intelligence Unit		1		1		4		6
Core BS	1				1		1	3
<b>Total</b>	<b>1</b>	<b>4</b>	<b>19</b>	<b>1</b>	<b>1</b>	<b>4</b>	<b>1</b>	<b>31</b>

*“The IT systems used by council staff across the 3 authorities are fundamental to the successful delivery of services both internally and to the residents and businesses that the authorities serve. The **Business Systems team** strives to ensure these systems meet the current needs of the services and that systems are developed, enhanced or replaced as necessary to facilitate the future service delivery mechanisms that the authorities aspire to.*

*In turn, the **Business Intelligence Unit** underpins every system in use within the authorities by supplying accurate and up to date address data which is used by services to deliver their services efficiently, and without which none of the transformation programmes of the authorities would be possible. Over the coming months and years the BIU will expand to provide insightful operational and strategic information derived from the vast amounts of raw data the authorities possess, so as to enable evidenced based decision making of the highest quality.” – **David Sercombe***

## Business Systems

The Strata Business Systems team, consisting of 25 staff, is responsible for over 1000 Line of Business software applications, websites and system integrations in use across the 3 authorities. The team manages these applications from “cradle to grave”, overseeing everything from business requirements, to procurement, implementation, ongoing maintenance and eventual decommission and replacement.

The Business Systems team is split into 3 distinct teams, each with their own areas of expertise. These are:



### Transformation team

The Transformation team is responsible for the all web based systems including the council websites and intranet sites. The team ensure all online form solutions and web applications such as planning online work effectively. The team are leading on the implementation of the customer platforms that will enable the authorities to deliver their transformational agendas and they also undertake the majority of bespoke development work within Strata, designing and implementing solutions from the ground up, where no suitable commercial offering is available.

### Land and Property

This team deliver the key systems within the authorities for managing Land and Property solutions. These include, but are not limited to:

- Waste Management
- Planning
- Building Control
- Environmental Health
- Land Charges
- Licensing
- Estates

The team are also responsible for the councils Electronic Document Management Systems (EDMS) in use across the 3 authorities.

## Finance, HR and Systems of Record

The Third team within Business Systems manages the 'Systems of Record', such as:

- Finance Systems,
- HR and Payroll,
- Revenues and Benefits
- Business Rates
- Housing Systems
- Cash and Income Management,
- Car Parks,
- Elections
- BACS

As well as ensuring the above key systems are maintained, secure and are up to date, the team are also responsible for integrating other line of business systems with these Systems of Record. In particular the Finance Systems and Cash and Income Management systems touch virtually every other council system, including the councils' websites. As such the team are responsible for ensuring the interfaces they create are accurate, transparent and reliable and secure.

### An Experienced Team...

Collectively the staff in the business systems team have over **460 years of delivering ICT solutions, comprised of 269 years in the private sector and 192 years in the public sector**. The team are highly experienced, professional and motivated and are the cornerstone to delivering high quality ICT solutions to Strata's customers.

## Business Intelligence

The Strata Business Intelligence Unit (BIU) is made up of 6 staff, who are responsible for ensuring the address and spatial data, which underpins the majority of business systems, is accurate and kept up to date via the Street Naming and Numbering process. Well over 80% of the services delivered by the authorities are location based, therefore having accurate location and address data is essential for successful service delivery. Without accurate spatial and address data, the transformation aspirations of the authorities would not be achievable, as accurate address data enables the joining previously silo'd systems together, which in turn allows for greater automation of processes and enables customer self-service.

A new addition to the team, commencing in January 2019, is a **Data Analyst**. This role will enhance the offering of the BIU to enable management information and business insight to be derived from the wealth of raw data residing in the many databases across the 3 authorities. This insight will enable the authorities to improve the decision making capabilities both strategically and operationally.

## Areas of Responsibility

At a high level, the work the Business Systems and Business Intelligence teams cover includes but is not limited to:

- All upgrades and patches to Line of Business Systems including security patches
- Gathering business requirements and translating these to solutions
- Developing new web, mobile and Line of Business Systems
- Liaising with suppliers
- Resolving any issues or outages to business systems
- Implementing new systems from Third Parties
- Procurement
- Integrating Systems
- Project management
- Producing reports and dashboards – offering business insight
- Maintaining all council spatial data via the Geographical information Systems
- Street Naming and Numbering Function
- Updating and Maintaining the Local And National Property Gazetteers
- Providing expertise as to how ICT can underpin council wide Transformation

## Summary of the Last Four Years

**Team Building** - A key element of the last 4 years has been building a skilled, committed, motivated team to deliver the IT systems needed by the authorities. This has not been without its challenges. When Strata formed in November 2014, the Business Systems team operated as three separate teams, focusing purely on their former council systems. During the first two years, a programme was put in place to structure the team by the systems they maintain, not by the council that formally employed them. To accomplish this, the three Business Systems teams were formed, each headed by an experienced Principal Analyst.

The more commercial pace at which Strata was required to operate at, also meant that inevitably, some former council staff chose to leave Strata to seek opportunities elsewhere. Within the first 4 years, the business systems team has experienced a 55% turnover of staff. Whilst the loss of experienced staff obviously presents issues, it also presents opportunities, by being able to attract staff with different skills, ideas and more of a commercial outlook. This has led to a strengthening of the Business Systems team and the ability to provide new solutions, such as developing mobile working solutions or developing applications for smart speakers like Alexa.

**Convergence** - One of the key principles of the 2014 Strata business case was the convergence of line of business systems over a 5 year programme to deliver:

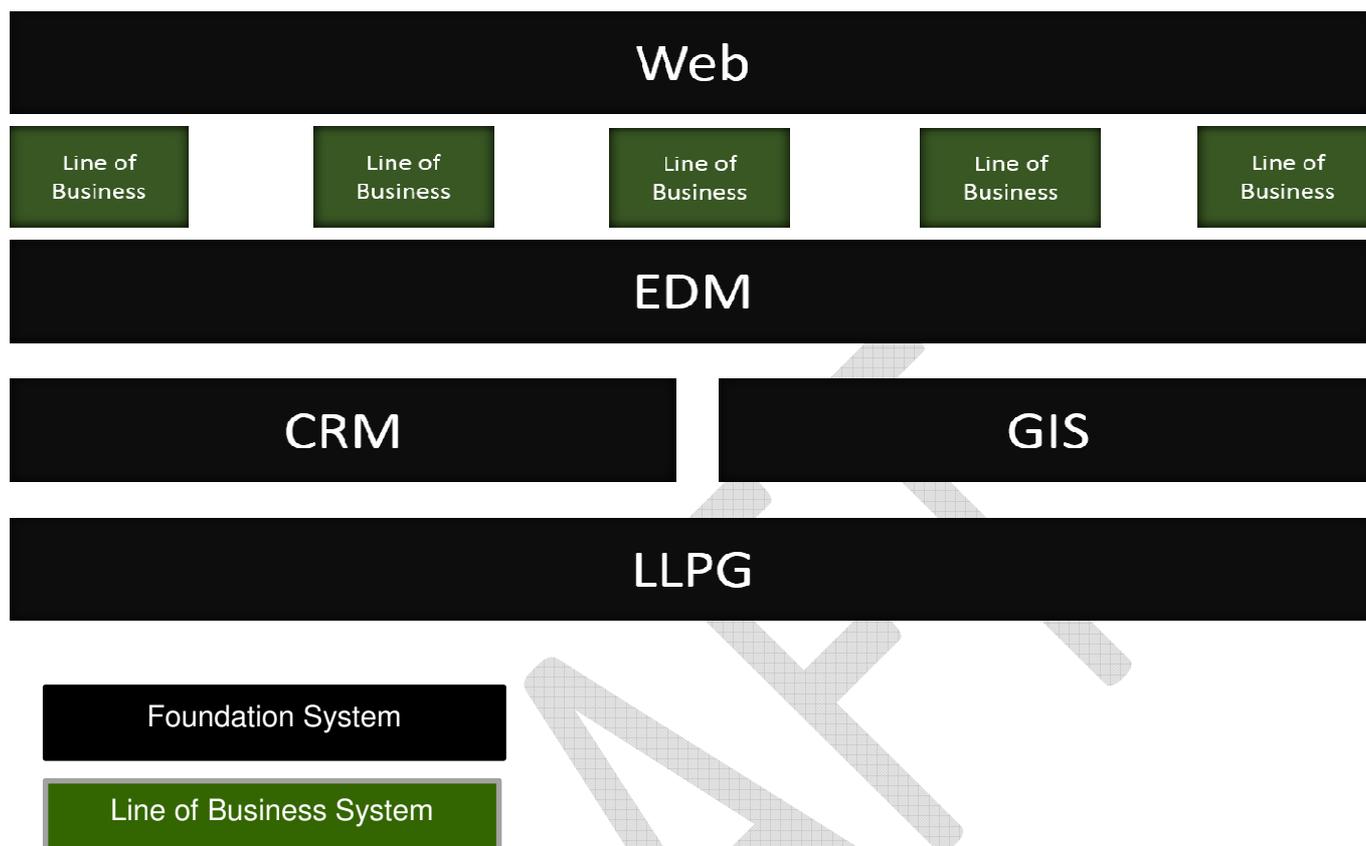
- Cashable Savings
- Reduce the risk of Single points of failure by having multiple Analysts capable of maintaining few systems
- Reduce the staff overhead of maintaining multiple systems delivering the same functionality, thereby increasing the capacity within the Business Systems team to deliver more transformation work.

This convergence programme has been largely successful. Convergence of systems has resulted in annual revenue savings of approximately £125,000 per annum which is expected to increase to over £200,000 per year by 2019/20.

With fewer systems in place, this has resulted in a wider distribution of knowledge within the team, meaning there are less single points of failure. In fact, some systems such as Firmstep, now have as many as seven Strata staff able to develop and support the system.

The area of least realised success (although some success has been achieved) is around reducing the maintenance overhead of systems through convergence. Almost every convergence project has resulted in convergence on a **common system**, not a **shared system**. This means that in reality Strata has to maintain multiple copies of the same system (i.e. 3 Idox Uniform planning systems), one for each authority. Whilst this has some benefits – i.e. cash savings and a wider knowledge of system support, each system still requires a significant amount of resource to patch, upgrade and maintain. There is little reduction in patching upgrading and maintain three of the same system than there is three different systems. There are several reasons behind this result, none of which are technical or IT related, they are rather process and the willingness of the authorities to share a system and adopt a common way of working. Without this approach a reduction in the maintenance overhead of systems will not be possible.

**Foundation Systems** - Several key systems in the original Strata Business case were highlighted as key 'foundation systems.' These are council wide systems, required by all service areas to operate efficiently. The diagram below has been extracted from the original 2014 business case.



The convergence of these systems is particularly important as it determines the ability of Strata to underpin the transformational journey of the partners. Everything from providing a transactional website, the automation of business processes, integration of systems to reduce manual repetitive data entry, control and rapid access to information and high quality data and business insight, is determined by the convergence and quality of these foundation systems.

In the last four years, there have been significant successes in the implementation of these key foundation systems. Most of these key systems have either been successfully converged or are in the process of being converged.

A summary of these can be seen below:

Foundation System	Solution	Convergence Status
<b>Web</b>	Umbraco (Open Source)	Complete
<b>LLPG</b>	GGP	Complete
<b>CRM</b>	Firmstep	Ongoing
<b>GIS</b>	ESRI	Complete
<b>EDM</b>	Various	Not Yet Started

The one system that has not yet been started is the Electronic Document Management system (EDM). The original business plan called for a single Electronic Document Management system used across all 3 authorities. This was planned to begin in 2019. However, advances in document management have

superseded the traditional view of document management as a mechanism to store only documents. The current thinking is for the deployment of an **Enterprise Content Management** solution, whereby, in addition to documents, emails and flat files traditionally stored on a file network share are also managed by a single management system. This results in all information being searchable, managed and version controlled by one source. Strata are starting a scoping exercise in close partnership with the authorities, to fully understand the requirements of the authorities and the availability of Enterprise Content Management Solutions that fulfil this requirement.

Since 2014, there are two new foundation systems that could conceivably be added to this list; they are Mobile Working and Business Intelligence:

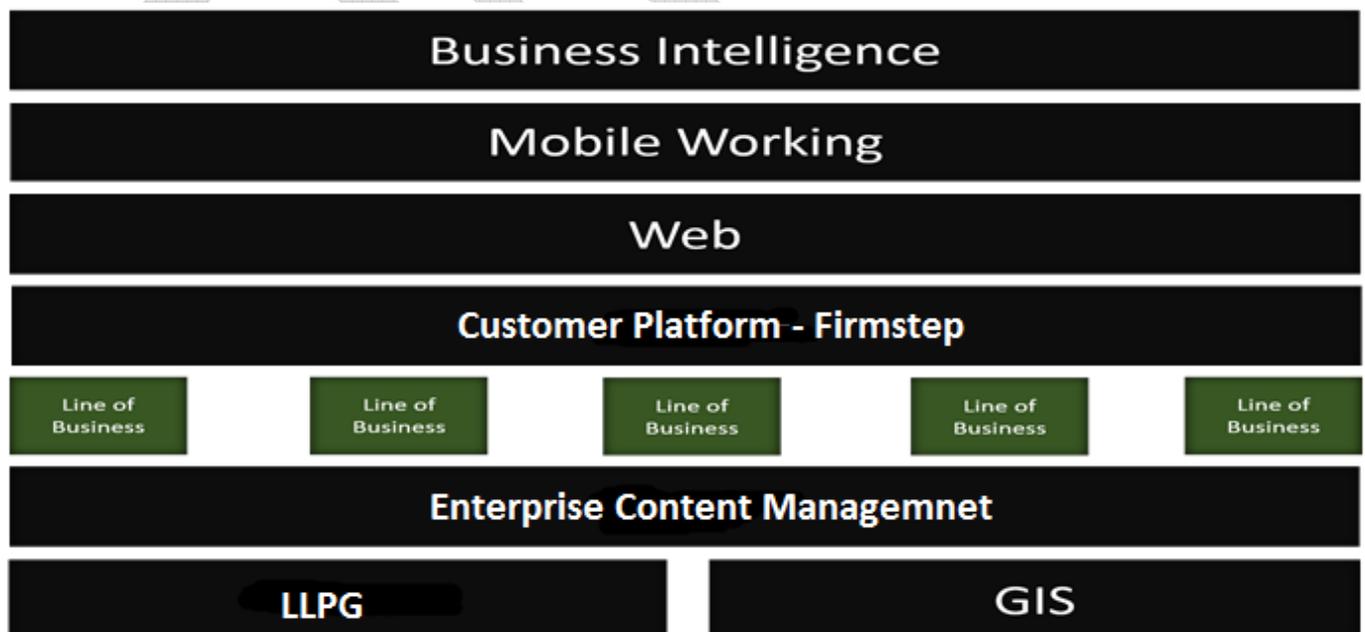
**New Foundation System - Business Intelligence**

Advances in reporting software and the recognition of the value of good quality business insight have led a revolution in the field of Data Analytics across the IT sector. Therefore Strata are introducing specialised staff to work in this area and build our Data Analytics capability to meet this business requirement.

**New Foundation System – Mobile Working**

Advances in mobile technology and the desire of the authorities to work in a more mobile and agile way have led to need to provide robust and reliable mobile working solutions for field based officers. These solutions should work even when a mobile signal does not exist, so that officers can retrieve and update case data and documents whilst away from the office.

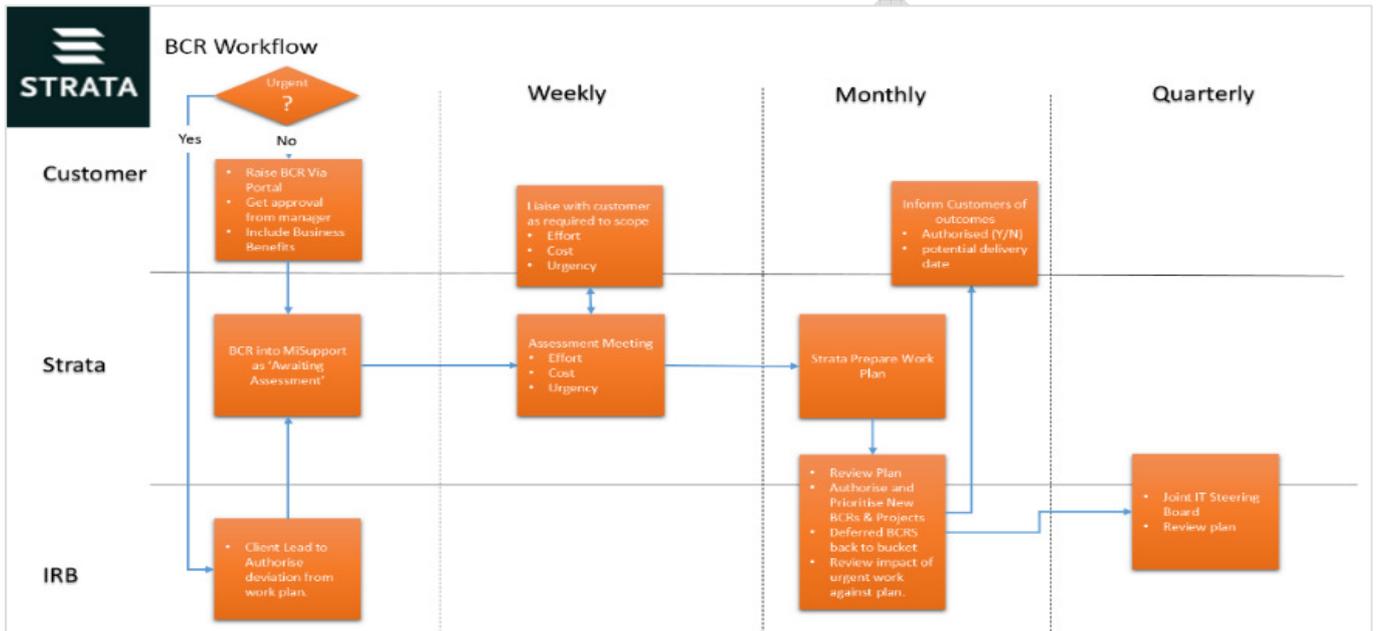
Therefore the new Foundation system picture for 2019 and beyond looks similar to the diagram below:



## Introduction of better processes

A key success of the last 4 years, has been the introduction of improved processes to manage the work of the Business systems team. The 2 main areas of improvement are Business Change Requests and Projects.

Before Strata, no authority had a clear mechanism for requesting changes to business system or to request new systems. This has now changed with a robust and transparent change request process that has empowered the councils to be able to prioritise the work that Strata undertakes on their behalf., enabling real value work to be prioritised over the 'nice to have' work.

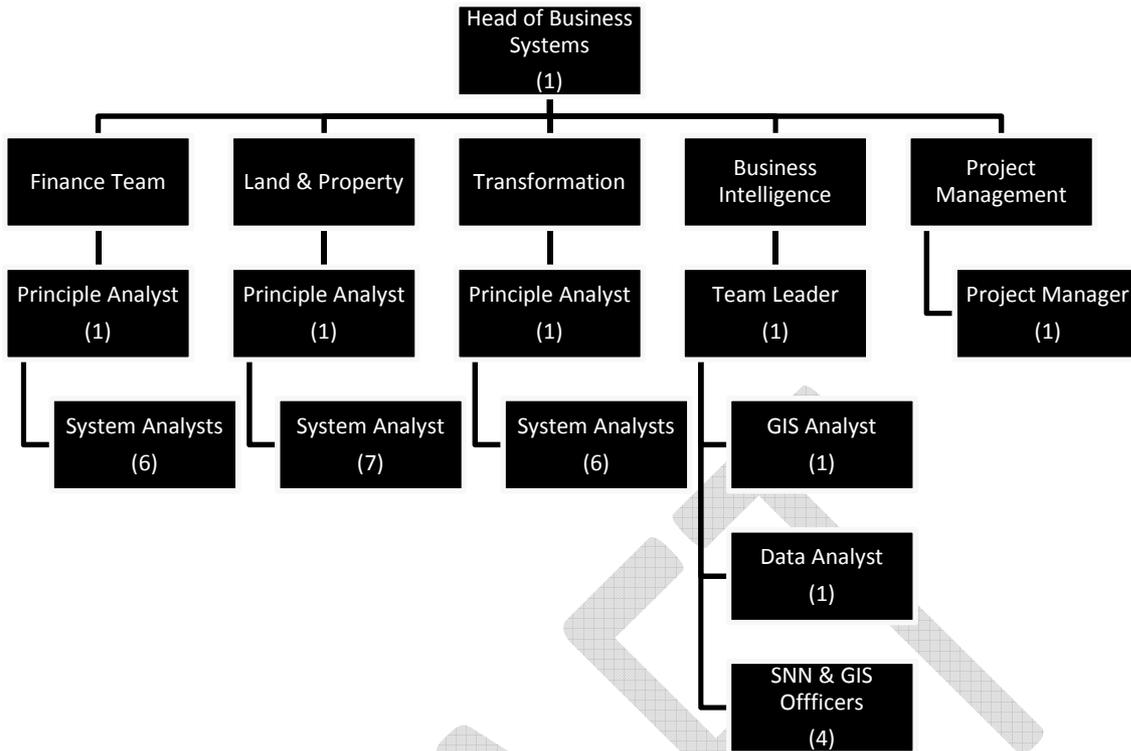


This has resulted in a far more manageable level of work for Strata, and ensures Strata's focus is on the things that matter most to the partners.

The right hand graph shows the rise in BCRs from 2015 to Mid-2017 where more robust processes were put in place. There has now been a significant downward trend on the number of BCRs still open at the end of each month.



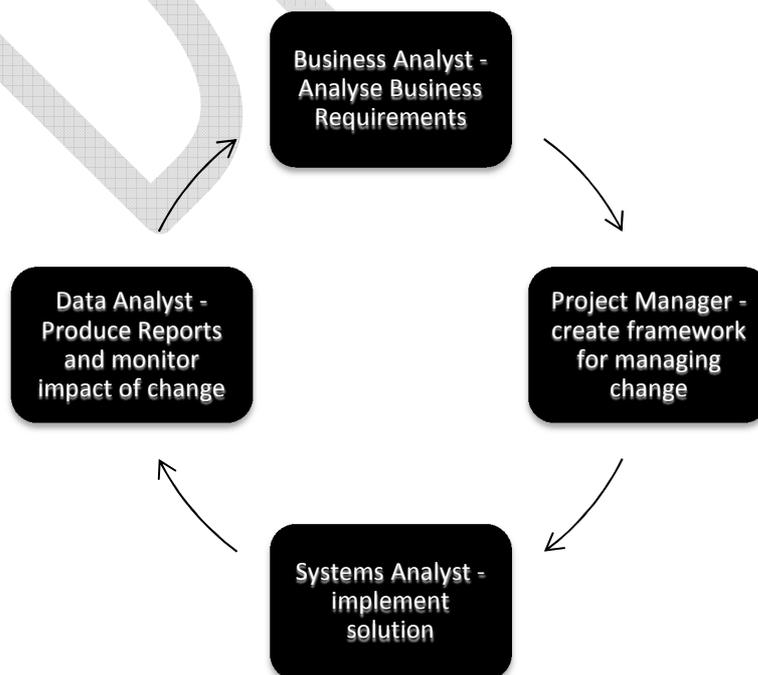
## Business Unit Organisational Structure



The only structural change to the service would be to replace an existing team member (via natural wastage) with a dedicated Business Analyst to focus on business cases and gathering business requirements.

There is also the opportunity to potentially offer an apprenticeship in the data team.

The above structure enables a capability within the business systems team to manage demand from inception through implementation, review and introduction of new requirements based on the review of outcomes.



## Business Unit Vision

The Business Systems focus moving forward will primarily concentrate on:

- Delivery on the 'Needs of the Customer'.
- Deploy systems to underpin service delivery and meet Transformational aspirations
- Complete the Convergence programme
- Strive to reduce Business as usual overhead to spend more time on Value work
- Seek Commercial opportunities, without reducing service to authorities.

The original Strata business case suggested a strategy of Buy systems, not Build. Whilst this approach has merit, it does restrict the range of possible solutions available to services. Rather than a strict Buy not Build policy, the approach will be more blended, ensuring the **right system is chosen** based on a range of factors including availability of systems that meet the business need, cost and support overhead. Strata has the skills to accommodate both build and buy options.

The table below shows the categories of potential solution available to Strata, and some examples where this approach has already been used.

Application type	Advantages	Disadvantages	Examples
<b>Hosted on Premises – Within Strata Data Centres</b>	<ul style="list-style-type: none"> <li>• Typically lower Annual Revenue Costs</li> <li>• Easier to Integration</li> <li>• Easier to report on</li> <li>• More control</li> </ul>	<ul style="list-style-type: none"> <li>• Infrastructure and support overheads</li> </ul>	<ul style="list-style-type: none"> <li>• iTrent</li> <li>• OpenRevenues</li> <li>• eFinancials</li> <li>• Academy</li> </ul>
<b>SAAS (Software as a Service) – 'Cloud Hosted'</b>	<ul style="list-style-type: none"> <li>• Maintenance and upgrades are managed by the vendor</li> <li>• Fewer infrastructure requirements</li> </ul>	<ul style="list-style-type: none"> <li>• Higher annual revenue costs for the software</li> <li>• More challenging to integrate with</li> <li>• More Challenging to report from</li> </ul>	<ul style="list-style-type: none"> <li>• Firmstep</li> <li>• IEG4</li> <li>• Adelante</li> <li>• Granicus</li> <li>• Bartec</li> </ul>
<b>Open Source</b>	<ul style="list-style-type: none"> <li>• Community maintained software</li> <li>• Low cost or 'free'</li> </ul>	<ul style="list-style-type: none"> <li>• Reduced support levels</li> <li>• Product roadmaps typically don't exist</li> <li>• Development 'Patchy'</li> <li>• Security not transparent</li> </ul>	<ul style="list-style-type: none"> <li>• Umbraco Websites</li> </ul>
<b>In-House Developed</b>	<ul style="list-style-type: none"> <li>• Enables software to be developed when no commercial solution exists</li> <li>• Software can be developed to meet exact user needs.</li> <li>• Full control over integration and reporting</li> <li>• Offers potential commercial opportunities to resell.</li> </ul>	<ul style="list-style-type: none"> <li>• High potential for Scope Creep</li> <li>• Typically higher total cost of ownership</li> <li>• Higher Risk</li> </ul>	<ul style="list-style-type: none"> <li>• Winnix Systems</li> <li>• Mobile Working App</li> <li>• Garden Waste</li> </ul>

## Ensuring Strata is positioned to take advantage of new technologies

The Business Systems team are fortunate to have highly skilled staff with years of experience in both the public and private sector. Time will be given to team members to undertake small R&D projects that test the capabilities of emerging technologies. These will then inform solutions offered to the authorities and also provide team members with interesting projects based on cutting edge technologies. This in turn will increase staff retention as staff welcome the opportunity to work with new technologies. Example projects include:

- Smart Speaker development, such as Amazon Alexa, Google Home or Apple HomePod to develop applications that our customers can use to
  - - get council information,
    - request simple services,
    - report things such as missed bins
- Explore the application of Artificial Intelligence (AI) and Machine Learning (ML) to improve or enhance council services.
  - Intelligent Chat Bots that can answer customer questions without intervention
  - Offer planning advice based on customer queries
- Low Code Solutions – this is an emerging technology that is gaining traction. It reduces the amount of code that needs to be written to develop an application. Instead it relies on workflow and the ability to drag and drop controls onto a form or page. Firmstep is a good example of this.
- Use of sensors to monitor the environment. Based on the internet of Things (IoT) technology. Small, cheap sensors can be placed in or on assets to monitor their status. A good example is smart waste bins that will report when they need emptying. This potentially reduces the number of time a bin needs emptying, saving time and fuel costs.



**Ensure the support overhead of new systems is considered and adequately resourced.**

With council budgets reducing, the authorities are increasingly looking to IT to provide more efficient solutions. This has led to an increase in the number of systems that Strata are required to support as the number of systems being removed, replaced or retired is not keeping pace with the new systems being added. To ensure the amount of time analysts have to spend on BCRs and Project work is maintained, consideration needs to be made to the additional support requirements of new systems. A suggested model would be similar to the one outlined below, where a typical number of support days is estimated when adding a new system to the application estate and this is factored into the business case. Once the number of additional support days has reached a critical number, a proposal will be presented to increase the resource to cover it. Some considerations when considering new systems can be seen below:

Consideration	Additional number of support days required
Number of Upgrades per year	2 x days per upgrade (1 test / 1 live)
Complexity of Application	7 for large system, 5 for medium system, 3 for small system
Integrations to other systems	2 days per integration
System Owner within Authority	5 days if 'no', 0 days if 'yes'
Hosted or On Prem	0 if hosted, 3 if On-Prem
In House developed	Add xx days depending on size
<b>Total</b>	<b>## Days</b>

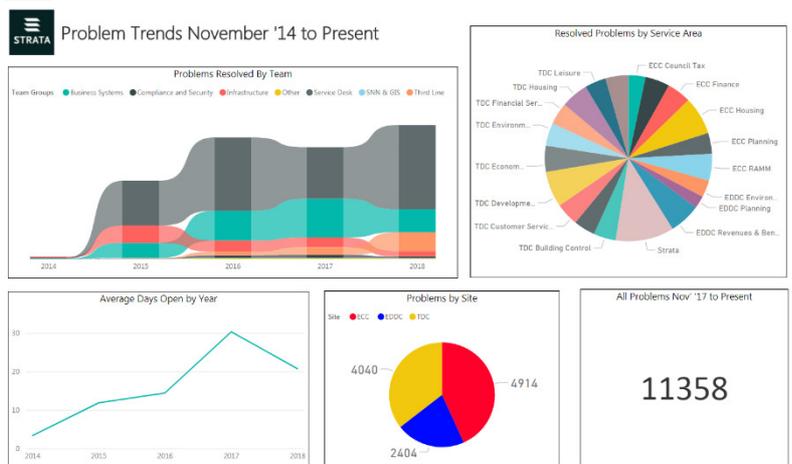
**Self Service Data Analytics**

A key requirement from the 3 authorities is to make better use of data to gain business insight and inform decision making on both an operational and strategic level. Strata has employed an experienced Data Analyst to provide exactly this service. The analyst will work closely with the senior managers to understand their reporting requirements, then prepare the data and produce data models which will then facilitate sophisticated dashboards and reports to be prepared.

A key objective of the data analyst will be to ensure a select number of end users within the authorities are trained and can report on these data models, thereby reducing the reliance on Strata to provide the reporting function.

Given the potential scope of this new service, there may be the possibility to forge closer links with Exeter College's new data analytics course, and offer an apprentice position to work alongside the data analyst.

There is also a lot of internal interest in Data Analytics from with the Business Systems team and opportunities will be given to analysts who are interested in this subject to enhance their skills in this area.



## Business Unit Challenges and Resolutions

Over the last four years, Strata have faced a number of significant challenges in selecting and delivering business system applications. Moving forward, is it clear that far greater joint working is needed in order to address the challenges to ensure that Strata deliver solutions which the 'right fit' for the requesting authorities and for the partnership in general. The table below shows some of the challenges which Strata feel exists and potential resolutions:

ID	Challenge	Suggested Resolution
1	<b>Lack of clear council strategy</b> for future service delivery, underpinned by a detailed Digital Strategy	Clear Transformation Strategies, linked to a shared digital strategy.
2	<b>Convergence</b> – Several copies of the same system (one per council) vs single shared system. - Shared systems necessitate common working processes	Clear policy on Shared Services.
3	<b>Lack of identified system owners</b> within the authorities. Lack of clearly defined responsibilities expectations for systems.	Work with authorities over next 12 months to clearly define responsibilities. All new systems to have clearly defined responsibilities matrix agreed before introduction To be put into Service Transition Documentation
4	Lack of understanding/ communication of Strata aims and objectives within authorities i.e. service managers not understanding processes	Repeated communication to all staff within the authorities, driven by the authorities not Strata.
5	Value Driven Workload	ITSM Better prioritisation based on delivered value Clearly defined project management methodology
6	<b>PSN, GDPR, Maintenance</b> – significant overhead on Strata resources to meet with the demands of retaining these accreditations.	Potential additional resource for the prioritisation of this key element of Strata's service which currently is not visible, but takes a lot of resource / time to deliver.
7	<b>More new systems are being added</b> than old systems are being deprecated. This increases support overheads without adequate resource being put in place to provide this support. This stretches the team and reduces the amount of value work available for BCR and Projects.	Each new system is assessed for the increase in support overhead (in days) and a budget is added to the business case for the new system. Once a threshold is reached additional resource is brought into the Strata. Any corresponding decrease in support overhead by deprecating systems will also be taken into consideration.
8	There is an expectation that large transformation projects will be supported as part of the core service Strata offers without	Various options available that can be discussed and agreed with the authorities – these are discussed in detail on page 92.

	additional funding being given to Strata to resource this.	
9	<b>Legacy system support.</b> Teignbridge in particular has a significant number of key systems that are in urgent need of replacing. In particular the Finance, Income Management and HR systems are still reliant on old technology that is becoming increasingly harder to support as the available skills are not readily available in the market place. Delays in replacing these systems, due to resourcing issues within the authority, have extended the support requirements far in excess of what was originally envisaged.	One potential solution is retaining the services of a third party company specialising in support of legacy software.  Alternatively accelerate the replacement of these systems.
10	<b>De-support of key platforms.</b> During 2019, key application platforms used by Strata will be de-supported by Microsoft. These include Windows 7, Windows Server 2008 and SQL Server 2008.	This will need to be factored into resource plans and sufficient resource made available to upgrade or migrate databases and applications to supported platforms.
11	<b>Technology continues to evolve.</b> Risk to Strata if the Business Systems team do not keep pace with new technologies.	Continue to invest in Pluralsight online training. At £300 per employee per year, it offers outstanding value for money, enabling the team to access thousands of ICT courses. Time will be given to team members to complete the courses during work time. This will be taken from the 30% of their time not spent on BCRs or Projects. Suggest 10 days per employee per year.

## Business Systems Team - Unit Costs

The table below shows a high level breakdown of the Business System Team costs for the next six years (until 2025).

### Business Unit Staffing Costs

Business Systems Staff Costs							
Predicted Staff Costs	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025
Core Business Systems	£926,363	£949,522	£1,055,335	£1,081,718	£1,108,761	£1,136,480	£1,164,892
Business Intelligence	£186,598	£246,174	£195,401	£200,286	£205,293	£210,426	£215,686
Contract / fixed term Staff	£139,535	£184,024	£101,949				
<b>Total</b>	<b>£1,252,497</b>	<b>£1,379,720</b>	<b>£1,352,686</b>	<b>£1,282,005</b>	<b>£1,314,055</b>	<b>£1,346,906</b>	<b>£1,380,579</b>
Notes on changes:							
Core Business Systems			Core Team picks up funding for Project Manager and 1 x Firmstep Analyst				
Business Intelligence	includes Pro Rata costs for Data Analyst from Jan '19	Includes cost increase for increase in house for 2 x SNN staff  Also includes 12 months of Data Analyst costs	Assume Data Analyst becomes Self-funding				
Contracts/ Fixed Term	Includes Project Manager Costs	Includes: EDDC - 2 x Firmstep Analysts EDDC - 1 x EDMS Analyst TDC - 1 x Firmstep Analyst STR - 1 x Project Manager	Assume: 1 x EDMS Data Analyst no longer required Project Manager and 1 x Firmstep Analyst transfers to core team.				

\*assumes 2.5% uplift per year, and includes 27% on costs and estimated O/T and Mileage costs.

\* contract / fixed term staff are currently funded directly by the authorities for a specific purpose – i.e. delivery of a specific project to the benefit of that authority.

## A note on increasing staffing costs

Whilst the original business case presented in 2014 predicted a saving in the business systems team as system convergence was undertaken, this staff saving has not been realised. This is due to a number of factors including:

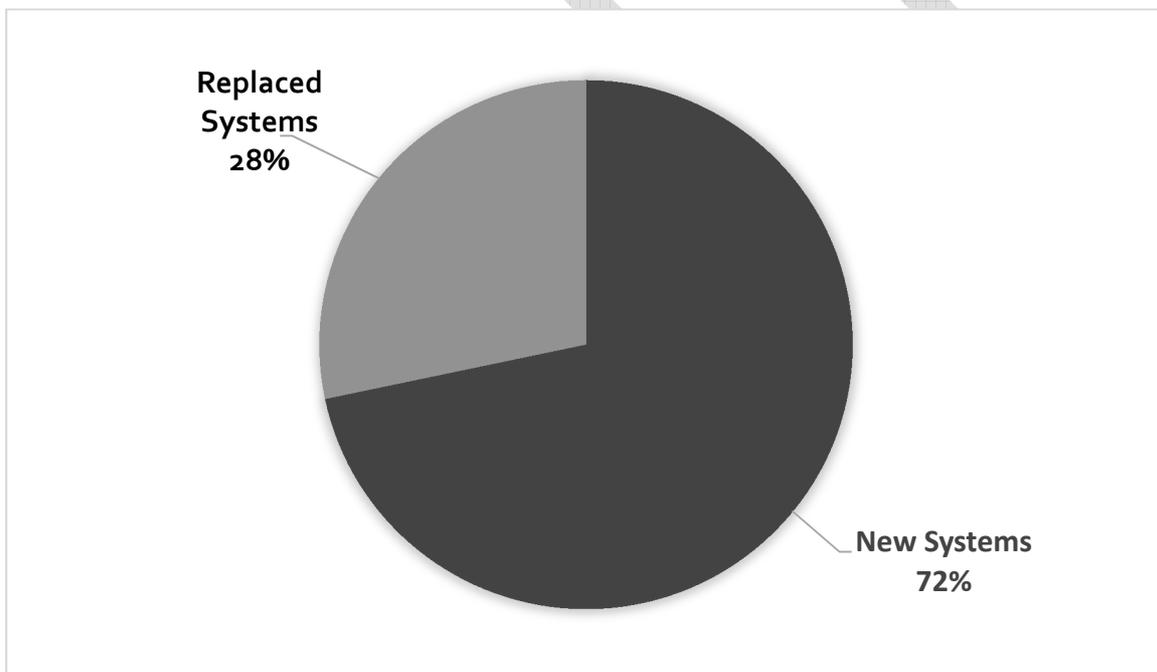
- The reluctance of the authorities to share systems has resulted in multiple instances of the same software product being in use. Whilst this *has* had significant benefits including reduction in costs and increase in the number of staff with knowledge of these systems, the support overhead of this approach has not released the capacity originally envisaged. Strata still need to support, upgrade, patch and generally maintain the same number of systems as before, albeit, a less diverse range.

The authorities have asked Strata to introduce more ICT systems (see table below) to enable the councils to operate more efficiently. This has resulted in an increase in the number of systems compared to 2014 that Strata is required to support and as such, in order to maintain an acceptable level of service, the staffing numbers in the business systems team remains the same. New systems that have been added are shown in RED, systems that have been replaced are shown in GREEN.

	TDC	EDDC	ECC
System	Umbraco Website	Umbraco Website	Umbraco Website
	Umbraco Intranet	Umbraco Intranet	Umbraco Intranet
	Granicus	Granicus	Granicus
	Engage Process Mapper	Engage Process Mapper	Engage Process Mapper
	MetaCompliance	MetaCompliance	MetaCompliance
	Power BI	Power BI	Power BI
	Idox Mobile Apps	Idox Mobile Apps	Idox Mobile Apps
	Site Improve		SiteImprove
	Firmstep		Firmstep
	Garden Waste	Garden Waste	
	Business Objects		Business Objects
	ModernGov	ModernGov	
	iTrent		iTrent
	Bartec - Core		Bartec - Trade Waste
	HFX – Door Access	HFX - Door Access ETH	
		HFX - Door Access BDH	
		Suez Core	
	WebASPX		
		EzyTreev	
			CDP Hoams
	QMatic		
		Jigsaw	
	RTI		
	Civica OpenPortal		
	Victoria Forms		
	Civica Data Hub		
	Civica PTC		
		Capita Open Housing	
	Idox Public Access		
			Uniform
Laser			

Authority	New Systems	Replaced Systems
ECC	10	4
EDDC	10	5
TDC	18	6
<b>Total</b>	<b>38</b>	<b>15</b>

Moving forward, should an authority need to introduce a new system, there needs to be financial consideration for the ongoing support of the application / system and also whether additional hardware needs to be purchased to enable the application / system to be deployed and optimised.



## Firmstep – Transformation Platform Resourcing

Firmstep is a key system being introduced across all three authorities. It sits at the heart of the councils' transformation agenda, enabling a better experience for customers, the automation of many existing tasks and processes and consequently significant time and cash savings.

However, whilst there are significant benefits for the authorities, there is also a cost to Strata to implement the system. A typical project to implement the core system and automate key tasks is approximately 2 years for each council. After this period there will be a constant flow of change requests, new processes and larger projects required so that the authorities can continue to leverage the power of the system and further reduce costs and increase efficiencies.

To date, the authorities have funded a finite resource, within the initial project scope, to implement the system but have not yet earmarked funding for the ongoing resource to continue the development of Firmstep into the future. It is now realised that whilst the initial project will be completed and the outcomes achieved, the development of Firmstep will be an ongoing task, with no discernible end date.

It should also be noted that in ECC and TDC, Firmstep can be considered a new piece of software, one that does not replace any existing software previously in use, on a 'like for like' basis. Therefore the ongoing resource to support this system is similarly a new requirement. EDDC is slightly different in that Firmstep replaces the Lagan software, however, even in this regard Firmstep offers a far broader range of possibilities and as such additional resource is required to fully leverage the benefits that can be obtained.

Strata are acutely aware of the ongoing need to support and develop Firmstep and as such has invested in the training of all the transformation team to be able to design processes, forms and integrate to the required line of business systems. The current (as at Nov 2018) allocation of resource to the Firmstep project and corresponding experience can be seen in the table below:

Analyst	Experience	Status	Funded by
Analyst 1	12 months +	100 % dedicated to TDC	TDC
Analyst 2	12 months +	100 % dedicated to TDC	TDC
Analyst 3	12 months	Based on Prioritised BCRs	Strata
Analyst 4	24 months	50% on ECC (project)	Strata
Analyst 5	< 1 month	Based on Prioritised BCRs	Strata
Analyst 6	< 1 month	Based on Prioritised BCRs	Strata
Analyst 7	2 months	Based on Prioritised BCRs	Strata
Analyst 8	< 1 month	Based on Prioritised BCRs	Strata
Principal Analyst (project management)	12 months	50% on TDC (Project Management)	Strata

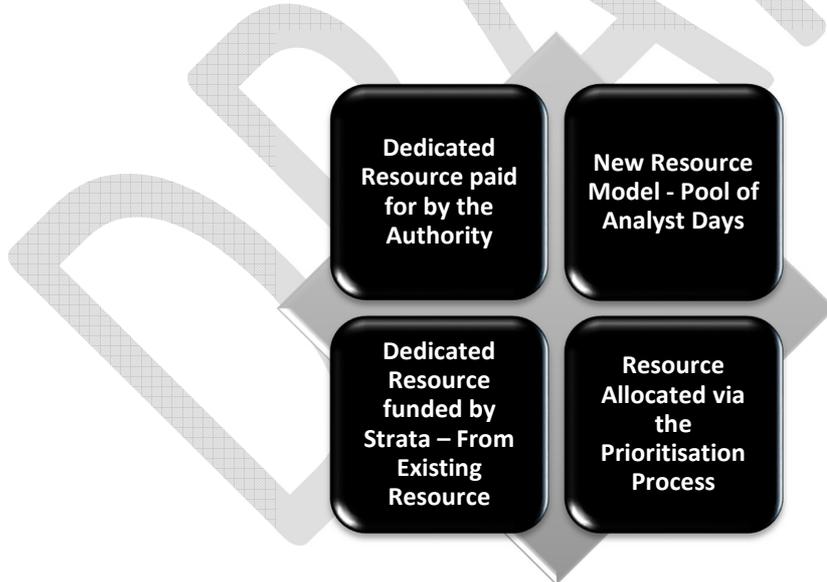
The typical distribution of work that a Systems Analyst is tasked with is:

Task	% time split	Days per week equivalent
Project	50%	2.5
BCRs	20%	1
Problems, Incidents, Maintenance, Training etc.	30%	1.5

Where a Systems Analyst is funded by an authority to work on a specific project such as Firmstep. 100% of their time will be allocated to the project. They will not be asked to undertake any other work such as BCRs, Incidents or Problems that fall outside of the scope of the project to which they are allocated.

Where a Systems Analyst is funded by Strata as part of the core Business Systems Team, the amount of time they will spend on a specific cannot be guaranteed. Whilst a guideline is that an analyst will spend 50% of their time on projects, a typical analyst may be working on multiple projects. They will also be required to resolve incidents and problems and undertake system maintenance on any of the other software systems that the analyst is responsible for. This means that planning delivery of the project is extremely difficult, and any timescales are likely to experience significant change.

**Options for resourcing ongoing Firmstep/ Project development:**



**1. Dedicated Resource paid for by the Authority**

Dedicated resource, free from all other distractions and ICT commitments is the most efficient method of delivering the outcomes. This option allows for accurate planning of deliverables, which in turn makes the planning of service involvement easier as they know to a reasonable degree of accuracy when they will be required to help design the processes, assist with testing and plan for training and go live. It also means that the project will be delivered in a more condensed timeframe, ensuring that business benefits are realised as soon as possible.

Typical cost of an Analyst to the Authority will be ~£45,000 per year (this includes all on costs)

## 2. Dedicated Resource funded by Strata – From Existing Resource

This option ensures the benefits of the dedicate resource approach and does not increase the staffing costs to either Strata or the Authority. However, to enable this approach without increasing costs, the Systems Analyst will be removed from the existing pool of Business Systems Staff. This will result in an increased workload for the remaining analysts with a corresponding drop in the number of projects, BCRs, Incidents, Problems and maintenance tasks that can be completed. This will lead to increased time to resolve issues across all authorities, and less BCRs and Projects being completed. For each dedicated Analyst assigned this degradation in service will be multiplied accordingly.

## 3. Resource Allocated via the Prioritisation Process

This option does not increase existing costs and still provides for the current level of support across other systems and BCRs subject to the prioritisation of work by the authorities. However the resource allocated to the Firmstep project will not be dedicated and the benefits of having a dedicated resource as outlined in option 1. will not be realised.

## 4. New resourcing Model – Pool of Analyst days.

This approach would apply to all project and BCR work and is based on the principle that the time an analyst has to spend of projects and BCRs is available to the authorities to assign as they see fit. The number of days available to an authority would be based on the partnership share. The worked example can be seen below:

Typical number of working days in a year = 220  
Number of Analysts in Business Systems Team: = 20  
Time spent on BCRs and Projects: =70%  
Therefore:  
 $20 * 220 * 0.70 = 3080 \text{ Days}$

This total pool of days would be divided across the partnership split and would look like the following:

Authority	TDC	ECC	EDDC
% Split	27.372	35.936	36.692
Days available	<b>843</b>	<b>1107</b>	<b>1130</b>

The allocation of days to BCRs and Projects could be handled by the respective IRBs. A monthly report showing days used and days available could be presented at IRB, any available days can then be distributed to BCRs based on the estimated time to complete the BCRs.

There are advantages and disadvantages to this approach:

Advantages	Disadvantages
Fairer method of allocating time – authorities get what they pay for	Will require more administration in terms of producing time estimates and time recording
Transparent method of allocation	Can be open to challenge
Address a key issue raised by Teignbridge regarding the funding for ongoing projects	What happens when an authority exceeds their allocation of days
Ensures authorities will need to commit resource to support projects & BCR as days wasted will be clearly identifiable	Authority may wish to reduce a Strata service in one area to increase resource in Business Systems. This would have to be agreed with all 3 partners as a reduction in one area will affect all 3. Only negotiable areas of Strata could be reduced. – See Negotiable and Non-Negotiable services.

The new Service Desk software allows for detailed time recording. This will be used to record time spent on BCRs and Projects and presented in ½ days.

Any unspent days cannot be carried over into the following year, nor can they be returned as a cash equivalent.

## Business Systems - Product and Service Costs

Based on current costs and known adjustments in the following years. The predicted annual Software Maintenance and support costs are as follows:

Business Systems Product and Service Costs						
	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025
Annual Maintenance	£1,472,151	£1,479,565	£1,487,268	£1,495,272	£1,503,587	£1,512,227
Typical Services Costs	£103,900	£107,952	£112,162	£116,536	£121,081	£125,803
<b>Total</b>	<b>£1,576,051</b>	<b>£1,587,517</b>	<b>£1,599,430</b>	<b>£1,611,808</b>	<b>£1,624,669</b>	<b>£1,638,031</b>
Firmstep in EDDC	£40,000					
Further Convergence	-£80,000	-£10,000.00				
Sub Total	-£40,000.00	-£10,000.00				
Unknown effect on costs (not included in above cost profile)	Cash and Income Management	Enterprise Content Management				
	Grounds, Streets and Asset Management	Finance System				

\* Assumes existing software costs increase by 3.9% per annum

\* includes all known software costs – this includes the software costs currently being charged back to the authorities.

\* Services costs include any additional support required from vendors to upgrade or otherwise maintain the software including server migrations etc., where Strata staff do not have the knowledge or are not willing to accept the risk of undertaking the work without support.

The Software and Services costs show a year on year increase in revenue costs. This is a result of 2 factors:

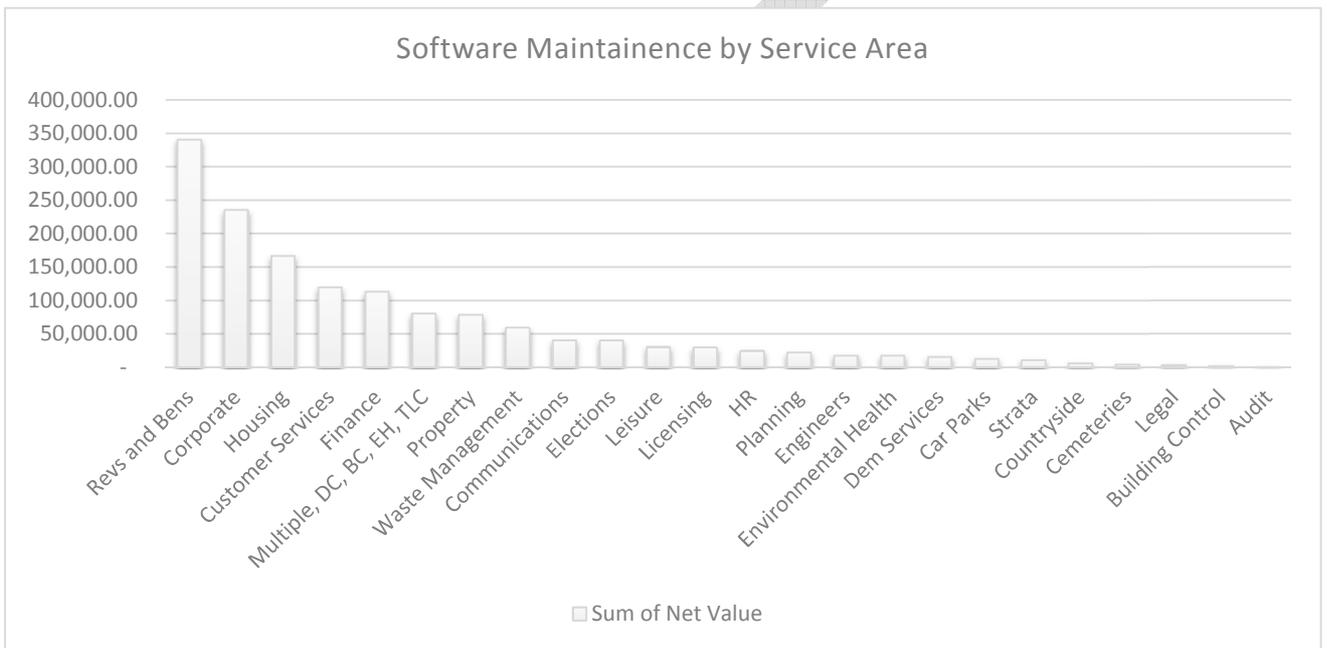
**First Factor** - The authorities have increased the number of software packages in use, despite the convergence work that has been undertaken. This has resulted in a net increase in software costs. In addition additional modules have been purchased on existing systems which has further increased costs. It should be noted that in the majority of cases the decision to purchase additional software has been on the basis that the business case ensures greater efficiencies are achieved by the authority. Therefore, whilst Strata’s costs increase, there is a greater benefit to the authority.

The approximate change in costs are shown in the table below. Whilst Convergence is showing significant annual revenue savings, (set to increase further over the next few years) these are being offset by increased software costs for new software and additional modules for existing software.

2015 Annual Software Budget (adjusted for inflation @ 2.5%)	£	1,327,806.14
Annual Convergence Savings to Date	-£	125,000.00
Annual Newly purchased Software Costs	£	254,000.00
New Total Annual Costs (approx..)	£	1,456,806.14

**Second Factor** - Despite best efforts and successes in some areas, the majority of vendors are still increasing their software costs by inflation, near inflation and even sometimes above inflation costs.

### Software Costs by Service Area



For information, the above graph shows the distribution of the annual software costs by Service Area

## Business Systems Team - Unit Costs

The table below shows a high level breakdown of the Business System Team costs for the next six years (until 2025).

### Business Unit Staffing Costs

Business Systems Costs							
Element	Team	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025
Staff Costs	Business Systems (inc project manager from 2020)	£1,379,720.00	£1,352,686.00	£1,282,005.00	£1,314,055.00	£1,346,906.00	£1,380,579.00
Product and Service Costs	Business Systems	£1,576,051.00	£1,587,517.00	£1,599,430.00	£1,611,808.00	£1,624,669.00	£1,638,031.00
<b>Total</b>	<b>Business Systems</b>	<b>£2,955,771.00</b>	<b>£2,940,203.00</b>	<b>£2,881,435.00</b>	<b>£2,925,863.00</b>	<b>£2,971,575.00</b>	<b>£3,018,610.00</b>

Notes on changes:							
Core Business Systems				Core Team picks up funding for Project Manager and 1 x Firmstep Analyst			
Business Intelligence	includes Pro Rata costs for Data Analyst from Jan '19	Includes cost increase for increase in house for 2 x SNN staff  Also includes 12 months of Data Analyst costs		Assume Data Analyst becomes Self funding			
Contracts/ Fixed Term	Includes Project Manager Costs	Includes: EDDC - 2 x Firmstep Analysts EDDC - 1 x EDMS Analyst TDC - 1 x Firmstep Analyst STR - 1 x Project Manager		Assume: 1 x EDMS Data Analyst no longer required Project Manager and 1 x Firmstep Analyst transfers to core team.			

\*assumes 2.5% uplift per year, and includes 27% on costs and estimated O/T and Mileage costs.

\* contract/fixed term staff are currently funded directly by the authorities for a specific purpose – i.e. delivery of a specific project to the benefit of that authority.

## A note on increasing staffing costs

Whilst the original business case presented in 2014 predicted a saving in the business systems team as system convergence was undertaken, this staff saving has not been realised. This is due to a number of factors including:

- The reluctance of the authorities to share systems has resulted in multiple instances of the same software product being in use. Whilst this *has* had significant benefits including reduction in costs and increase in the number of staff with knowledge of these systems, the support overhead of this approach has not released the capacity originally envisaged. Strata still need to support, upgrade, patch and generally maintain the same number of systems as before, albeit, a less diverse range.
- The authorities have asked Strata to introduce more ICT systems (see additional systems table) to enable the councils to operate more efficiently. This has resulted in an increase in the number of systems compared to 2014 that Strata is required to support and as such, in order to maintain an acceptable level of service, the staffing numbers in the business systems team remains the same.

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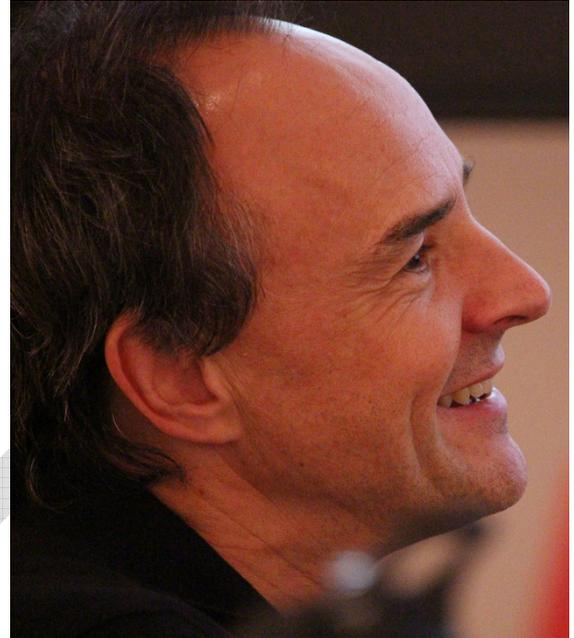
## Security and Compliance – Robin Barlow

### Introduction to Security and Compliance Business Unit

The Security and compliance team have a wide range of functions with the security at its heart, which through a common definition of 'security' includes Confidentiality, Integrity and Availability of the organisations data, and by extension of the systems and people who use the systems.

Cyber threats are very real and can have a very serious impact on the modern organisation. Ensuring that Security is always at the forefront of organisations mind is of critical importance, therefore the Strata Security and Compliance team exists to protect each authority.

Much of the Security teams' capacity is devoted to analysing the increasingly frequent external attacks and ensuring the levels of protection are kept to the highest standards.



The team is broken down into the following roles

	Team Manager	Senior Security Analyst	Security Analyst	Total
Number of staff	1	2	1	4

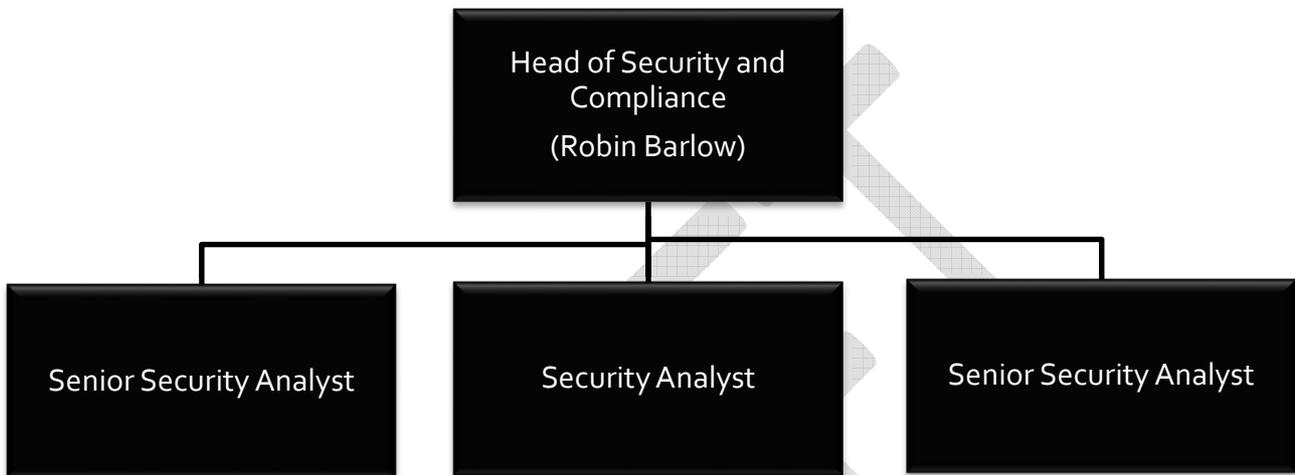
*The Strata Security and Compliance team exists to protect the councils from the dangers of the modern digital world – Robin Barlow*

## Primary Security and Compliance Team Activities

Team Activity	Description of the Activity
Cyber security	<p>Protecting the routes in and out of the Strata supported systems: email management; web filtering; anti-virus; two factor authentication; USB device management; intrusion log monitoring of firewalls and other systems.</p> <p>Contracting and managing specialist security tests of systems and software components (Penetration tests)</p>
Data protection	<p>A newer activity undertaken by Strata, supporting the new data focus from the Data Protection Act 2018 and including: having a DPO role; Strata asset register, Data Protection Impact Assessments; Subject Access requests; data protection by design; data processing agreements and advice to the council DPOs</p>
Change Management	<p>Administering the Strata Change Management processes to mainly software and hardware, ensuring a consistent approach, along with providing compliance assurance on the central 'Configuration Management Data Base) CMDB, which should record all Strata assets and their states.</p>
Secure email and large file transfers	<p>Providing mechanisms and advice for the secure sending of email and large files over the internet.</p>
Daily Data backup	<p>Manage the backups to offsite location with periodic testing to ensure the data can be recovered. Backup audits to ensure all the systems are being backed up and the licencing is in place to provide full coverage.</p>
IT Recovery (Disaster recovery)	<p>Working with the Council Business Continuity leads and translating the requirements into technical solutions, that are then regularly tested.</p>
PSN Compliance	<p>Maintaining the Council's compliance to the important annual PSN Code of Connection which provides assurance to the Councils and government that Strata is maintaining a good security posture.</p>
Vulnerability management	<p>The year round identification and management of mainly software vulnerabilities and the tracking of progress to mitigate against these.</p>
Freedom of information (FOI)	<p>A potentially growing task with recent guidance that Strata can have FOI requests directly in future.</p>
Payment Card Industry standard (PCI DSS)	<p>Working with the councils to minimise the costs of taking card payments</p>
Software licencing	<p>The management of the varying licencing schemes for in general desktop related software, in particular Microsoft and Adobe products.</p>
Audit management	<p>Working with Strata and Council audit activities to meet the varying requirements.</p>

## Organisational Structure

The team comprises of four staff, led by Robin Barlow who has been involved in security management for 15 years. This is supported by Paul Bacon and Mark Harrison who have a depth of technical and security skills and Tracy White who brings compliance and government links, in particular in support of any PSN related activity and is also the administrator for the South West 'WARP', which brings together security professionals from Gloucester to Cornwall in the public sector.



## Business Unit Vision

Strata was fortunate to inherit the best Security skills from the three councils to provide a dedicated team who respond only to the needs of Strata and the supported Councils. Few other councils have the resourcing to concentrate on this increasingly complex and dangerous area or to ensure that measures like backups have been regularly tested and regularly checked for completeness.

We however need to ensure that this team meets the needs of the Customer Centric approach, and whereas security is a prime element in one of the sectors, the team needs to support all of the sectors.

## Underpinning effective and efficient processes

The nature of the team requires our activities to reach throughout the Strata organisation and also into many areas of the partner councils. To undertake this the team will continue to develop our processes throughout the lifecycle of projects, ensuring that the new project processes fully embrace the security and compliance needs. We also understand that the Change Management processes are key but far from the most interesting elements for systems developers and technical staff and therefore we will be looking to utilise the new Service Desk system to improve the change management processes, automating what can be. This same system will also be accessible to the councils and we will look to improve the 'Freedom of Information' and 'Data Protection' requests which straddle Strata and the Councils. The new CMDB element that is part of the new Service Desk system will be far more flexible and performant, allowing

for better data automation and accuracy, replacing many of the current spreadsheets that lack consistency and have duplicate data.

### **Cost effective and deliver tangible business benefit**

The nature of the work in the team is very specialist and specific to Strata and the partner Councils. As already covered there are elements that can benefit from automation techniques and in particular workflow when requiring activities to be co-ordinated across Strata and the partner authorities. The most time absorbing area and most critical is security monitoring and systems compliance to ensure required accreditations are achieved. In 2016, a basic review was undertaken of third parties that could undertake some of these specialist tasks, however at the time this 'security as a service' market was immature. Given that the Cyber landscape empirically shows increased volumes and complexity, Strata need to identify smarter ways to manage this area to ensure authorities remain fully protected and compliant.

Strata aim to retest the market in 2019 both in the services that are now available and also in machine learning 'AI', which is currently relatively immature however as has been seen in other areas, Machine Learning has the ability to identify irregularities that may become a threat long before a human may be able to detect this and it also operates 24 x 7

There will also be a review of the **Web browsing and email management filtering** software in 2019, which will include looking at Cloud based solutions as a significant amount of time is currently spent preventing threat emails and web sites dropping to the desktop level of security. Part of the issue is that email and web threats purposefully either impersonate or look similar to normal business emails and web sites, and therefore to provide a service that both protects but has high accuracy requires a sector leading system. Any replacement need to demonstrate this capability.

The Security and Compliance team also provides **PCI DSS** (payment card standards) support to the council and has been directly involved in reducing large penalty payments for two of the councils and has made some headway with the other. When the remaining council changes its payment system then we should be able to bring a significant reduction to that council's penalty payments.

**Licence management** for the larger vendors is also an area that will remain in scope, specifically the complex Microsoft agreements. Within the term of this business plan there may be two further renewals of the Microsoft agreement, and given the ramifications of this agreement, in both 2019 and 2022 there must be two year planning towards the renewal points in 2021 and 2024.

Finally, as part of the greater awareness of Strata as one of the larger IT companies we plan to continue our support of the regional Security South West WARP groups and Devon Information Partnership Groups however we should be looking to develop the Strata brand as an area of Security excellence.

### **Secure, flexible, modern IT system**

Compared to even the early days of Strata, the focus of the team has become dominated by the security aspects where we have to provide a responsive proactive and reactive service to protect the significant technical and data assets, and reputations of the partners. To support the varying objectives the team

must be given the skills and knowledge to better undertake these tasks and will all become qualified in undertaking Cyber Essentials so this can be applied across Strata and increasingly the Councils.

Strata must also look to invest in the latest generation of Cyber threat detection and prevention tools. In particular, we should be deploying Application aware firewall capability that can identify threats before they are passed onto the systems. End point protection, especially in the management of USB devices and the data that can be transferred on and off along with better web browsing management of uploaded and downloaded file content should be developed when suitable solutions become available.

Security also covers the processes to allow recovery from both operational errors and 'Cyber' attacks. Data backups and an orchestrated recovery process are key components of a security response, with the business data considered the crown jewels, and that if protected, regardless of other impacts from the security event, will allow the business processes to continue once recovered. There is a strong view that a local team should be responsible for the backups and recovery processes as local knowledge is key in recognising changes in the systems and also during a recovery process. At all times, two members of the team will remain specialists in this area and will all ensure that the Infrastructure team also understand the processes. During 2019 the team will build up the IT Recovery processes and demonstrate that in the event that we need to fail over to the secondary data centre that this can be accomplished as per the agreed system recovery times from the Council business recovery plans. This will then be undertaken on an annual basis with a rolling programme in between to prove areas that have changed in design.

The compliance aspect of the team are also key to the secure operation, undertaking monthly vulnerability scanning of the Strata systems and co-ordinating a response to resolve issues found. The team also support the annual government PSN CoCo (Code Of Connection) process, with its annual IT Health Checks that involve a security specialist carrying out a consultancy led penetration test. This has identified many issues, which have then been resolved however it is too infrequent and is currently using the same company to undertake these. As the company used is recognised in the industry and the government assessors and provides the tools we use for our monthly scans, from December 2019 we will be introducing a further reduced IT Health check but from a number of different security specialists.

As a way to bring in new skills, allow the senior staff to focus on the more specialist areas and to provide IT security opportunities, we will be looking towards bringing in an undergraduate placement scheme for an individual.

### **Supporting the transformation agenda**

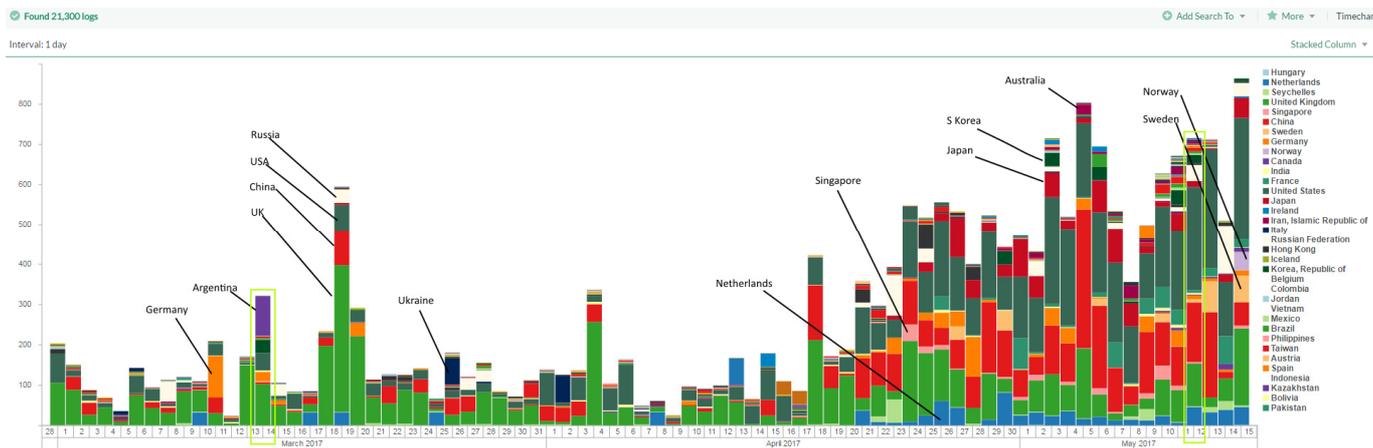
As already covered, even though new ways of working can challenge the security and data management aspects we need to work with rather than against these, delivering innovative ways of providing the risk mitigation controls without stifling new business approaches. This can only be achieved through working together in business change and designing security and data protection into the new initiatives from the outset. Failing to do so may result in higher risks having to be accepted and also costly work-arounds.

The new project management process, where 'Security by Design' is being embedded along with the focus on Data protection through the Data Process Impact Assessment process are bringing reviews and decision towards the start of developments and will becoming increasingly formalised both for

consistency and to provide the necessary evidence based assurance that will be expected in the probability that there will be a data security breach in the medium term.

Cyber Essentials will also be targeted for certification by the end of 2019 for Strata and for the more sensitive data management areas in the councils, this should be adopted. This will also provide a level of assurance to both the customer of Strata and will be an increasingly important stamp of assurance for the Council systems and in particular web sites.

## Challenges and Resolutions



### Cyber Security - general

Since the inception of Strata there is empirical evidence that the Cyber Security landscape has increased in both volumes and complexity. Ransomware was a little seen threat, with criminals focussing on gaining access to data rather than making it inaccessible. The whole cyber-criminal scene has moved from those with political or ego driven to a professional industry with criminal services for hire and even call centres to ensure the victims are able to pay the criminals. The included graphic shows the now legendary Wannacry attack that crippled much of the NHS, delivering a ransomware request.

The team now has one member of staff who has attended an **ethical hacking course**, which is a start but due to the other activities is unable to allocate sufficient time to maintain these skills. Strata also have a 'Security Incident Event Management' product that provides detection of pre-programmed threat signatures, however there is not sufficient resource to maintain and review incident alerts.

It is also evident that software and hardware vulnerability detection and resolution requires more proactive support from the Security and Compliance team as these can be complicated to understand and therefore the team need to provide more guidance to the other Strata teams.

The annual IT Health Checks for PSN compliance and the work required to complete these is significant each year, pulling in about half of the team for a period of about four months. This is going to be increased as Strata wants to move to a half yearly specialist scan of the networks, both to reduce the time between these tests and to use different external companies who may identify new risks. This will further increase the pressure on the team.

To overcome these challenges we are planning to add a **junior Security Analyst role**, who will undertake the normal operational security checks and also support the monitoring and tracking of software

vulnerabilities. This will remove these tasks from the Senior Analysts, who can then focus on the higher impact tasks. This type of role would be ideal for an under-graduate annual placement student, both bringing latest developments from academia and also providing valuable experience for the successful applicants.

### Cyber Security – system enhancements

As the threats become more sophisticated, it becomes increasing harder to detect and defend against these with existing technologies. There also appears to be a gap between the security skills/capability of systems developers and the cyber actors. Initially Web Application Firewall capability should be deployed to bridge some of this threat gap where these can mitigate against some of the more common vulnerabilities.



We also need to identify a better toolset to manage USB devices, in particular data leakage as the Data Protection aspects drive the need to demonstrate suitable controls are in place. We are already placed for a review of email and web filtering systems once the PSN 'GCSx' email addresses are withdrawn in 2019. This may become a hosted service however as these are considered the primary threat route for most Malware, their threat prevention qualities will be the prime objectives.

Further to this, machine learning Cyber Threat detection systems should be reviewed annually until they seem to have become more mature, and at that point a business case should be developed.

### Data Protection GDPR/DP Act

The other area of significant change has been the change in Data Protection responsibilities. Previously a degree of this was provided by the Councils however in practice the support was limited. With the introduction of GDPR it was realised that Strata needed a level of support that could not be provided by the Councils and therefore Tracy White was trained up and gained a professional practitioners qualification and now supports Robin Barlow in his Data Protection Officer (DPO) role. However the range of new tasks have not been backfilled, putting pressure on other areas, in particular awareness training, strategic management and Cyber management. We have purposefully held back on making a decision to increase the resource as we felt it was necessary to let the GDPR/Data Protection act changes stabilise. All indications are that the ongoing need for both Strata to manage its own compliance and the expectation from the Council's for technical Data protection support will be significant until at least 2020 as we both need to catch up on ongoing projects and have agreed that there should be a proactive approach to Data Protection Impact Assessments and regular vulnerability assessments. There would not seem to be enough for a full time member of staff, and therefore we should consider whether a

combination of the Councils and Strata could provide a solution, given that the Data protection teams works quite closely together.

### Backup systems hardware

These system manage the crucial backup of system, both allowing recovery over multiple date points but also the transfer of backups to the secondary DR site and the provision of physical tape copies. The backup systems were specified for a smaller data environment, with components that were naturally of lower performance, relying on software managed disks rather than a hardware accelerated management platform. This along with an ongoing high rate of disk failure has resulted in a system that is not performant or reliable. The overall capacity is still acceptable, and even though the DR secondary backup has less capacity it would still be able to support daily backups in the event that the DR site had to become the operation site.



A backup system is easily downplayed as that component that that is unlikely to be needed except for routine recoveries. We try to avoid needing to have to undertake recoveries by providing a fault tolerant architecture, including a SAN and a degree of replication of priority systems. However for anyone who has been at the point of needing to recover you must have confidence in the underlying system as there will always be a number of normal uncontrollable recovery challenges which must not be exacerbated by those that can be controlled in advance.

A solution to the current disk solution is therefore required for both backup systems, either re-using and improving the existing elements or replacing.

## Security and Compliance Team - Unit Costs

The table below shows a high level breakdown of the predicted Security and Compliance Team costs for the next six years (until 2025).

### Business Unit Costs

Security and Compliance Costs							
Element	Team	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025
Staff Costs	Security and Compliance	£191,085.00	£197,356.58	£202,290.49	£207,347.75	£212,531.45	£217,844.73
Product and Service Costs	Security and Compliance	£169,200.00	£173,680.00	£187,920.00	£195,118.00	£165,888.00	£171,534.00
<b>Total</b>	<b>Security and Compliance</b>	<b>£360,285.00</b>	<b>£371,036.58</b>	<b>£390,210.49</b>	<b>£402,465.75</b>	<b>£378,419.45</b>	<b>£389,378.73</b>

\*assumes 2.5% uplift per year, and includes 27% on costs and estimated O/T and Mileage costs.

\*assumes an annual increase of 3.9% in product and service costs.

The above pricing does not include the possible recruitment of a work placement student.

## The Convergence Programme vs The Transformation Programme

When the Strata organisation was formed, one of the key activities was to agree a set of systems that would be converged onto by the three authorities, the fundamental principles which underpinned the convergence programme were:

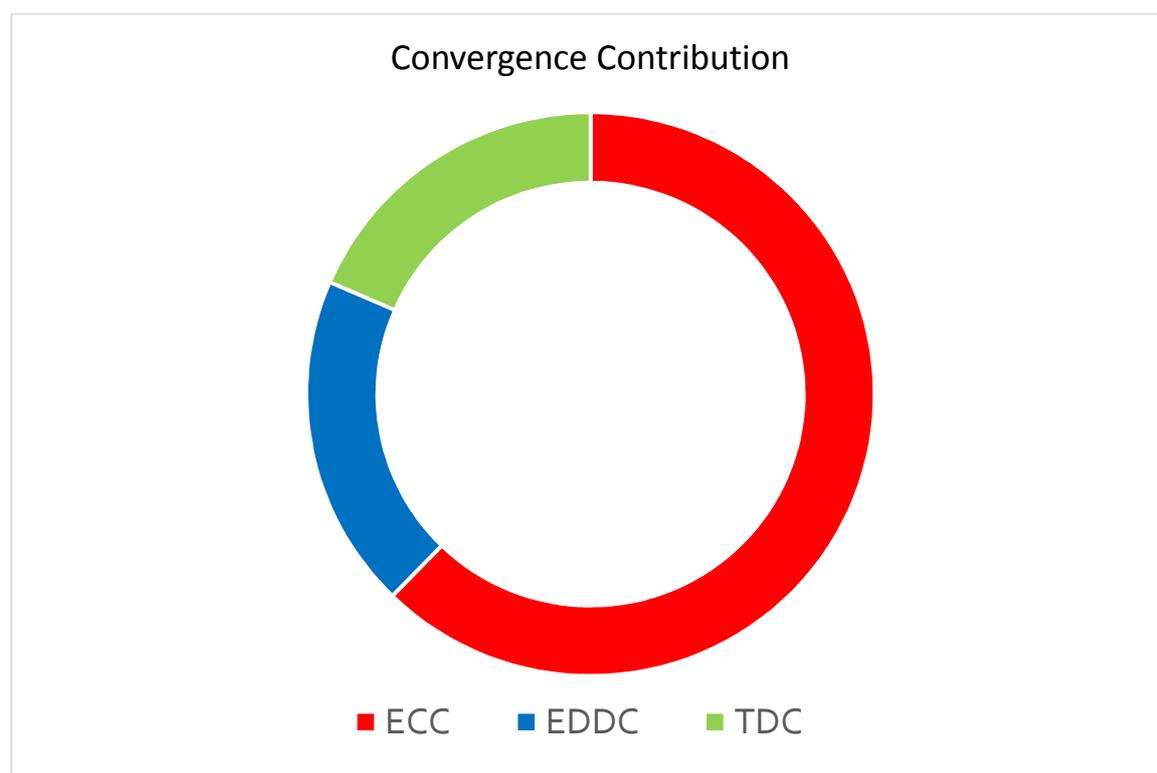
- All partners share the costs or savings of convergence according to the agreed percentages stated in the Shareholder Agreement
- Each potential convergence project is subject to its own detailed business case which will inform the decision and choice of each council at that time whether they wish to proceed with a suggested implementation project or not
- Partner councils that choose not to participate in a particular convergence path and choose to be 'different' cover the costs of being different so that the participating partners and the overall business plan is not adversely affected.

As part of the Business Plan review and update, Strata have reviewed the original Convergence plan, to highlight successes, challenges, and associated savings that have been faced and achieved. Despite increasing software costs the convergence programme that commenced in 2015 has reduced costs in a number of significant areas and it is clear that there are still further reductions to be realised.

A summary can be seen in the table below:

Convergence Savings, Source and Destination				
Application	Authority	System	'15/16 - '18/19	19/20
CMS	TDC	Goss	£ 8,000.00	
	ECC	Goss	£ 6,000.00	
CRM	TDC			£ 21,000.00
	EDDC	Lagan	£ 19,000.00	
	ECC	Lagan	£ 27,000.00	
GIS	ECC	ESRI	£ 5,000.00	£ 8,000.00
DC,BC,LC,HG	ECC	Pentagul	£ 3,750.00	
	ECC	Acolaide	£ 29,000.00	
HR	ECC	ResourceLink	£ 28,000.00	
Mobile App	TDC			
	EDDC	NDL		£ 18,000.00
Jbase	TDC	Jbase		£ 6,000.00
	ECC	JBase		£ 1,362.00
Env Health	ECC	M3		£ 16,000.00
Web Chat	EDDC	Who's On Chat		£ 1,300.00
Analytics Software	ECC	inPhase		£ 2,975.00
Revs and Bens	TDC	ARB Legacy System		£ 1,800.00
Car Parks	TDC	Sidem		£1,300
	EDDC	Sidem		£1,300
	ECC	Sidem		£1,300
<b>Totals</b>			<b>£ 125,750.00</b>	<b>£ 80,337.00</b>

The graph to the right shows the contribution of convergence savings across the 3 authorities. These savings, estimated to total over £200,000 annually by 2019/2020 are returned to the authorities along the partnership split.



The monies returned via Convergence by 2019/2020 are estimated to be as follows:

	Assumed Convergence Contribution total by 2019/2020	Total returned via Partnership split
ECC	£128,387.00	£74,059.42
EDDC	£39,600.00	£75,617.44
TDC	£38,100.00	£56,410.14
<b>Total</b>	<b>£206,087.00</b>	<b>£206,087.00</b>

The table below shows the revised convergence programme as per the 2016 / 2017 Business Plan and the status of each convergence project and the associated and realised savings

Project	Project Category	Original Start	Original Finish	Status	Savings (per annum)
BACS convergence	BCase	Jan 16	Apr 17	Completed	£1,000
Car Parks convergence	BCase	Sept 15	Apr 19	Ongoing & On Track	£4,000
Cash and Income	Forecast	Apr 19	Jun 20	Just Started	
Cemeteries	Forecast	Jul 17	Apr 19	Just Started	
CMS and Website Redesign (ECC)	Closed	Feb 15	Feb 16	Completed	£8,000
CMS and Website Redesign (TDC)	Authorised	Feb 16	Apr 17	Completed	£6,000
CRM	Forecast	Mar 18	Feb 20	Ongoing	No Savings
Document Management	Forecast	May 19	Jan 21	Not Started	
Door Access	BCase	Apr 16	Jun 17	Complete	
Financial Management System	Forecast	Oct 17	Mar 19	Just Started	
GIS ESRI	Authorised	Oct 16	May 17	Ongoing & On Track	£8,000
Grounds / Streets / Public Realm	Forecast	Jun 17	Jun 20	At Business Case Stage	
HR & Payroll (ECC)	Authorised	Apr 17	Mar 18	Completed	£26,000
HR & Payroll (TDC)	Authorised	Jan 16	Mar 19	Ongoing	
Idox TLC Land Charges	Authorised	Feb 17	Jan 18	Completed	£8,000
Idox Uniform Env Health (ECC)	Forecast	Apr 17	Sept 19	Ongoing	£18,000
Idox Uniform Estates (ECC)	Forecast	Apr 18	Oct 20	Not Started	
Idox Uniform Estates (TDC)	Forecast	Apr 18	Oct 20	Not Started	
Idox Uniform Licencing (ECC +EDDC)	Forecast	Apr 18	Sept 19	Ongoing	N/A
Idox Uniform Licencing (TDC)	Closed	Sept 14	Aug 16	Completed	£13,000
Idox Uniform Planning (ECC)	Authorised	Apr 16	Mar 17	Completed	£28,000
Insurance Claims Management	Forecast	May 18	Oct 18	Ongoing	N/A
Legal Case Management	Forecast	Apr 19	Jul 19	Not Started	
LLPG GCP	Authorised	Jul 16	Mar 17	Completed	
Revenues and Benefits	Forecast	Jul 18	Dec 19	Not Started	
Time and Attendance	BCase	Apr 16	Apr 19	Ongoing	£8,000

## Summary All Team Costs Next Six Years

The table below shows the cost and income calculations for the next six years and the expected level of savings in each year which Strata will deliver back to the three authorities. At the foot of the table are the additions which the three authorities will receive which were not part of the 2016/17 Business Plan calculations, and hence impact on the saving estimations:

Element	Team	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	
Staff Costs	Core (inc supplier manager from 2020)	£215,409.00	£264,823.32	£271,443.90	£278,230.00	£285,185.75	£292,315.39	
Product and Service Costs	Core	£85,619.00	£88,958.14	£92,427.51	£96,032.18	£99,777.44	£103,668.76	
Staff Costs	Support and Infrastructure	£805,116.83	£823,216.38	£841,796.81	£860,870.71	£880,448.82	£900,545.44	
Product and Service Costs	Support and Infrastructure	£942,180.00	£1,133,467.83	£1,308,586.32	£1,340,812.42	£1,374,573.08	£1,409,927.88	
Staff Costs	Document Centre	£406,872.55	£417,044.36	£427,470.47	£438,157.23	£449,111.17	£460,338.94	
Product and Service Costs	Document Centre	£405,570.52	£406,960.02	£406,133.48	£405,723.62	£398,508.99	£398,919.14	
Staff Costs	Security and Compliance	£191,085.00	£197,356.58	£202,290.49	£207,347.75	£212,531.45	£217,844.73	
Product and Service Costs	Security and Compliance	£169,200.00	£173,680.00	£187,920.00	£195,118.00	£165,888.00	£171,534.00	
Staff Costs	Business Systems (inc project manager from 2020)	£1,379,720.00	£1,352,686.00	£1,282,005.00	£1,314,055.00	£1,346,906.00	£1,380,579.00	
Product and Service Costs	Business Systems	£1,576,051.00	£1,587,517.00	£1,599,430.00	£1,611,808.00	£1,624,669.00	£1,638,031.00	
Staff Costs Total	All	£2,998,203.38	£3,055,126.63	£3,025,006.67	£3,098,660.69	£3,174,183.18	£3,251,623.50	
Product and Service Costs Total	All	£3,178,620.52	£3,390,582.99	£3,594,497.31	£3,649,494.22	£3,663,416.51	£3,722,080.78	
Total Costs		£6,176,823.90	£6,445,709.63	£6,619,503.98	£6,748,154.91	£6,837,599.69	£6,973,704.28	
Staff Income Total	All	£2,563,536.70	£2,627,624.85	£2,693,315.47	£2,760,648.36	£2,829,664.57	£2,900,406.18	
Staff Recharge Income	Firmstep / EDMS	£184,020.00	£101,949.00	£0.00	£0.00	£0.00	£0.00	
Mobile Phone Income	All	£154,000.00	£161,700.00	£169,785.00	£178,274.00	£187,188.00	£196,547.00	
Firmstep Income	Firmstep EDDC	£40,000.00	£41,560.00	£43,180.84	£44,864.89	£46,614.62	£48,432.59	
Product and Service Income Total	All	£4,089,155.00	£4,209,043.00	£4,335,314.00	£4,465,373.00	£4,599,335.00	£4,737,315.00	
Total Income		£7,030,711.70	£7,141,876.85	£7,241,595.31	£7,449,160.25	£7,662,802.19	£7,882,700.78	
Total Savings = Income - Costs		£853,887.80	£696,167.22	£622,091.33	£701,005.34	£825,202.51	£908,996.49	£4,607,350.69
Savings are per 2016 /2017 BP		£593,653.00	£698,293.00	£773,626.00	£767,313.00	£789,680.00	£824,040.00	£4,446,605.00
Difference between 2016/2017 Business Plan and New Business Plan		£260,234.80	£-2,125.78	£-151,534.67	£-66,307.66	£35,522.51	£84,956.49	£160,745.69

The following elements are now included as part of the Business Plan, but weren't included as part of the 2016/17 Business Plan:

- Training Service
- Out of Hours Service
- Project Manager Resource x 1
- Supplier / Commercial Manager x 1
- Microsoft DTA increase (revised MS licencing pricing)
- New Alemba Service Desk System
- VMWare Maintenance (not previously included in the Business Plan calculations)
- No increase in OOH costs has been included in this Business Plan, however, should the costs of Strata delivering the service increase, then Strata would look for this to be covered through a reduction in delivered savings., no mark-up for inflation or cost of living?

Please Note:

The above figures do not include any costs / expenses associated with the recruitment of a Non-Executive Director to the Strata Board.

Pricing estimations are based on what we know currently, and doesn't include unexpected capital requirements such as upgrades imposed by suppliers

Hence, the picture for predicted savings moving forward are excellent, not only will Strata deliver savings above those (by £160,745) presented as part of the 2016/2017 business plan, but the three authorities will benefit from an enhanced Strata service offering, focussed on delivering services based on customer need and value add and providing scope for the commercialisation of specific service and product offerings to generate additional sources of revenue.

## Financial Summary for 2019 / 2020 Business Plan and Beyond

Financial Year	Revenue Funding Required*
2019/20	£6,534,172
2020/21	£6,714,592
2021/22	£6,902,892
2022/23	£7,096,512
2023/24	£7,295,604
2024/25	£7,500,324

\* Not including mobile phones, directly recharged staff costs or any new additions.

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**Proposed Capital Requirements for 2019 / 2020**

Financial Year	Capital Funding Required
2019/20	850,000
2020/21	Future capital requirements will depend on Council priorities
2021/22	
2022/23	
2023/24	
2024/25	
<b>TOTAL</b>	

Scheme	2019/20 Cost	Funded by			
		Strata own capital funds	ECC	EDDC	TDC
IT Service Management Software	30,000	30,000			
DR VDI Infrastructure	150,000		53,904	55,038	41,058
ECC Cabinet & Network Replacement	125,000		125,000		
Strata MPLS replacement	80,000	80,000			
Backup Infrastructure	75,000	75,000			
Primary Servers	50,000	50,000			
Firewalls	30,000	30,000			
UPS procurement	15,000	15,000			
Grounds Maintenance, Street Scene and other Asset Management	100,000		35,936	36,692	27,372
Legal Case Management	65,000		23,358	23,850	17,792
ECM – Scoping Exercise	50,000		17,968	18,346	13,686
Cash and Income Management	80,000		28,749	29,353	21,898
<b>Total</b>	<b>850,000</b>	<b>280,000</b>	<b>284,915</b>	<b>163,279</b>	<b>121,806</b>
<b>Annual Contribution</b>	<b>150,000</b>		53,904	55,038	41,058
<b>Total Capital Funding</b>		<b>280,000</b>	<b>338,819</b>	<b>218,317</b>	<b>162,864</b>

## Governance Framework

It is felt that the level of Strata Governance has not been as effective as it could have been. Most meetings 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. 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. With limited IT knowledge on the Strata Board, the Joint Executive Committee and the Joint Scrutiny Committee, it is felt that the introduction of a **Non-Executive Director** with knowledge of the IT industry would be a benefit. This role would add to the effectiveness of the current governance structure and enable a far more informed approach to the governance of Strata. It would be intended that the Non-Executive Director would sit on the Strata Board and provide the Joint Executive and Joint Scrutiny committees with an independent report on the functioning of Strata on a half yearly basis, to coincide with the meeting schedule.

In order for Strata to better understand the Strategic direction of each authority, it is suggested that on an annual basis, the Chief Executives of each authority meet with the Strata management team and the Strata Board to advise on **authority strategy and transformation initiatives**, especially where it is believed that IT will be underpinning the delivery of these initiatives. These meetings will enable Strata to better understand strategic direction and also can be used for Strata to help inform and guide technology decisions which may impact on the existing IT environment.

Each authority has now put into place a client led to act as the primary interface between Strata and the authorities. This is proving successful and enabling a more joined up relationship to be developed, however, there is still a need for more tactical day to day engagement outside of the BCR and Project work, therefore, it is suggested that **Strata Customer Advocates** are employed to liaise with departments within each authority.

The creation of the **Joint IT Steering Group** (JITSG) has been positive, as this enables a better level of communication between the authorities and Strata. This is deemed as good practice by the auditors, however, this body currently operates at a tactical level rather than having a strategic mandate. The JITSG meets on a quarterly basis.

All three authorities have now created an **IRB function** (Project Board at EDDC, and IT Project Review Board at ECC), consisting of the client leads and department heads / senior managers. These IRB's work to inform Strata BCR and Project prioritisations. IRB's meet on a monthly basis.

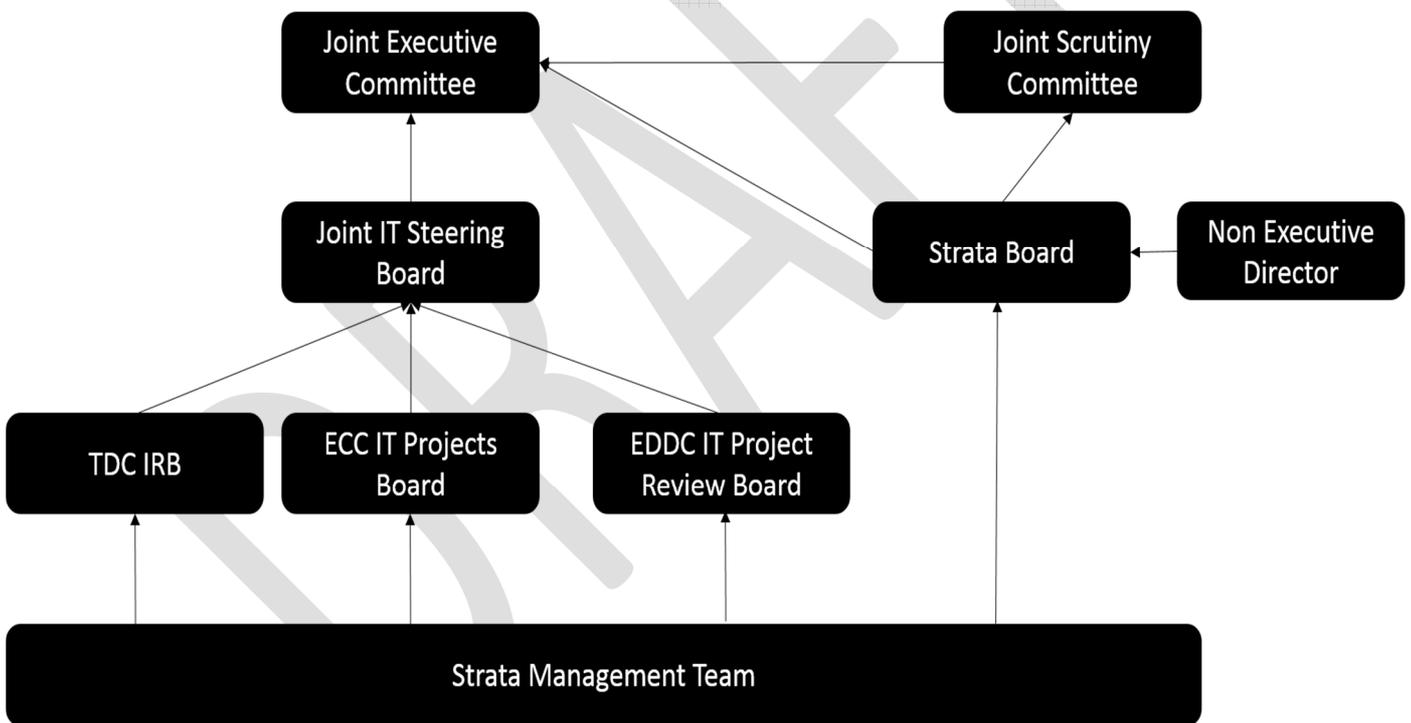
Governance Layer	Involvement	Regularity	Purpose
Strata Management Team	Strata	Weekly Conference Call / Monthly Meeting	To review the operation of the Strata Business to ensure from an operational view point it is being effective and any issues are being identified and addressed.
Strata Management Board	All	Quarterly	To help to compile and to be accountable for the Strata Business Plan. To manage financial matters, risks resource allocation, performance and KPI's.
Strategy / Transformation forum	All	Annually	This forum would bring together the leaders and senior managers of the three authorities and the Strata Board and Management team to discuss authority strategic direction and transformation initiatives
Joint Scrutiny Committee (JSC)	All	Six Months	To scrutinise the performance of Strata on a four monthly basis, and to ensure that Strata is performing in line with the Business Plan
Joint Executive Committee	All	Six Months	To review the performance of Strata on a four monthly basis, and to ensure that Strata is delivering against the Strategic objectives in the Business Plan
Joint IT Steering Group	All	Every Three Months	To review Business Change Requests and Project prioritisations
IRB	TDC	Monthly	To agree Project and BCR priorities
IT Project Review Board	EDDC	Monthly	To agree Project and BCR priorities
IT Project Review Board	ECC	Monthly	To agree Project and BCR priorities

In addition to the above structured Boards and Committees, Strata staff also engage regularly on an informal basis with authority departments, service leads and individuals

Recommendations –

- Reduce the JEC / JSC to once every six months
- Introduce an annual Strata / Chief Executive forum to discuss authority strategy and transformation initiatives
- Empower the JITSG to update Strata on authority transformation strategy
- Empower the JITSG to prioritise Strata workload
- 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
- Produce an annual Strata@ report for circulation to all Strata staff, councillors and authority staff
- Recruit a Non-Executive Director with a strong background in IT to sit on the Strata Board and to information and guide the Joint Executive Committee and the Joint Scrutiny Committee.

Governance Organisational Structure



It is expected that Strata will also introduce a formal annual report (published each year in May / June) for the JEC / JSC with comment from the Chairman, CFO and Non-Executive Director.

## Risk Management - Identifying and Managing Risk

It is of critical importance that Strata manage risk as effectively as possible, understanding risks and mitigating against the impact of any risk is fundamental in the delivery of effective IT Services.

Therefore, Strata has created a risk register to manage the identified risk. This document is owned by the Strata Head of Security and Compliance and is to be reviewed and updated on a monthly basis. IT is shared with the Strata Board each month and is one aspect of audit that the Devon Audit Partnership have assisted Strata in creating.

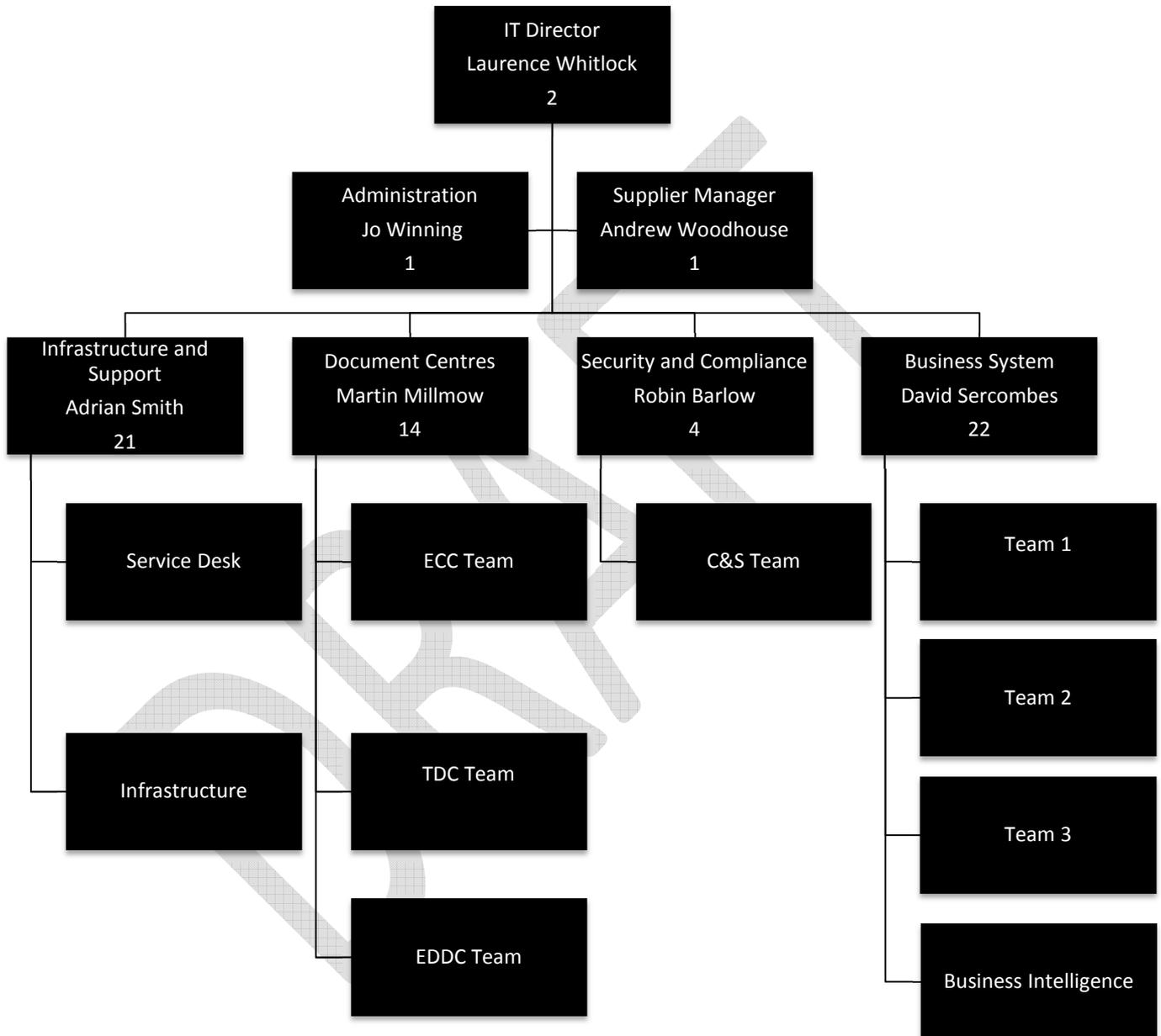
The risk register looks at the key risks, associates a score to the risk and an attitude (High, Medium, Low) to the risk and the team / governance board that owns the risk.

Strata see a number of potential risks ahead of us including:

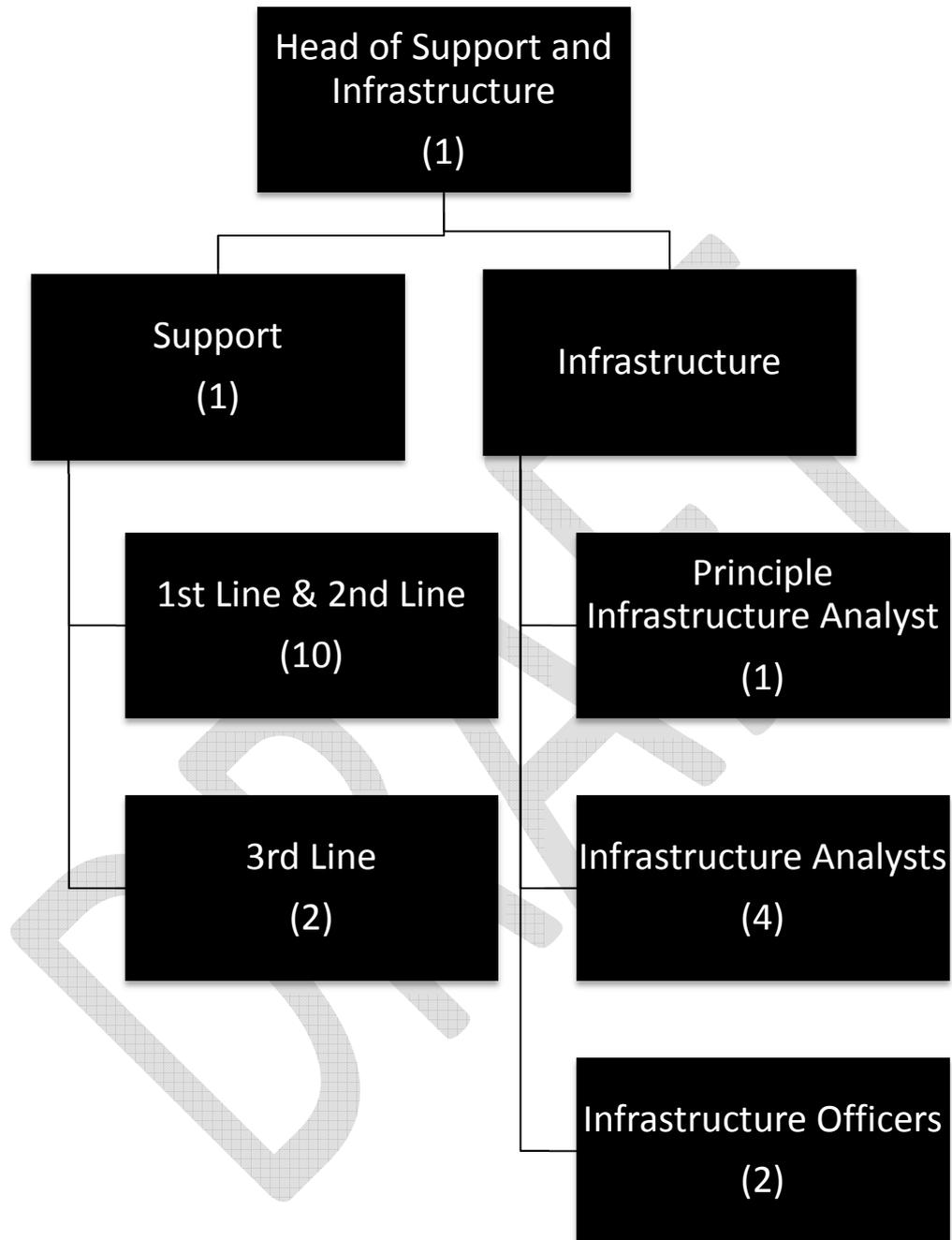
- Increased level of competition for IT services, potentially leaving the Strata business exposed.
- Loss of key staff to other organisations, there is a real shortage of good IT skills in the South West
- Brexit it is clear that Brexit is being used by suppliers to drive up the cost of service due to the instability of the British pound especially in relation to the dollar
- The creation of a unitary authority across Devon to drive down the cost of service and a reduction in associated head count
- Lack of investment in IT meaning IT can't keep up with demand and becomes less effective and more unreliable

## Appendix 1 – Organisation Chart

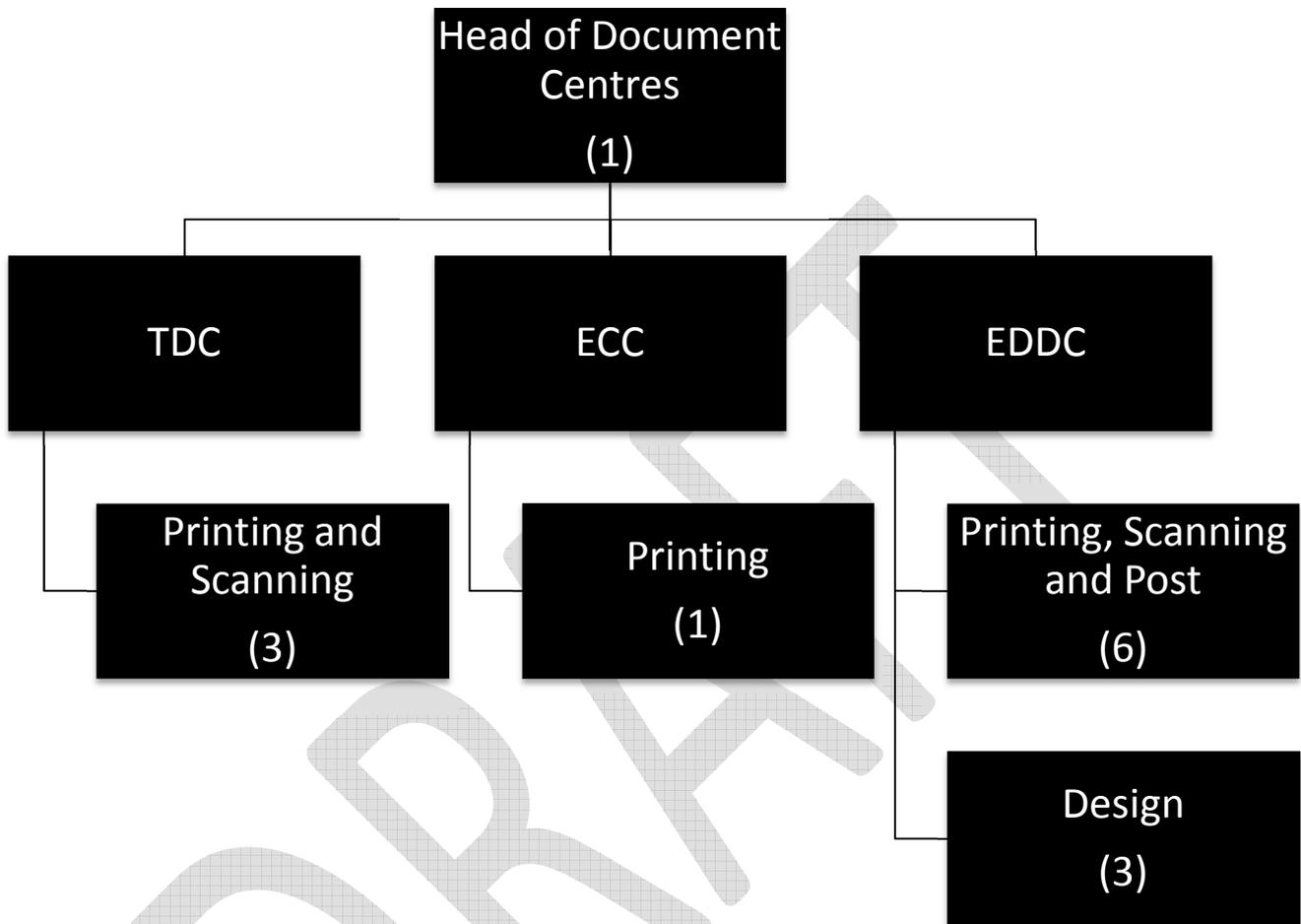
There are a total of 72 members of staff (not all FTE's) currently employed by Strata and the teams are structured into four business units:



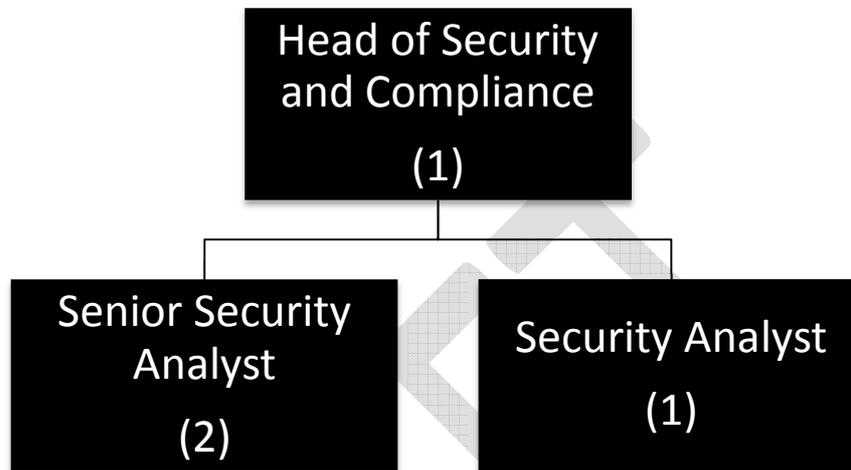
## Support and Infrastructure – Organisation Chart



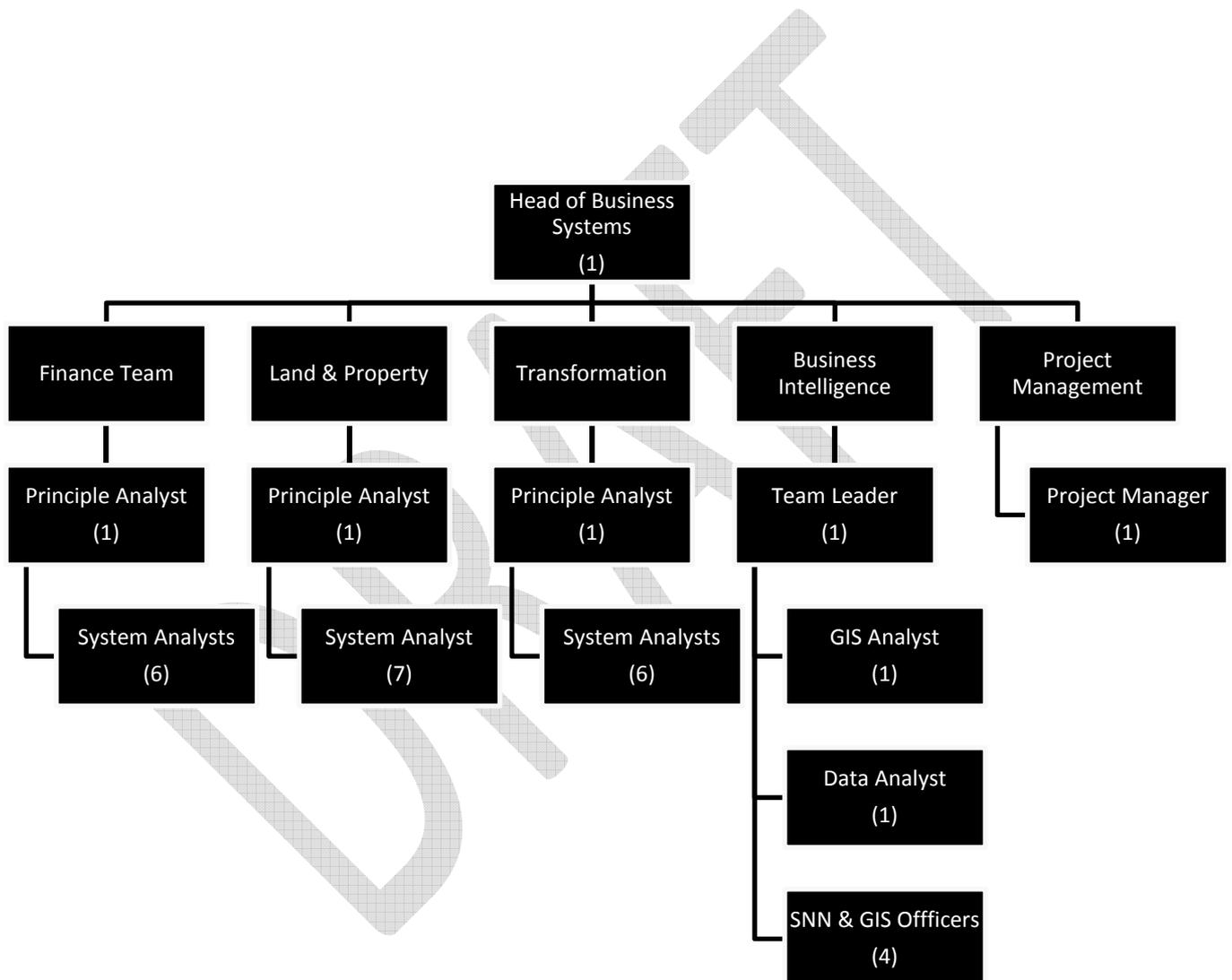
## Document Centre – Organisation Chart



## Security and Compliance – Organisation Chart



## Business Systems - Organisation Chart



## Appendix 2 – Strata Standard Service Directory

Strata have introduced a service directory to describe at a high level the services which we provide into the three authorities.



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# Strata Solutions

## Standard Service Directory

Date Issued: 7<sup>th</sup> August 2018 v1.1

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Government

## Appendix 3 – Strata Customer Service Plan

Strata have created a Customer Service Plan (CSP) to show how end users are to interact with the Strata organisation. This CSP is reviewed and updated on a regular basis.



# Strata

Customer Service Plan

Version 2.3

Date Issued: 18<sup>th</sup> April 2018

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## Appendix 4 – Strata People Data

On an annual basis Strata produce a people data report to report on key personnel metrics.

The most recent report is as follows:–



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# Strata Solutions

People Data Report 2017 / 2018

2<sup>nd</sup> August 2018

Date Issued: 2<sup>nd</sup> August 2018 v2.0

Author: Karen Jenkins HR Lead for Strata

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## Appendix 5 - Projects Process Client Focused Prioritisation

In order that Strata can move to a more informed Project prioritisation approach, Strata have now redesigned the project process to ensure far better alignment with the needs of the three authorities.

The introduction of a Project Management function within Strata enables us to work pro-actively with the requesting department to ensure project scope, timeframes and outcomes are clearly defined. The new process also looks at the true value of the work and the key steps that need to be taken to ensure that the project is delivered on time and to budget and to ensure that the scope and outcomes are fully achieved.

The new process will include Project Gates to ensure project is on track and next steps understood and authorised. Access to detailed project reports will be available via the Strata portal with project performance tracking against objectives, tasks and budgets. The new project methodology is available in the following document:



# Strata

Project Management Process Review  
Version 0.2 draft

Date Issued: 22<sup>nd</sup> November 2018

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## Appendix 6 – Strata Monthly Reporting

Strata will produce a monthly report and circulate to key individuals within each authority. The report will also be made available to all end users and will be accessible via the Strata portal.



# Strata Solutions

## Monthly Service Summary and Performance Indicators Report

Date Issued: 17<sup>th</sup> July 2018 v1.2

Period Covered: 1<sup>st</sup> June 2018 until 30<sup>th</sup> June 2018

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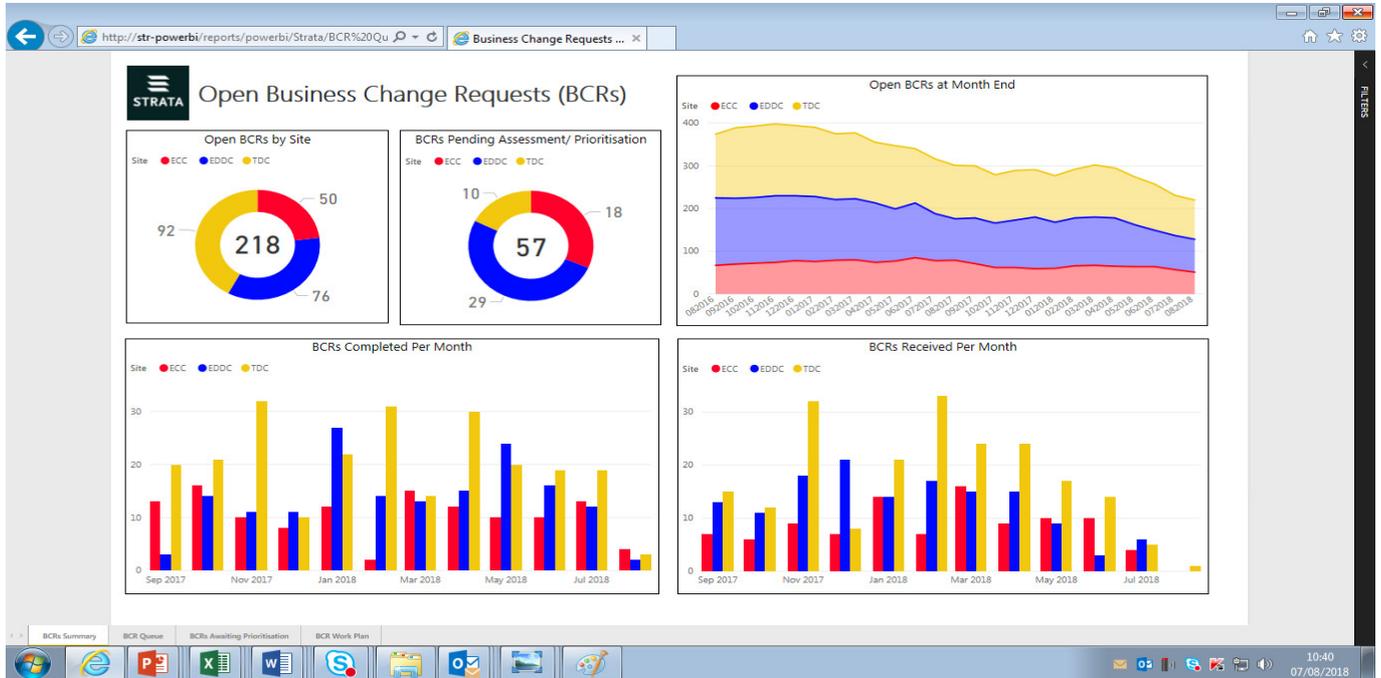
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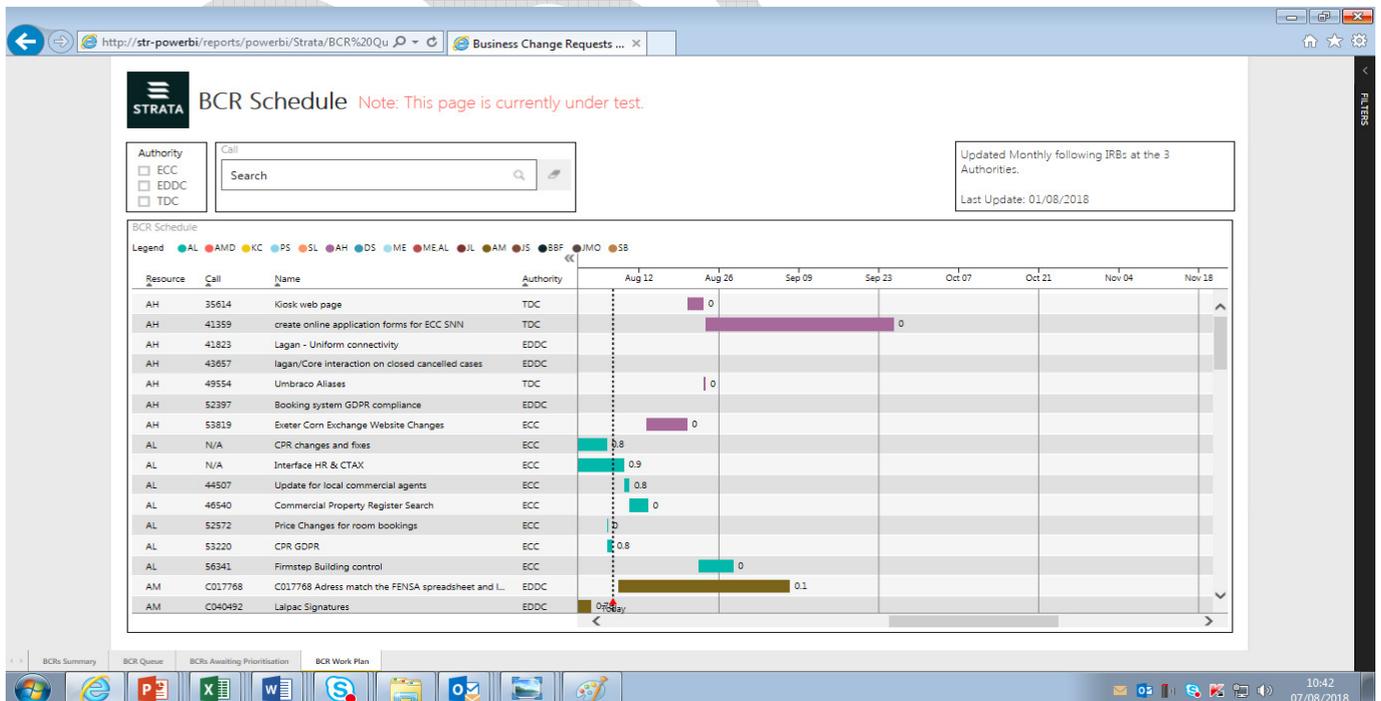
## Appendix 7 – New Strata Dashboards

Strata have now introduced Power BI to provide real time visibility of key performance metrics, these dashboards are available to all users via the Strata portal. Additional dashboard will be developed as the need arises.

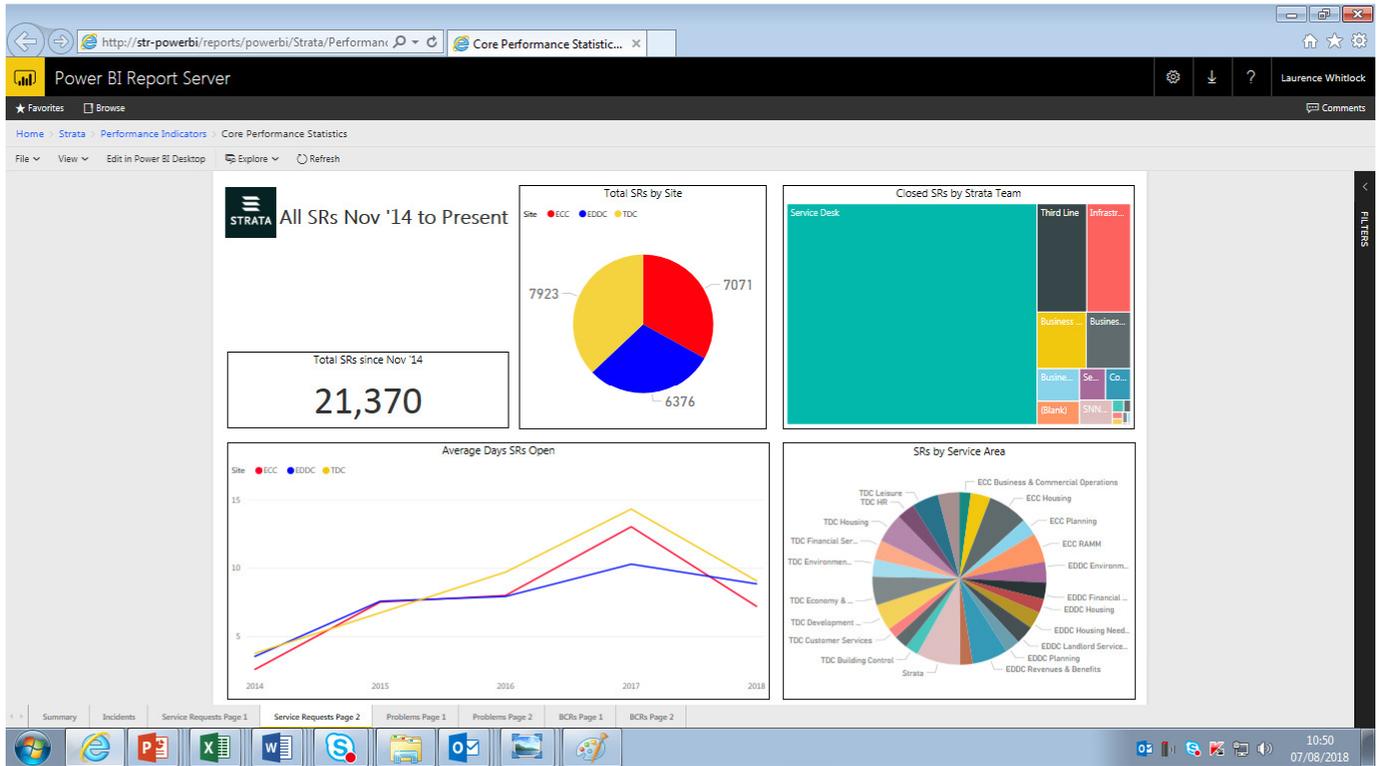
### Open Business Change Requests



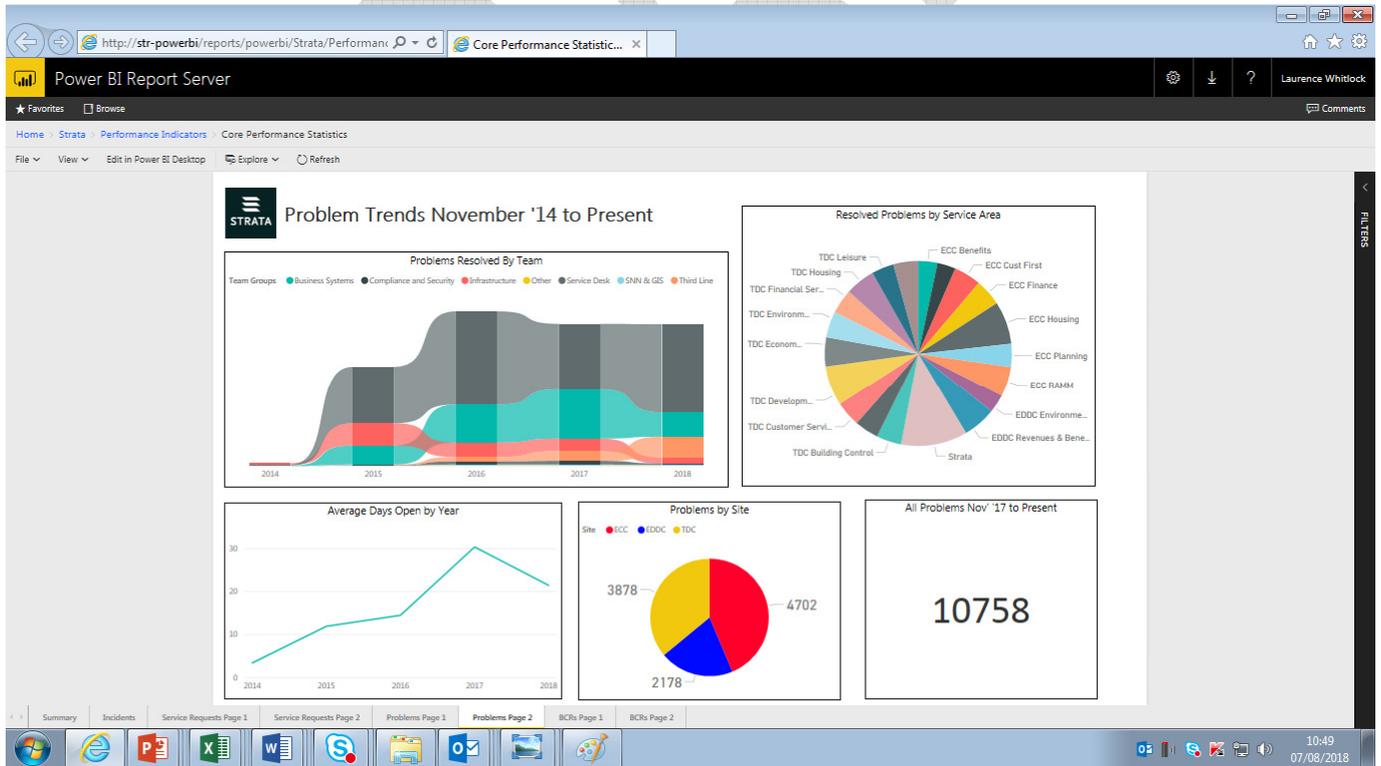
### BCR Schedule



# Service Desk



# Problem Trends



## Appendix 8 – How technology could support better local government service provision

### Using Artificial Intelligence to match tags from images of Graffiti.

One growth area of Artificial Intelligence is image recognition. Whereby a computer can contextualise an image, recognising shapes, patterns and text, and compare images to spot similarities between them.

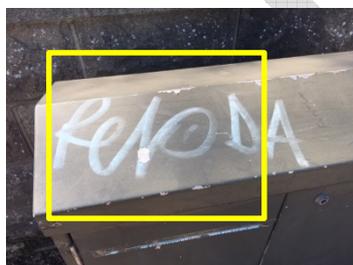
Microsoft (MS) has recently released an AI platform which developers can use to hook into their existing applications to take advantage of Artificial Intelligence and add AI capabilities without having to develop the AI framework themselves. One part of the MS AI framework is Computer Vision, which can be used to process and understand photos and images.

The MS Computer Vision framework may be able to help in the processing of the 1000's of photos of graffiti that are uploaded to the local authorities every year. The AI could help identify where the same tag appears across multiple images and then be used to catalogue where each tag occurs. The cost of removal associated with each tag could then be calculated and recovered from the culprit when caught.

This approach could only be made possible by using AI as it would be too time consuming for individual officers to match tags in the 1000's of images across 100's of locations.

### Example - Tags and matching

Below are photos recently taken in Newton Abbot. They were taken at various locations across the town, and are representative of the different tags that are found across our towns and cities.



### Benefits of the AI approach

- Enables the processing of 1000's of images quickly
- Identify where Taggers have graffiti's
- Build up heat maps to show where individual taggers operate
- Innovative approach of the use AI in Local Authorities
- A low risk test case for the use of AI
- Exposure to a technology that will become increasingly prevalent across business and government

- Low cost entry point to AI
- Tools already exist and Strata has access to them.
- A self-contained project for an intern to work on for a fixed length of time.
- Marketable to other authorities – potential for Income generation
- Potential for partnership working with the police

**The LLPG (Local Land and Property Gazetteer)** that our team works on was borne out of a central government initiative about 15 years ago. Every LA had to chip in their address data to a central hub with the aim of creating a national dataset that would benefit all and improve efficiency. Fast forwarding to now, this national dataset exists and is now effectively owned by Ordnance Survey who sell it to pretty much any company/organisation/utility that wants accurate address data for the UK, as you can imagine they do very nicely out of it. Where this ties back into Strata and the LAs is that the reason for supplying this data to the central hub has been forgotten or become one of those processes we have to do with little or no thought as to why. The 3 authorities we support are missing out on the real benefits of having their systems fully integrated with the gazetteer.

An example that has often been cited over the years is that by having systems linked you could identify non council tax payers, EDDC found 1 and it was backdated several years netting them thousands.

This type of analysis/thinking has largely gone by the wayside over the years to the point where we update what we have to, send it off rinse and repeat. Trouble is it is a bit of a dry subject but the potential is massive. Sorry this is a bit of a lengthy tome but if you wanted I would be happy to go over the possibilities in more detail.

**Delivering a Global Desktop to Every Citizen** - With the global desktop we have the technology, if scaled out enough, to offer every household in Exeter, East Devon and Teignbridge their own PC, and possibly at no cost to the citizen (if paid for through Council Tax)!

People could sign up to the service and utilise old hardware to access a modern, secure and maintained Windows 10 session. If they don't have a computer already, they could be supplied some form of micro PC at a minimal cost making it accessible to all. These PCs would have basic apps on them and provide users the opportunity to do lots of things online when they might not otherwise be able to do, so it won't be as simple as that of course, but it's not something I've heard of before, and ticks boxes about Council's providing technology to all.

**In-house Application Development** – Some authorities have moved back to a build it yourself model. Created applications worked really well- the service got what they wanted and the solution supported by any member of the IT service. Given the success, realisation they had a mechanism for rapidly developing applications emerged (called Enterprise Service builder). Applications could easily be released which had the same look and feel regardless of service area or processes. Cost effective applications can be built that meet business need in their entirety. Customer Experience is greatly enhanced as the customer is able to sit with the developer building sections and fields required for front end interaction.

## Study performed by Summer Internship

Within local government, there are several departments ranging from bin collection to planning. Every service uses work practices to carry out the tasks they need to, however some methods are rather outdated by several years. Certainly with all the new advancements in technology, the efficiency of these could be increased dramatically.

This is why new ways to integrate innovative technology into departments must to be implemented as there's a lack of resources available to improve effectiveness.

### Grounds Maintenance/Parks

Sub Departments	Description	Improvement
Planting	<ul style="list-style-type: none"> <li>• Design/planting flower beds/borders.</li> <li>• Plants bought from contracted nursery.</li> <li>• New innovations, edible flowerbeds.</li> </ul>	<ul style="list-style-type: none"> <li>• Use AI to create unique flower bed designs.</li> </ul>
Trees	<ul style="list-style-type: none"> <li>• Planting/remedial work.</li> </ul>	<ul style="list-style-type: none"> <li>• AI could be used to simulate the best places to plant trees with regard to sunlight levels, wildlife preservation and overall visual impact on its surroundings.</li> </ul>
Slacklining	<ul style="list-style-type: none"> <li>• Use of ropes attached to trees is prohibited.</li> </ul>	<ul style="list-style-type: none"> <li>• Make use of drones to detect if there are ropes attached to trees. If so, use them to remove the ropes that may be harming the tree or getting in the way of the general public.</li> </ul>
Dog Fouling	<ul style="list-style-type: none"> <li>• Bins emptied three time a week, even though they may not be full.</li> <li>• The public have to notify the council if they are full and haven't been emptied.</li> </ul>	<ul style="list-style-type: none"> <li>• For each bin, attach a weighing/sensor system that identifies when a bin is full. Then if this is the case, it would be able to notify the council via a network/Wi-Fi connection.</li> </ul>
Litter Bins	<ul style="list-style-type: none"> <li>• Emptied on a regular basis.</li> </ul>	<ul style="list-style-type: none"> <li>• Same as above.</li> </ul>
Floral Displays	<ul style="list-style-type: none"> <li>• Email/write to one of the parks for design ideas.</li> <li>• Can be time consuming and emails can be easily lost behind more emails, so may never get read.</li> </ul>	<ul style="list-style-type: none"> <li>• App feature to submit designs, upload photos/designs.</li> <li>• Dedicated software to compile all of the designs for each certain flower bed, and then create a poll which would be sent to the parks team so that they can vote on their favourite.</li> </ul>

Grass Cutting	<ul style="list-style-type: none"> <li>• Cut on a three week cycle, more frequent in ornamental areas such as public gardens.</li> <li>• Affected by poor weather.</li> <li>• Ride on mowers for large open areas, clippings left to decompose.</li> <li>• Small hand machine for places larger machines can't reach.</li> <li>• Highly ornamental areas, clippings collected for composting.</li> </ul>	<ul style="list-style-type: none"> <li>• Automated lawn bots for larger areas of land with little to no obstructions.</li> <li>• Set a path/area for it to cut on a regular basis.</li> <li>• Would still require workers to cut certain bits of area that is inaccessible to the robots, but far fewer of them would be needed.</li> </ul>
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Currently there are collectively 218 parks, gardens and open spaces that local government manage. These include planting trees/plants, litter bin emptying and grass cutting. It's very important to keep the services running as the public would be unhappy if, for example, the dog waste bins weren't emptied on time or grass grew too long, restricting access to certain open spaces such as cemeteries or football pitches.

### Bin Collection

Sub Field	Description	Improvement
Transferring Waste	<ul style="list-style-type: none"> <li>• Picking up different bins by hand can be time consuming and may result in human error.</li> <li>• Requires fit, active people to keep up with the work as rubbish collectors are on their feet most of the time.</li> </ul>	<ul style="list-style-type: none"> <li>• Implement AI to assess which bin is which (recycling/general waste... etc.) and deposit its contents into the right area of the waste vehicle.</li> </ul>
Route Planning	<ul style="list-style-type: none"> <li>• A route for the rubbish vehicles is calculated to optimise the speed of collection, but not taking into account the current traffic.</li> </ul>	<ul style="list-style-type: none"> <li>• A live system should be in place that receives traffic flow for all sections of road on route, and then change its route accordingly.</li> <li>• Traffic jams/road works will be avoided thus improving efficiency and saving money on things like fuel costs.</li> </ul>

### Enforcement

Sub Field	Description	Improvement
Drinking and tobacco related harm	<ul style="list-style-type: none"> <li>• In public spaces, especially parks, people can be found to be drinking in the day time and getting intoxicated which disrupts the atmosphere and deters the public from going to these places.</li> </ul>	<ul style="list-style-type: none"> <li>• Microsoft Azure could be used to identify anyone that's carrying alcohol or smoking in inappropriate places or times. Facial recognition could then be used to identify</li> </ul>

	<ul style="list-style-type: none"> <li>Smoking/vaping in some public places is prohibited, however still occurs.</li> </ul>	who the offender is and then fined appropriately.
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## Planning

Sub Field	Description	Improvement
Aerial Photography	<ul style="list-style-type: none"> <li>A person is needed to be present to determine whether there is a structure being built on land that shouldn't be.</li> <li>Aerial photos are taken infrequently.</li> <li>New buildings can be built unnoticed for several years.</li> </ul>	<ul style="list-style-type: none"> <li>Drones fly on a monthly basis or so to capture photographs of potential sites for new buildings.</li> <li>Compares findings and GPS location to previous photos and existing planning permissions to determine what buildings aren't under regulation.</li> <li>Fly drones over to see if an unauthorised structure has been demolished.</li> </ul>
Facial recognition	<ul style="list-style-type: none"> <li>A person is needed to identify the property owner so that their planning permission information can be accessed.</li> </ul>	<ul style="list-style-type: none"> <li>Facial recognition could be used, along with drone technology, to go to the owner's house who requested/didn't request planning permission and check if they are complying.</li> </ul>

## Non Domestic Rates

Sub Field	Description	Improvement
Collection of Tax	<ul style="list-style-type: none"> <li>Outstanding debt that must be collected currently requires a person to go to the business. There could however be restrictions on how the collector can enter the property i.e. security implementations, uncooperative owners.</li> </ul>	<ul style="list-style-type: none"> <li>Drones can be used to access hard to reach places to enforce tax collection, they can fly so walls aren't a problem.</li> <li>A speaker system, or other means of communication such as delivering a letter, could be used to inform the business owner of outstanding debt.</li> <li>In the unlikely event that the owner has failed to pay the tax within the designated time, a drone could be sent to the location in non-office hours to prevent the employees' access to the</li> </ul>

		building and stop any activity.
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## Surveying

Sub Department	Description	Improvement
Cliff erosion	<ul style="list-style-type: none"> <li>• Several workers needed for a simple task.</li> <li>• Money being wasted.</li> <li>• The usual aerial shots are quite limited in quality and what can be interpreted from them.</li> </ul>	<ul style="list-style-type: none"> <li>• Drones can take pictures/video footage and send back a live feed of the surveying area to the operator.</li> <li>• Particular sensors could be used to obtain a 3D model of cliffs and then analysts can predict where/when a cliff fall may happen next.</li> <li>• Drones can get a much better angle for photos as they're up in the air compared to people at ground level.</li> </ul>

## Health

Sub Field	Description	Improvement
Workplace stress	<ul style="list-style-type: none"> <li>• Affects many people's ability to function as best they can.</li> <li>• Disrupts family life as the stress comes home with the employee as they are always thinking about it.</li> <li>• Can cause mental illness over time.</li> </ul>	<ul style="list-style-type: none"> <li>• An online chat bot service should be provided so that the user feels like they're talking to a real person, so feel more secure. This can be done with the help of AI and a knowledge base of question and answer pairs.</li> <li>• Not only can AI answer questions, but it can respond like a real person would and display text like someone typing would.</li> </ul>
Food Outlets	<ul style="list-style-type: none"> <li>• Food safety and quality need to be of high standard in all food outlets to ensure public health isn't threatened by poor food quality or sanitation levels, for example.</li> </ul>	<ul style="list-style-type: none"> <li>• To improve the conditions of the establishment, a question and answer knowledge base could be set up. This would enable the owners to ask questions to see if their business was good enough and what could be done to improve it.</li> </ul>

## Appendix 9 – IT Training Needs

Strata believe that there is considerable room for improvement in the effectiveness of IT training across the three authorities. Hence, Strata are developing a training capability to support improving the core IT skills of staff across the three authorities.

The discussion paper submitted to the JEC / JSC is showing below. This discussion paper is available at:



Solutions for  
government

# Strata Discussion Document

Information Technology Training Needs & Delivery

Date Issued: 30<sup>th</sup> April 2018 v1.0

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*Building and delivering flexible, responsive and cost effective IT solutions and services for Local Government*

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## Appendix 10 – Strata Summary Action Plan & Objectives for 2019 / 2020

In order for Strata to remain to be effective, it is important that a clear set of actions and objectives are identified in the Business Planning process and timescales associated with each action:

Action	Objective Priority – 1 Highest – 3 Lowest	Objective Link	Target Completion Date	Action Owner
In conjunction with each of the authorities, review the existing Customer Agreement (contract) to ensure it remains fit for purpose for the duration of the contract term	2	Cost Effective and Deliver Tangible and Measurable Business Value	31 <sup>st</sup> Dec 2019	IT Director
Agree a multi-year contract with the three authorities until end of March 2025	3	Cost Effective and Deliver Tangible and Measurable Business Value	31 <sup>st</sup> Mar 2020	Joint Executive Committee / Strata Board
Implement a new Service Management system to underpin the customer service related activities of Strata	1	Flexible, Scalable, Reliable and Modern IT Platform	31 <sup>st</sup> Jun 2019	Head of Support and Infrastructure
To fully define the role of the Strata Board and to articulate the purpose of the board to the three authorities and to the Strata Management Team.	1	Cost Effective and Deliver Tangible and Measurable Business Value	31 <sup>st</sup> Sept 2019	Strata Chairman
To empower the Strata Management Team to make decisions without the need to refer to the Board or the JSC / JEC	3	Core	31 <sup>st</sup> Mar 2020	Joint Executive Committee / Strata Board
To put a paper to the JSC and JEC for the introduction on a non-Executive onto the Strata Board to act to inform and guide the governance structure of the Strata organisation	2	Core	31 <sup>st</sup> Sept 2019	Strata Chairman
Review the client led function within each of the authorities to ensure that it is acting as the conduit for communications and informing Strata of the strategic direction of travel of the authority	1	Core	30 <sup>th</sup> June 2019	Chief Executives

Setup an innovation body to keep in touch with market trends and to ensure visibility of relevant emerging technology that could add value to the function of the three authorities	3	Supports the Transformational Agenda of Each Authority	31 <sup>st</sup> Dec 2019	IT Director
Chief Executive briefing to all authority staff to show support for the Strata concept and to highlight how it has worked over the last four years and how Strata is the enabler for change.	3	Core	31 <sup>st</sup> Dec 2019	Joint Executive Committee
Review Appendix 8 to ascertain which ideas could be relevant and deployed to each authority	3	Supports the Transformational Agenda of Each Authority	31 <sup>st</sup> Mar 2020	IT Director
Work to understand Microsoft licencing agreements and the impact on Strata and the three authorities when the existing contract expires in March 2021	3	Cost Effective and Deliver Tangible and Measurable Business Value	31 <sup>st</sup> Dec 2020	Head of Support and Infrastructure
Publish a clearer understanding on kit ownership and what is and what isn't owned by Strata and what will be replaced at Strata's cost and what won't be	2	Cost Effective and Deliver Tangible and Measurable Business Value	31 <sup>st</sup> Dec 2019	IT Director
Introduce far tighter controls on Asset Management across the three authorities	2	Flexible, Scalable, Reliable and Modern IT Platform	31 <sup>st</sup> Sept 2019	Head of Support and Infrastructure
To review the pension position and to report back options to the JEC / JSC	3	Core	31 <sup>st</sup> Mar 2020	Chief Finance Officer
To create a business development function within Strata and to identify potential channels of business. To identify opportunities for commercialisation of services.	2	Commercialisation of Core Strata Capabilities to Develop Revenue Streams	31 <sup>st</sup> Dec 2019	IT Director
Interview and recruit a Non-Executive Director onto the board of Strata	3	Core	31 <sup>st</sup> Mar 2020	Strata Board
Explore ways in which mobile devices can be replaced either when lost / stolen / end of life without the need for each	3	Cost Effective and Deliver Tangible and Measurable Business Value	31 <sup>st</sup> Dec 2019	Head of Support and Infrastructure

authority having to find the money to cover these costs.				
Perform a review of Document Centre resourcing and look for options for potential centralisation of the Document Centre function	2	Supports the Transformational Agenda of Each Authority	31 <sup>st</sup> Dec 2019	Head of Document Centres
Update Strata external web site with case studies, service portfolio, specialist consultancy details	2	Commercialisation of Core Strata Capabilities to Develop Revenue Streams	30 <sup>th</sup> June 2019	IT Director
Review the Negotiable and Non Negotiable Services	1	Flexible, Scalable, Reliable and Modern IT Platform	31 <sup>st</sup> Sep 2019	IT Director
Review Strata finance function and resource requirements to support this key element of the Strata service	1	Core	31 <sup>st</sup> Sep 2019	Strata Board
Review Strata HR, Payroll and associated admin functions and resource requirements to support this key element of the Strata service	1	Core	31 <sup>st</sup> Sep 2019	Strata Board
Review Strata Legal and Procurement functions and resource requirements to support this key element of the Strata service	1	Core	31 <sup>st</sup> Sep 2019	Strata Board
Full review of capital requirements post 19/20	2	Core	31 <sup>st</sup> Dec 2019	Strata Management Team
Review mobile phone costs and look to reduce per user charge from £5 per month to £3.50 per month	1	Core	1 <sup>st</sup> April 2019	Strata Board
Develop an agreed process for the on-boarding of 3 <sup>rd</sup> party products and services	2	Supports the Transformational Agenda of Each Authority	30 <sup>th</sup> June 2019	Head of Support and Infrastructure
Understand the impact on Strata and existing Data Centre arrangements of the decision to potentially relocate the Civic Centre office.	2	Flexible, Scalable, Reliable and Modern IT Platform	31 <sup>st</sup> Mar 2020	Joint Executive Committee / Strata Board
Agree scope of Councillor support and what is and what isn't covered by authority	1	Flexible, Scalable, Reliable and Modern IT Platform	31 <sup>st</sup> May 2019	IT Director
Review charging model and look to introduce time recording for work performed.	2	Core	31 <sup>st</sup> March 2020	Chief Finance Officer

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