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government

# Strata Business Plan

2021 / 2022 and Beyond

## 'Entering the New World'

Adapting and Transforming post Covid

Version 1.10 Final

Date Issued: 17<sup>th</sup> December 2020



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## Business Plan – Decision Sheet

Date	14 <sup>th</sup> December 2020
Subject	Strata Annual Business Plan 2021/2022
Background	Each year Strata need to produce a business plan to detail performance, income, spend, objectives and individual team action plans.
Term	12 Months
Key Decisions	<b>Agreed 21/22 Business Plan – whole document</b> Strata has put forward the annual 21/22 Business Plan to detail the financial aspects, organisational structure, and action plans of Strata.
	<b>Agree 21/22 Proposed Savings – (see page – 66)</b> Within this Business Plan, Strata have calculated expected savings for each of the remaining four years of the Strata contract. <b>For 21/22 the proposed savings are £747,804</b>
	<b>Hardware budgets being returned to EDDC and TDC (see page – 30)</b> Strata are proposing returning the hardware budgets back to EDDC and TDC. This is the money that Strata receives on an annual basis to cover some elements of hardware replacement. <b>This equates to £22,000 for TDC and £22,500 for EDDC and will reduce the savings above accordingly.</b>
	<b>New Board structure (see page - 64 )</b> Strata are proposing to introduce three new members onto the Strata Board. New members will include the Strata IT Director, a Strata staff representative and a Non-Executive Chair. <b>The costs are estimated to be circa £10k which would relate to the costs of the Non-Executive Chair and will reduce the savings above accordingly.</b>
	<b>Data Analyst (see page - 44 )</b> Strata are proposing recruiting a Data Analyst to join the Business Intelligence team to support the data needs of the three authorities. <b>The cost of this additional post is £45k per annum and will reduce the savings above accordingly.</b>
	<b>New proposed purposes of JEC / JSC (see pages- 62 and 63)</b> It is proposed that a revised of the governance structure takes places and for the stakeholders to lead on this exercise. The roles of the JEC and JSC could be changed so that the JEC becomes a decision making body, focussing on key decisions of the Strata Business. Whilst, the JSC takes on responsibility for reviewing Strata performance, and the way Strata supports the work of the three authorities.
	<b>Benchmarking SOCITM (see page – 26 &amp; 61)</b> Strata are proposing contracting with SOCITM to perform the Cost Module benchmarking exercise to compare Strata costings to other similar organisations. <b>The cost of this is £2,625 (exc. VAT) and will reduce the savings accordingly.</b>
	<b>Agreed mechanism for work prioritisation (see page –20)</b> Strata is proposing using a methodology of Effort v Value to agree what work would be included in the Strata work stack for 21/22. This will mean that the three authorities will need to agree the value of each requirements and Strata will need to calculate the effort.
<b>Upgrade to ██████████ (see page 46)</b> Upgrade to ██████████ version will allow external presentation of dashboard data via the web. <b>The cost of the Premium product is £65,000 and will reduce savings accordingly</b>	

Key Decision	Expected Savings	H/W Budget Returned	New Board Structure	Data Analyst	Benchmarking	██████████
Decision Value	747,804	44,500	10,000	45,000	2,625	65,000
Reduced Savings		703,304	693,304	648,304	645,679	580,679

## Document Information

<b>Applies To</b>	East Devon District Council, Exeter City Council, Teignbridge District Council
<b>Date of Approval</b>	

## Document Control

<b>Title</b>	Strata Business Plan 2021 / 2022
<b>Originator / Author</b>	Laurence Whitlock
<b>Reviewer</b>	Strata Board
<b>Business Area</b>	Strata Service Solutions Ltd.

## Document History

<b>Version</b>	<b>Date</b>	<b>Change Owner</b>	<b>Document status</b>
1.00	21 <sup>st</sup> November 2020	Laurence Whitlock	Final Draft for circulation to three client leads
1.01	1 <sup>st</sup> December 2020	Laurence Whitlock	Added in Cllr IT working party & Embedded ECC requirements
1.02	3 <sup>rd</sup> December 2020	Laurence Whitlock	Amended savings figures on decision sheet
1.03	3 <sup>rd</sup> December 2020	Laurence Whitlock	Updated after conversation with TDC and EDDC
1.04	7 <sup>th</sup> December 2020	Laurence Whitlock	Wording added regarding the use of the Data Analyst
1.05	9 <sup>th</sup> December 2020	Laurence Whitlock	Including TDC builds
1.06	14 <sup>th</sup> December 2020	Laurence Whitlock	Further amendments and changes to costs table.
1.07	14 <sup>th</sup> December 2020	Laurence Whitlock	Final version for release to JSC and JEC
1.08	15 <sup>th</sup> December 2020	Laurence Whitlock	Clarification added to Corporate Data section on pages 44 and 45.
1.09	17 <sup>th</sup> December 2020	Laurence Whitlock	Tweak to pricing / savings table
1.10	17 <sup>th</sup> December 2020	Laurence Whitlock	Tweak to S&C / SNN & GIS pricing

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## Introduction from the Strata Chairman: Simon Davey

What an incredibly challenging six months we have just gone through. Strata entered 2020 with high hopes for the year, a strong business plan, good level of predicted savings, a stable and reliable IT platform which supported the needs of the three authorities and a highly skilled, motivated and committed team of IT professionals focused on the delivery of quality IT services.

However, entering the new financial year, we found ourselves facing a whole new challenge, Covid 19. The authorities needed Strata to support them in an 'agile' way. Officers needed to be able to work remotely, they needed to have reliable access to systems such as email and telephony and well as business application from their own home environment, citizens needed to be able to access council services on line, businesses unable to operate needed access to funds, democracy needed to be carried out in a virtual world and managers needed to ensure that authority services could continue to operate using widely dispersed resources.

I am truly proud how the vision of Strata to create the modern IT environment five years ago has enabled us to continue to support our residents and businesses through this challenging time. Whilst these are unique times, the IT has been a key enabler for us, it's there when we need it, reliable, robust and flexible, supporting us in our roles. Without Strata, I question how effective each authority would have been during the pandemic, would we have been able to rapidly disperse our staff to a home working model, would we have been able to set up community hubs and create new forms to allow citizens and business to submit claims?

The Strata team have faced the challenges with vigour, focussing on the work needing to be done, working with the authorities to prioritise work at short notice, helping the authorities to procure new IT kit when needed, able to react and respond quickly to changing demands.

We all see IT as key to our continued success as authorities and I ask whether if we look back five years, could we have done this alone, or have, in partnering together to create Strata, we've been able to react confidently to the crisis and in reality fared much better than a large number of private and public organisations.

However, we can't now stand still in terms of IT, we've experienced what can be achieved through the strategic visioning, through structured and intelligent investment, and in developing a capability in Strata that can react to change. Working together in the spirit of partnership, I feel we will come out the other side of Covid much stronger, more adaptable, more flexible, yet probably more dependent on IT and the value it brings more than we ever have before.

Chairman

## Business Plan - Timescales and 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 latest version of the Strata Business Plan will be as follows:

Stage	Resource Required	Target Date
Strata Management Team Planning Workshop	Strata Managers	W/C 21 <sup>st</sup> Sept 2020
Strata Board and Strata Management Team Business Plan Discussion	Strata Board Members Strata Managers	W/C 5 <sup>th</sup> Oct 2020
Initial Meeting with Strata Client Leads to discuss Authority IT Strategy and IT requirements for 2021/22	Strata Managers Strata Client Leads	W/C 12 <sup>th</sup> Oct 2020
Send Chairman and Finance Director statements out for review / update.	David Hodgson Simon Davey IT Director	W/C 12 <sup>th</sup> Oct 2020
Business Plan Template Creation	IT Director	W/C 12 <sup>th</sup> Oct 2020
Strata Service Line Heads Draft Content Submission Managers to discuss Business Plan with Team Members	Strata Managers	W/C 26 <sup>th</sup> Oct 2020
Draft Business Plan Created and Circulated to Management Team and Board	IT Director	W/C 2 <sup>nd</sup> Nov 2020
Business Plan Review Session 1	Strata Board Members Strata Managers	W/C 16 <sup>th</sup> Nov 2020
Amendments Incorporated and Business Plan circulated to Client Leads	IT Director	W/C 16 <sup>th</sup> Nov 2020
Review Session 2	Strata Board Members Strata Managers Strata Client Leads	W/C 23 <sup>rd</sup> Nov 2020
Amendments Incorporated	IT Director	W/C 23 <sup>rd</sup> Nov 2020
Draft Business Plan Shared with the three authorities	IT Director	W/C 30 <sup>th</sup> Nov 2020
Business Plan Shared with JSC / JEC	Strata Board Strata IT Director	W/C 14 <sup>th</sup> Dec 2020

## Business Plan Summary

This updated Business Plan has been compiled to provide a high level review of the last six years and to lay out a 'vision and plan' for the next 12 months (from 1<sup>st</sup> April 2021) in order to better support the needs of the three authorities. The original business case compiled in 2014 and subsequently reviewed and updated annually, has provided a firm basis on which Strata has been able to operate. As we have moved forward, it has been apparent that whilst we can all share a long term vision and plan, we also need to have a flexible and adaptable approach to IT service provision, enabling rapid reaction as priorities change and this has been particularly apparent during the Covid-19 pandemic.

The Business Plan for 2020/21, was developed to deliver a more 'customer focussed' approach to Strata's work, yet still delivering against the original objectives of reduced risk, reduced cost and the creation of an environment to support change. The aim of last years' plan was to provide and facilitate products and services which:

- Supported the Transformational Agenda of Each Authority
- Delivered Cost Effective, Tangible and Measurable Business Value
- Offered the opportunity to commercialise key Strata propositions
- Provided a Flexible, Reliable, Secure, Scalable and Modern IT platform

We feel that 2020/21 was a coming of age for IT and in particular Strata. Through the core objectives defined in the original Strata Business case and onward into the customer focussed model, firm building blocks have been laid down to ensure that even during the challenging time that we find ourselves in, the authorities have been able to continue to operate with the knowledge that they have a reliable IT environment delivered and supported by a business they own and staff they know and hopefully trust.

As we move forward into 2021, Strata needs a plan that can support the continued evolution of the authorities, a plan that can enable Strata to adapt rapidly to changing situations driven by the need to better support citizens. The plan needs to be able to rely on solid IT fundamentals, that now deliver a stable operating environment, yet embraces the need for the deployment of new technologies, especially one's which are demanded not only by the three authorities, but also by partner organisations. Whilst we feel that we have responded very well during the crisis, the ability to research and deploy new technologies rapidly has proven challenging. We simply haven't had the resources available to meet with the new demands driven by Covid whilst delivering the business as usual services to keep the authorities working, these issues has led to a degree of frustration both internally within Strata and externally within the authorities as getting work done has in some cases, just taken far too long. However, simply recruiting additional staff is not an option as budgets are stretched and it takes time to get resources up to speed.

Hence the challenge for 2021/22, is how Strata continue to deliver the level of services it currently does, in an environment which is constantly changing, with greater demand for savings, but with a far higher demand on resources, and an end user community which now relies so heavily on IT that any downtime is simply not acceptable. It will certainly be a fine balancing act in 21/22 if the momentum and success of Strata is to be sustained.



In reaching out to the three authorities, it is clear that there is developing a lot of 'pent' up requirements in relation to IT, and these requirements need to be analysed and prioritised as current resource levels would not permit all this work to be undertaken and delivered during 21/22.



Therefore, what will be critical is that Strata needs to have the flexible resources and a supporting business model that is able to react to constant demand but also continual change. There needs to be an understanding that Strata will be able to flex current resources as demand changes, but that the partner authorities need to be planning and prioritising where they see IT being able to be used to drive efficiencies and greater levels of digital customer interaction, especially in a market where budget is under constant pressure.

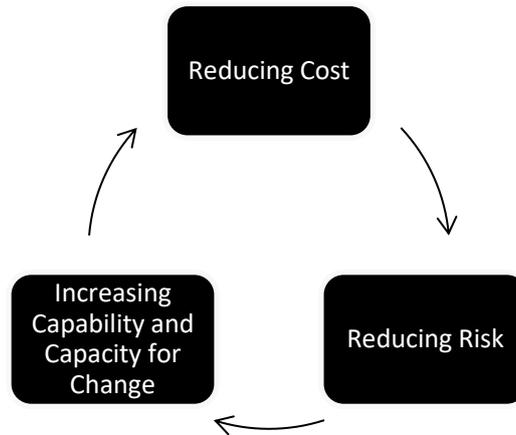
Whilst we are proud of what we have achieved over the last six years, the value that we have delivered and how we have enabled the three authorities to move forward, we understand that the world is now changing, the reliance on IT is high, and there is an expectation that IT needs to be flexible and adaptable and capable of rapid change.

The 2021/22 Business Plan aims to provide a firm platform to support this new way of working, with a greater degree of awareness of the needs of the three authorities, a better understanding of what's happening in the public sector and an ability to accommodate and adapt to change. The plan needs the support of all four parties to ensure success. It is in reality, a true partnership model, whereby each party benefits from the investment of the others, and whilst at times it may appear that one party is pulling on the resources more than another, it has to be understood that all gain through this model, and the upside to having Strata far out weights any potential downside.

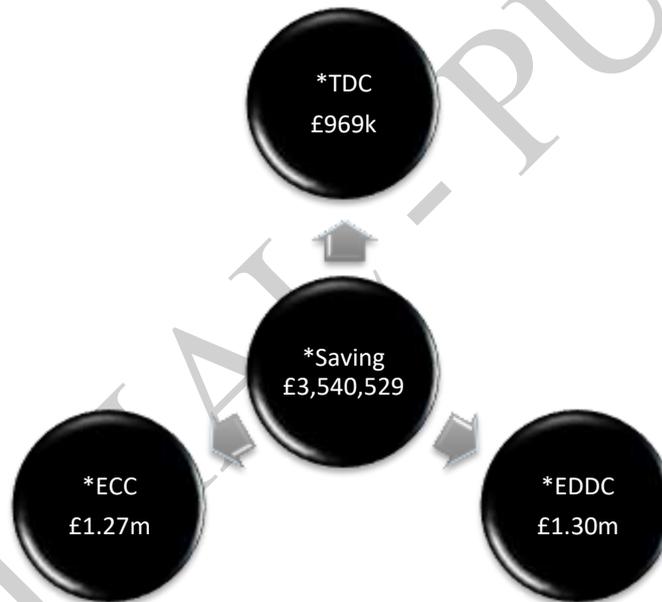
  
**Laurence Whitlock**  
**IT Director**

## Core Strata Objectives

From the outset, Strata have been focussed on the successful delivery of IT services against three core primary objectives. During each year and as part of the Business Plan we review where we have performed against each of these objectives:



### Objective 1 – Reducing Cost



The table below shows the predicted savings mapped against actual savings.

Year	2015 / 2016	2016 / 2017	2017 / 2018	2018/2019	2019/2020	2020/2021	Total
Predicted Savings 16/17 Business Plan	£262,098	£20,000	£252,836	£381,961	£593,693	£698,293	£2,208,881
Actual Savings	£232,000	£100,000*	£565,000	£620,000	£1,073,529	£950,000	£3,540,529*
Performance Above Target	(£30,000)	£80,000	£312,164	£238,039	£479,836	£251,707	£1,331,648

\*Based on expected savings for financial year 20/21

Hence, from a cost saving perspective, the Strata model is working well. Savings are considerably above original estimates.

## Objective 2 - Risk Reduction

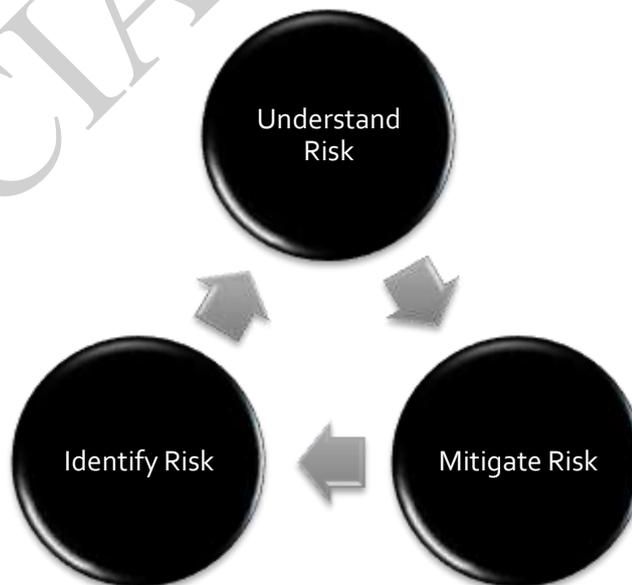
As with any IT Service, there is a degree of risk, especially in very complex environments. The deployment of the Global Desktop environment has been proven to support the remote working of users, and during Covid, this has removed the reliance on officers needing to be in the office in order to perform their function. The larger Strata resource pool has meant that the authorities are far less exposed to staff changes and losses and Strata has been able to respond to changing demand.

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 PSN level of accreditation, however, the cyber threat is ever present. There has been considerable work on the creation of Business Continuity plans in conjunction with the three authorities.

Moving to a set of converged systems, has enabled a higher degree of resilience to be available within the team supporting the deployed applications, also this has developed a good knowledge base (WiKi) to be created. This approach has proved very valuable especially in relation to 'accessibility' ensuring that all three authorities are delivering 'accessible' web sites in line with Government guidelines.

A risk programme was initiated within Strata to better manage the exposure to risk that the three authorities face in relation to the IT service delivered by Strata. The 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.

There will always be risks associated with the delivery of IT Services, but Strata aim to identify, understand and mitigate these risks whenever and wherever possible. We aim to follow the **Identify, Understand** and **Mitigate** risk methodology triangle.



### Objective 3 - Increasing Capability and Capacity to Change

The technology change programme which Strata has been delivering for the last five years, has been challenging and complex, however, it now enables a much more flexible approach to change.

The level of technical capability now exists within Strata to work to support the changes being demanded by the three authorities. Better prioritisation of workload by the three authorities through the IRB structure ensures that changes are prioritised in line with business needs, although it should be stated that Strata resources are stretched and the lead time for the delivery of Service Requests and BCR's is longer than we feel ideal, however this is primarily down to the high levels of demand.

The organisational structure of Strata is aligned to the needs of the three authorities. Each Strata team is organised with a reporting structure that feeds into the overall success of Strata. The key challenge Strata always faces is ensuring alignment across the five teams and ensuring the levels of demand can be managed based on the business as usual needs of the three authorities and the change programmes which the authorities wish to implement. The creation of the IT Solutions Delivery team is proving effective in ensuring that the alignment across Strata teams keeps projects on track and that desired outcomes are achieved in the timeframes required.

Using data analysis technology such as [REDACTED] is helping Strata to better understand its capacity and capability commitments and to forward forecast resource availability.

#### Core Objective Summary

If we grade the performance of Strata against the original business objectives, it is felt that Strata has certainly delivered and exceeded in all areas. Cost savings have 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 despite high demands pulling on available resources.

However, there is a still a lack of a detailed transformational information or IT strategy by the three authorities, therefore, Strata has to date delivered what it felt was needed rather than delivered against the defined needs of the authorities. Therefore what is critical is for the authorities to more clearly define where they are going and how they need IT to support this direction of travel and to prioritise the areas where they need Strata to focus.

## Current Financial Status of the Company [REDACTED]

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 each year since 2017/18. As the following table 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 [REDACTED] 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 six 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 five 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. Without the Pension Scheme the **Balance Sheet would be positive** with net assets of **£0.564 million**.

### Internal Audit

In addition, Strata uses [REDACTED] to provide an internal audit service. The latest assurance report for 2019-20 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, and still improving.

## Savings

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

		Capital Expenditure Savings	Projected Revenue Savings (2017 BP)	Actual / projected Revenue Savings (2020 BP)	Variance
2015-16	Year 1	(443,932)	(262,098)	(232,000)	30,098
2016-17	Year 2	(312,522)	(20,000)	(100,000)*	(80,000)
2017-18	Year 3	(358,222)	(252,836)	(565,000)	(312,164)
2018-19	Year 4	(459,609)	(381,961)	(620,000)	(£238,039)
2019-20	Year 5	(129,300)	(593,653)	(1,079,941)	(£479,836)
2020-21	Year 6	867,962	(698,293)		
2021-22	Year 7	(138,000)	(773,626)		
2022-23	Year 8	(9,884)	(767,313)		
2023-24	Year 9	(196,902)	(789,680)		
2024-25	Year 10	(374,300)	(824,040)		
<b>Total</b>		<b>(1,554,709)</b>	<b>(5,363,500)</b>		

## 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. The forward forecast for funding is as shown in the table below

	2021/2022	2022/2023	2023/2024	2024/2025
EDDC	2,695,484	2,765,908	2,838,174	2,912,331
ECC	2,297,524	2,357,688	2,419,430	2,482,792
TDC	1,954,251	2,005,417	5,057,926	2,111,811
<b>Total</b>	<b>6,947,259</b>	<b>7,129,014</b>	<b>7,315,530</b>	<b>7,506,934</b>

\* Forecast standard contract payments only (does not include mobile phones / recharges for staff directly employed on behalf of one Council, or new software or infrastructure solutions not included in the original plan). Based on 1.1% RPI (in 2021-22 and 2.7% beyond) and 2.5% increases in salaries.

In addition, the following income will be received:

	2021/2022	2022/2023	2023/2024	2024/2025
Document Centre Recharges	7,244	7,319	7,397	7,477
Mobile Tariff Access Recharge	146,000	146,860	147,729	148,606
New Items acquired by Councils in 2019-20 and 2020-21 (to date).	140,923	144,728	148,636	152,649

## SWOT Analysis of Strata Business

As part of the annual Business Plan process, Strata look at the organisations Strengths, Weaknesses, Opportunities and Threats. This review enables the Board and Management Team 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, Strata would not be able to successfully grow and develop as a business. Also understanding the core strengths of Strata’s enables us to understand and articulate our true value proposition.

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

<p><b>Strengths</b> (what we do well in partnership with the three authorities)</p>	<ul style="list-style-type: none"> <li>• Strata ‘keep the lights on’</li> <li>• Strata do most things well</li> <li>• Low staff attrition and absenteeism</li> <li>• Ability to deliver above target savings</li> <li>• Strata staff have a high degree of knowledge and capability</li> <li>• Strata has a stable and effective management team</li> <li>• High level of protection against cyber threat</li> <li>• Good financial management and diligence</li> <li>• Availability of detailed reports via an online portal</li> <li>• Good level of understanding of the costs associated with the delivery of the IT Service</li> <li>• Strata model compares favourably through high level benchmarking</li> </ul>
<p><b>Weaknesses</b> (What we could do better in partnership with the three authorities)</p>	<ul style="list-style-type: none"> <li>• Perception that the existing shareholder agreement no longer reflects the needs of the three authorities</li> <li>• Limited IT visioning or needs analysis coming from the three authorities, Strata expected to be reactive, without any clear authority lead IT Strategy</li> <li>• Ability to flex resources based on demand, when demand exceeds resource availability.</li> <li>• Lack of roadmap knowledge on installed products and solutions</li> </ul>
<p><b>Opportunities</b> (What we could achieve by working more closely with the three authorities)</p>	<ul style="list-style-type: none"> <li>• To create a shared IT vision across the three authorities but this needs engagement and a joint desire to create this vision as a partnership.</li> <li>• Create a vision forming partner driven IRB function to inform strategic thinking</li> <li>• Drive out more value from IT investments</li> <li>• Providing an IT environment that enables the rapid deployment of new and relevant technology</li> <li>• To gain greater knowledge on new technologies</li> <li>• Demonstrate the ‘Value for Money’ that Strata delivers</li> </ul>
<p><b>Threats</b> (What challenges Strata might face over the next five years)</p>	<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.</li> <li>• A major incident rendering the three authorities unable to deliver service for a prolonged period of time</li> <li>• Lack of relevant Strata resource to deliver against the transformational needs of the three authorities</li> <li>• Lack of a clear IT Strategy for each of the three authorities meaning that Strata don’t understand the direction of travel of the authorities.</li> <li>• One of the partner authorities choosing to take a different direction in terms of IT than the other two authorities leading to Strata needing to deliver a two tier IT platform / service.</li> <li>• Lack of understanding of the Strata value, and a constant need for Strata to demonstrate its value.</li> <li>• Some grey lines exist in areas of responsibility between Strata and the three authorities</li> <li>• Need resource from the authorities to support projects for UAT, etc.</li> </ul>

## Addressing the Needs of the Three Partner Authorities Need

Strata have reached out to the three authorities to enable each authority to state what they feel they need Strata to help to deliver and to achieve. The responses received have then been mapped against one of four key themes. These themes are Process, Systems, Knowledge and Governance.

### TDC Business Plan Requirements

Requirement Ref	Strategic Requirement	Priorities	Solution
TDC21001	Mobility of staff-ability of staff to work anywhere and have the same user experience and access to resources to enable them to work productively	<ul style="list-style-type: none"> <li>Remote access across all line of business systems including access to data</li> <li>Robust video conferencing facilities</li> <li>Full collaboration tools both internal to the Council and external with partners</li> </ul>	<ul style="list-style-type: none"> <li>Implementation of Office 365 and clear roadmap for deployment</li> <li>Cloud</li> <li>Unified access gateway?</li> <li>Online forms for internal processes</li> <li>File migration to</li> </ul>
TDC21002	Ensure we can demonstrate VFM from shared IT service	<ul style="list-style-type: none"> <li>Clear understanding of Strata's costs and savings including comparison with others</li> <li>Understanding what each part of the IT service costs e.g. infrastructure, business systems</li> <li>Ability to demonstrate VFM to members</li> </ul>	<ul style="list-style-type: none"> <li>Financial analysis of costs</li> <li>Benchmarking</li> </ul>
TDC21003	Develop a data driven organisation	<ul style="list-style-type: none"> <li>Intelligent reporting of performance against Councils strategic objectives across service area</li> <li>Easy and ready access to data by enabling staff to extract data from their line of business applications</li> <li>Development of dashboards</li> </ul>	<ul style="list-style-type: none"> <li>Development of common data model/strategy</li> <li>Creation of regular data extractions from multiple line of business systems</li> <li>Development of staff skills in TDC to create dashboards</li> <li>Clear understanding of TDC and Strata's role in relation to data access, extraction and building of dashboards</li> </ul>
TDC21004	Creation of a digitally empowered workforce	<ul style="list-style-type: none"> <li>Review current levels of staff IT skills</li> <li>Develop training to meet needs</li> </ul>	<ul style="list-style-type: none"> <li>Develop skills plans</li> <li>Development of Training courses aligned to</li> </ul>
TDC21005	Creation of 24hour digital service for customers placing them at the centre of design of digital services	<ul style="list-style-type: none"> <li>Development and implementation of systems with customer feedback at the heart of the process</li> <li>Iterative and agile development to enable customer feedback loops improve systems and processes</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing development of platform and process mapping involving customers to ensure their feedback is taken into account prior to and during the development of systems</li> <li>Testing plans to include customer involvement</li> <li>Single view of the customer</li> </ul>
TDC21006	Governance	<ul style="list-style-type: none"> <li>Review and improve strata governance</li> </ul>	<ul style="list-style-type: none"> <li>Develop lines of responsibility</li> <li>Develop a service catalogue</li> <li>Road map agreed</li> <li>Further strategic support</li> </ul>

## EDDC Business Plan Requirements

Requirement	Requirement Ref.	Solution	Theme
It is evident from discussions with SMT colleagues and my team that we really need [REDACTED] place for all our staff now – could this be acc [REDACTED]	EDDC21001	[REDACTED]	Systems
Hybrid meetings / web casting from the chamber and the need to implement and run these.	EDDC21002	Hybrid Meetings	Systems
Sharing of Officer calendars with Cllrs	EDDC21003	Calendar Sharing	Systems
We should be embracing technology across all of our services to improve efficiency and deliver what the resident wants as quickly as possible.	EDDC21004	Better use of Technology	Knowledge
Developing and expanding the [REDACTED] app, I appreciate [REDACTED] product but requires Strata input.	EDDC21005	[REDACTED]	Systems
better use new technology, to include: <ul style="list-style-type: none"> <li>• AI bots – Use in planning, revs and bins and recycling</li> <li>• Tap to donate in Parks and Countryside</li> <li>• CSC and interaction with social media – we need to tool up as an organisation to meet contacts from residents in the way they want. Social media should be integrated into CSC.</li> </ul>	EDDC21006	Better use of Technology	Systems
Having more services available through the [REDACTED] - Some of our high transactional work is not reflected in the app at all. For example; unable to pay your council tax. There will be other examples of work that we can put through the app and alongside that the use of chatbot, etc.	EDDC21007	[REDACTED]	Systems
Development of the [REDACTED] system with better integration of processes, management dashboards, etc. Despite services going onto [REDACTED] we don't have a management dashboard so unable to use data to drive out waste and inform decision making, etc. I feel that we are only scratching the service with [REDACTED] with many aspects that we're not using or even know exists. Understanding our direction of travel in relation to this as I know we are looking at having one move form that will then hit all the back office systems. Moves is one of our highest transactions that we process each week (approximately 100 moves a week) but I feel our current trajectory will mean that we don't get to this for a number of years.	EDDC21008	[REDACTED]	Systems
[REDACTED] - revisit this technology. Having had this rolled out to parts of the council there is still so much functionality that we're not using as the priority was to get everyone moved onto [REDACTED]. For example; more calls to be handled through automation using things like AI, getting a customer to go through security/automatic authentication before the call is presented to a member of staff so that a human doesn't need to do that and then getting the account number uploaded into our system automatically (this is something we saw being demonstrated when we purchased [REDACTED]). Taking payments to be directed to the payment line rather than staff handling them.	EDDC21009	[REDACTED]	Knowledge
A high percentage of calls coming into customer services are switchboard type calls and these need to go direct to services and we need to revisit the technology to see how we automate this demand to reduce double handling. I started looking at this before COVID but has been delayed. This would need Strata's involvement.	EDDC21010	[REDACTED]	Systems
[REDACTED] All our printing was supposed to be going through [REDACTED] as part of moving to Honiton. This work has ground to a halt and needs to be moved forward. This should be done as part of reducing the amount of paper we use by sending more documents electronically.	EDDC21011	[REDACTED]	Process
There are a number of areas where we've invested in the technology, the initial focus is all about getting it rolled out to services but then this is never revisited to make sure that we're getting the best out of the product or tapping into the added value parts as that doesn't tend to form part of an initial project. The telephony system is a really good example of that where we've almost replicated how things worked the existing way without now looking at how we can make it better using functionality that we're likely to have already purchased.	EDDC21012	[REDACTED]	Knowledge

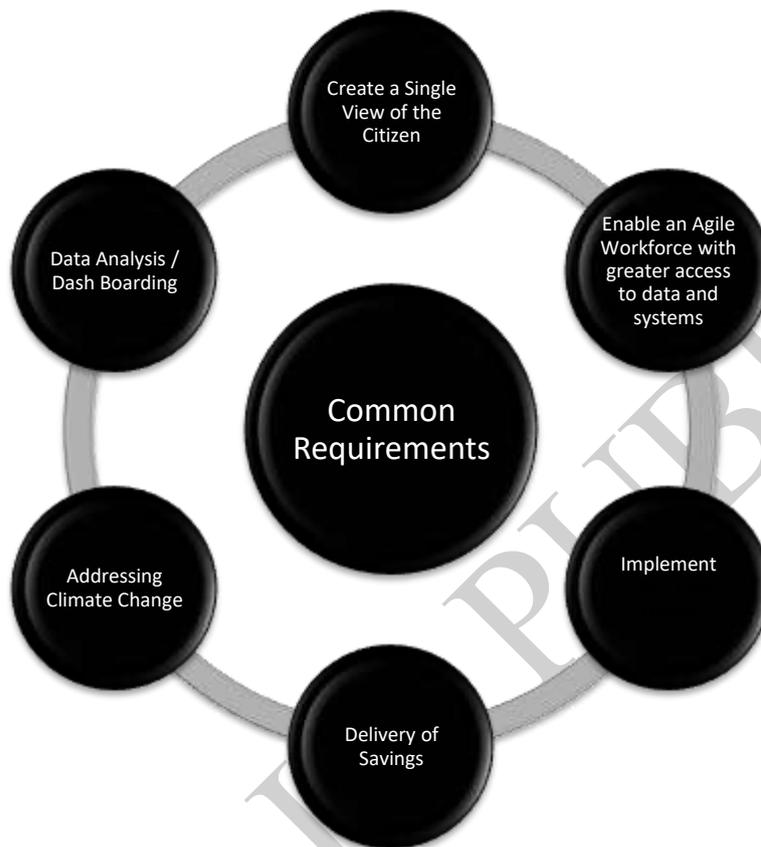
██████ – revisiting this, health check to make sure we are using it in the best way, getting onto the latest release, use of workflow, data protection issues (we are holding onto data for longer than we should which has now been outstanding corporately for a few years now - supposed to have been done back in the spring but because of COVID it's obviously got delayed).	EDDC21013	██████	Knowledge
██████ sundry debts – need to move this forward and for this to be prioritised.	EDDC21014	██████	Systems
I feel we need to focus more on the investments we have already made by getting them to work much better and tapping into all the functionality that we often don't know even exists because we're don't that capability exists. For example; we need to better understand what ██████ can do so we can tap into that. A frustration from my staff is that they are asked to specify the process for example how e-billing needs to work without knowing how ██████ works so there could be a better way of designing the process because we are constrained by the systems.	EDDC21015	██████	Systems
Overall I feel there is some consolidation that needs doing and savings to be made without significant investment.	EDDC21016	Systems Consolidation	Knowledge
Chatbot is something we have discussed at our DMT today as essential to progress and we need to pick this up in Karen's absence as she had identified with me that trees should be part of pilot work.	EDDC21017	Chatbots	Systems
Also need to roll out contactless payment infrastructure – we need this on some of our LNRs e.g. Wetlands where we took donations via cash that isn't happening but we can create contactless payments sites on the site.	EDDC21018	Payment Systems	Systems
Need to properly review our on line booking work and does ██████ actually deliver what we want for our public events programme across all my areas. ██████s proving to be exceptional at the manor Pavilion theatre. This could help us with income generation and ability to produce data reports to help with our marketing of these areas.	EDDC21019	██████	Systems
Explore how we can set up on our website mechanising sales – this is for the THG and Countryside where we sell variety of gifts that with COVID world we need to put online (will involve Finance to take payments) as our venues remain partially closed. Again it's reacting to the "new normal".	EDDC21020	Online Sales	Systems
SMT+ support....need to be fully functional with ██████ ASAP but having this will really help with conducting meetings, holding reports and sharing info – this reflects our new way of working and should be an absolute priority in view that we will be primarily a homeworking organisation.	EDDC21021	██████	Systems
I am getting pressure from my Climate Action Portfolio Holders to have a climate change website/climate newsletter like Leeds. This would be a major job and well beyond my abilities.  <a href="https://www.leedsbyexample.co.uk/">https://www.leedsbyexample.co.uk/</a> <a href="https://content.govdelivery.com/accounts/UKLEEDS/bulletins/2988d4c?reqfrom=share">https://content.govdelivery.com/accounts/UKLEEDS/bulletins/2988d4c?reqfrom=share</a>  This is probably Strata and our new Digital Communications Officer, but I want to say I have put this forward for consideration.	EDDC21022	Climate Change	Governance
A more transparent system for attributing resource to BCRs, visibility of BCR queue on dashboard as we used to have.	EDDC21023	BCR Process	Process
Agreed method for assigning design resource based on something tangible, not an individual's opinion, again with visibility of queue	EDDC21024	Design Work Queue	Process
More resource for business improvements such as critical BCRs	EDDC21025	More IT Resource	Process
Completion and full integration of ██████ tools across the council.	EDDC21026	██████	Systems
More agile implementation of software improvements such as Events Bookings, Beach hut self-service and DTE replacement.	EDDC21027	Agile Implementation	Process

## ECC Business Plan - Requirements

Requirement	Requirement Ref.	Solution	Theme
Review Strata supply chain to identify suppliers who have got Climate Change built into their long term vision	ECC21001	Climate Change	Process
Implementation of Single View of the Customer through the [REDACTED] platform	ECC21002	Single View	Systems
Helping the council become more transparent through effective dash boarding. Data extraction and [REDACTED] dashboards, including external visibility	ECC21003	Dash Boarding	Systems
Deliver on IT related savings	ECC21004	Savings	Governance
Provision of ICT support for the Organisational Development Programme, including the unified contact centre and the introduction of AI and bots	ECC21005	AI / Chatbots	Systems
Provision of robust video conferencing facilities for officers and members with appropriate ICT equipment	ECC21006	AV	Systems
Focus on [REDACTED] processes that deliver savings and generate income	ECC21007	[REDACTED]	Processes
Implementation of [REDACTED] including effective data management and storage	ECC21008	[REDACTED]	Systems
Updates to the financial management system	ECC21009	[REDACTED]	Systems
Delivery of Strata's contribution to the Net Zero Exeter 2030 Plan	ECC22010	Climate Change	Process
Future scoping and support with identifying our needs	ECC21011	Futures	Knowledge

## Common Requirement Themes

Having reviewed the requirements of all three authorities, there are six common requirement themes which have emerged, these can be summarised as:



In creating this Business Plan, Strata is looking to work with the three councils to deliver against these six common requirements during 21/22

## Requirements Delivery Value Matrix

Using these identified requirements, we have them mapped against four metrics to enable the authorities to decide which of the requirements they wish for Strata to focus on, as given resource levels there is simply no way that Strata can deliver against every identified requirement:



$$\text{Complexity} + \text{Cost} + \text{Resource} = \text{Effort}$$

The table below maps the requirements based on Complexity to Deliver, Cost, Resource Requirements and Value to the authorities. Each requirement is given either a RED, GREEN cell for each metric. We would be looking for the councils to advise on the value to the authorities of each requirement.

Using the tool below, the ideal world is that for a particular requirement each cell is green, these should be seen as potentially quick wins, the red cells, the more challenging it will be for Strata to deliver against the requirement, but this is where the authorities will need to work together to prioritise work, as there needs to be an educated and informed balance of work, resources don't exist to deliver against every requirement.

Cost of Delivering Against Identified Authority Requirements - Prioritising Work					
Authority Requirement	Strata Team	Complexity to Deliver Red - High Green - Low	Cost to Deliver Red - High Green - Low	Resource Requirement Red - High Level Green - Low Level	Value to Authorities Red = Low Value Green = High Value
Climate Change	IT Solutions Delivery	Awaiting clarification from the authorities on climate change vision			
Deliver Savings	Core	Red	Green	Green	
[REDACTED]	Infrastructure	Red	Red	Red	
[REDACTED]	Infrastructure	Red	Green	Red	
Hybrid Meetings	Infrastructure	Green	Green	Green	
Benchmarking	Core	Green	Red	Green	
Artificial Intelligence	Business Systems	Requires scope of requirements from the authorities			
Improved Governance	Core	Green	Green	Green	
Corporate Dash boarding	Business Systems	Red	Red	Red	
Collaboration Tools	Infrastructure	Red	Red	Red	
Less Rigid Process	Business Systems	Green	Green	Green	
Additional Consolidation of Systems	Business Systems	Red	Red	Red	

Support of Remote Working	Infrastructure				
Chatbots	Business Systems	Requires scope of requirements from the authorities			
Improved System Knowledge	All				
Flexile Strata Resource	All				
Sweat the IT Investment	All				
Better Use of [REDACTED]	Infrastructure				
More System Integration with Social Media	Business Systems	Requires scope of requirements from the authorities			
IT Visioning	All				
Improved Levels of IT Training	IT Solutions Delivery				
Maximise Value From IT Investments	All				
[REDACTED]	Infrastructure				
Better Tools For Data Extraction	Business Systems				
Improve Knowledge of [REDACTED]	Infrastructure				
Alexa Skills	Business Systems				
Management Dash boarding	Business Systems				
[REDACTED] rinting	Document Centre				
New Finance System	Business Systems				
Furthe [REDACTED] evelopment	Business Systems				
Tap to Donate	Business Systems				
Online Booking Systems	Business Systems				
More BCR Transparency	Business Systems				
Contactless Payments	Business Systems				
Defining Responsibilities - Authority v Strata	Core				
Helping Councils become Intelligent Clients	Core				

Please Note: whilst Strata resource is limited to deliver against each one of the identified requirements, what will be of critical importance is that each authority allocates adequate and suitably skilled resource in support of all activities which it is agreed become priorities to deliver. These resource demands need to be built into the each authorities individual service plans and need to be considered in advance of a project or programme of work being commenced as failure to assign authority resource may lead to project failure with key success tasks such as User Acceptance Testing not being undertaken.

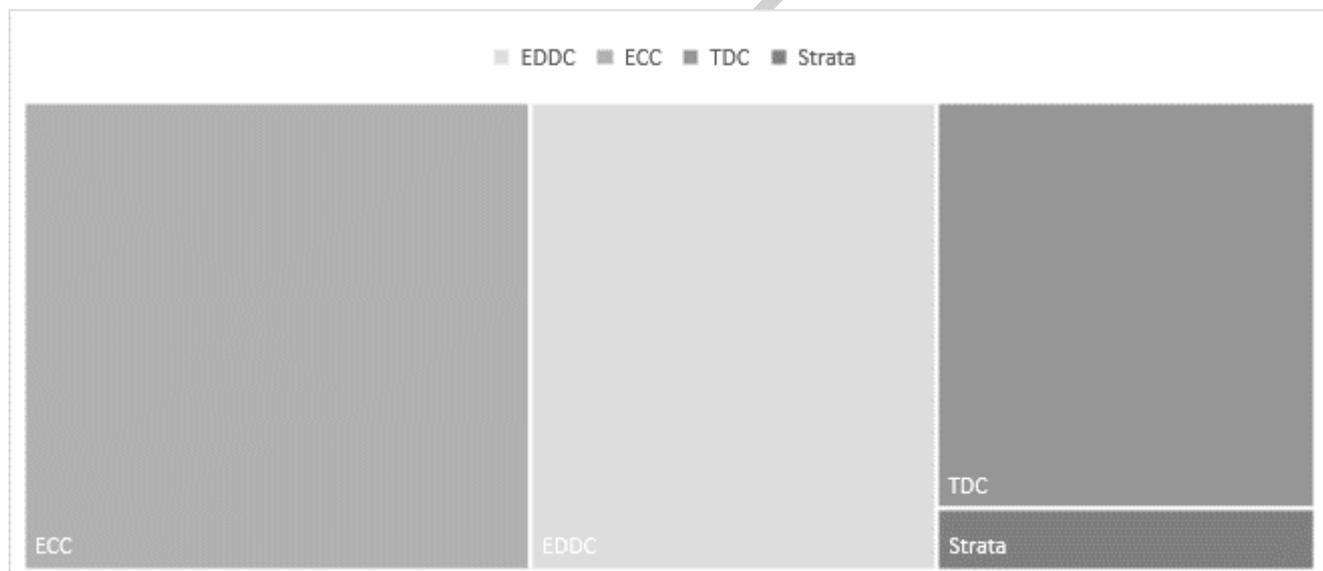
## Authority Employee Spread & IT Proliferation & Demand

It is important to note that since Strata was founded, the total number of IT users across the three authorities has increased by circa 12.5%. This increase has led to an inevitable increase in the amount of technology being deployed to support the day to day running of the three authorities. On average an officer now has 1.8 devices, as opposed to 2014 when the average was circa 1.3 devices, there are now over 3500 devices being used across the three authorities.

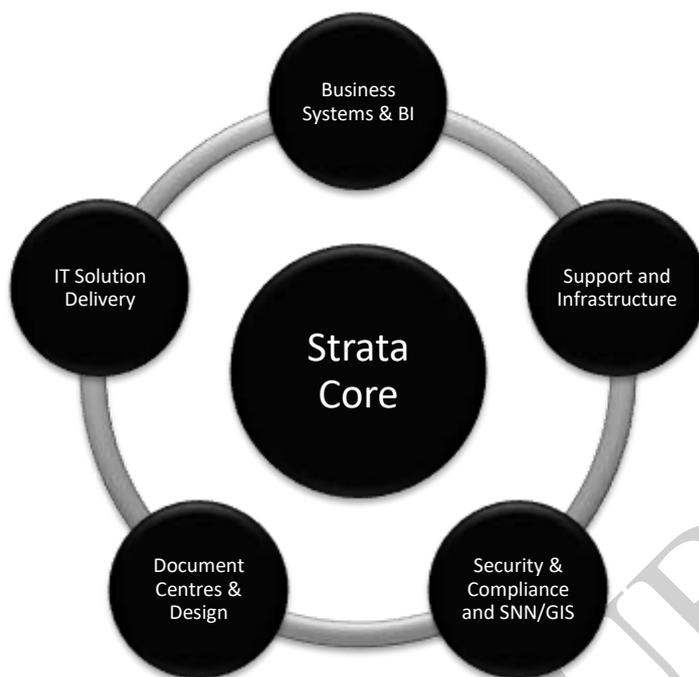
Authority	Number of Active IT users September 2020	Cllrs
East Devon District Council	█	60
Exeter City Council	█	40
Teignbridge District Council	█	47
<b>Total</b>	<b>1828*</b>	

\*It should be noted that whilst the level of FTE has possibly reduced, active IT users also includes contractors, temps and volunteers

In addition to the above numbers, Strata have █ active IT users.



## Strata - Five Distinct Business Units Centred Around a Core Function



Through the creation of these five business units, Strata is able to manage costs (in terms of staff and product and service spend) far more effectively. This model enables a 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	FTE
Core	■	■
Infrastructure and Support*	■	■
Security and Compliance and SNN/GIS	■	■
Document Centres (restructure)	■	■
Business Systems & Business Intelligence (inc. fixed term contract staff)	■	■
IT Solution Delivery (inc. fixed term contract staff)	■	■
<b>Total</b>	<b>70</b>	<b>67.1</b>



Core	Infrastructure and Support	Document Centres	Security and Compliance	Business Systems and Business Intelligence	IT Solution Delivery
<ul style="list-style-type: none"> <li>• Financial reporting</li> <li>• Invoice processing</li> <li>• Governance</li> <li>• Performance Reporting</li> <li>• Health &amp; Safety</li> <li>• Business Plan</li> <li>• Business Administration</li> <li>• Staff Wellbeing</li> <li>• Value for Money</li> <li>• Benchmarking</li> </ul>	<div style="background-color: black; width: 100%; height: 100%;"></div>	<ul style="list-style-type: none"> <li>• Scanning</li> <li>• Document processing</li> <li>• Post Fulfilment</li> <li>• Print</li> <li>• Graphic Design</li> <li>• Consumables</li> <li>• Digital Mailroom</li> <li>• Procurement</li> </ul>	<div style="background-color: black; width: 100%; height: 100%;"></div>	<div style="background-color: black; width: 100%; height: 100%;"></div>	<ul style="list-style-type: none"> <li>• IT Training</li> <li>• Project Management</li> <li>• Client Engagement</li> <li>• Climate Change</li> <li>• Supplier Management</li> </ul>

## Core Team Service Plan – *Laurence Whitlock*

### Structure

At the centre of the Strata Business is the core team which comprises the IT Director and the Office Manager.

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 Office Manager** function provides both Personal Assistant, Financial support to the Strata board and business whilst also acting as the Health and Safety lead and events co-ordinator.

	IT Director	Office Manager	Total FTE
Strata Core	1	1	2

### Objective

The objective of the Strata Core team is to oversee the 'day to day' operation of the Strata business. To ensure that finances are kept up to date, that staff are kept safe and engaged, that the Strata board operates in line with good business practice, that the annual Business Plan is delivered and that Strata works to deliver the forecasted savings.

### Priorities

- During 2021/22, resolving the long standing matter of reviewing and clarifying the role of the Joint Executive, Joint Scrutiny and Strata Board will be a key priority. This should address any misunderstanding in the roles of the various committees + provide critical scrutiny of IT, especially as the authorities emerge from Covid into a 'new world' which is highly dependent on IT to deliver services.
- Deliver regular updates to all Strata managers on financial performance of each service line to ensure forecasted expenditure and savings are being realised.
- Ensuring Strata staff are kept safe, in an environment which is conducive to producing work of a high quality and with the relevant support mechanisms and management structure in place to address issues if and when they arise.
- The creation of the annual Strata Business Plan is a key objective. This document needs to present the plans for the following 12 months and how the plan address the needs of the three authorities. IT also needs to set out the financial aspects of the Strata business and forecast future income, costs and associated savings.
- Ensuring that Strata continues to deliver 'value for money' and that the services are benchmarked against other public sector bodies in the UK.

## Action Plan

Action	Required Outcome	Owner	Timeframe
Strata Business Plan	Comprehensive 12 month plan for the Strata business	IT Director	December 2021
Delivery of Savings forecast (TDC21002 & ECC21004)	A signed off set of accounts identifying achievement of the savings forecast	Strata Board	March 2022
Monthly Financial Analysis report (TDC21002)	Delivery of a detailed monthly financial analysis report on costs across all Strata service lines	IT Director	Monthly
Review of Governance (TDC21006)	Paper and associated actions to clarify Strata Governance	Strata Board	April 2021
Undertaking an annual staff survey	Set of metrics measuring Strata staff wellbeing and job satisfaction	IT Director	December 2021
Review Strata 'value for money' (TDC21002)	Document identifying areas where Strata is delivering 'value for money'	IT Director	June 2021
Benchmark Strata against other UK Public Sector organisations (TDC21002)	Creation of a benchmarking analysis to compare the services and costs of Strata against other Public Sector IT organisations.  Look to perform cost module of SOCITM benchmarking study	IT Director	June 2021
Six month Review of Mandatory training	Spreadsheet to show all Strata staff and progress on completing all mandatory training	Office Manager	Sept 2021
Review of Covid 19 measures	Spreadsheet to show all Covid 19 related risks and mitigations	Office Manager	April 2021
Review of Health and Safety procedures and Policies	Spreadsheet to show all H&S procedures and Policies	Office Manager	March 2022
Identify the grey liens between Strata and the three authorities	Review areas of cross over between Strata and the three authorities – work to agreed where the area of responsibility should reside whether within Strata or within the authority.	IT Director	Sept 2021

## Strata Core Business Unit Costs

Year	2021/2022	2022/2023	2023/2024	2024/2025
Staff	157,844	161,703	165,659	169,714
Supplies and Services	90,228	90,954	91,697	93,898
<b>Total</b>	<b>248,072</b>	<b>252,657</b>	<b>257,356</b>	<b>263,612</b>

## Infrastructure & Support Business Unit Service Plan – Adrian Smith

The team comprises of eighteen staff, led by Adrian Smith who has been involved in IT Infrastructure and Support for the last 20 years. Adrian is supported by Sue Langston who is the Service Desk Manager, together they oversee the service most authority staff interact with on a 'day to day' basis, this team looks after all of the critical infrastructure across all sites, and provides the 24/7 365 Service Desk support function.

	Head of Infrastructure & Support	Service Desk Manager	Service Desk Team	Infrastructure Team	Total FTE
IT Solutions Delivery	1				17.6

- \*Recruitment underway to make this 18.6 FTE

### Objectives

The primary objective of this team is split into two clear remits, the Infrastructure side [redacted] and the other being the support team or Service Desk, this team provides 1<sup>st</sup>, 2<sup>nd</sup> & 3<sup>rd</sup> line support to all Authority officers, Councillors and Strata staff, offering a 24/7 365 service.

### Vision

<p><b>Infrastructure Vision</b></p>	<p>The 'vision and roadmap' for the Infrastructure &amp; Support team, is to (where it is deemed 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 increased risk.</p> <p>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.</p> <p>Strata are still committed to investing and improving the 'Strata Cloud' previously having published an 11 step roadmap for investment and upgrades in the provision. These upgrades focus on providing a [redacted] and reliability and performance upgrades and enhancements to the global desktop</p> <p>The current provision is very much to retain ownership and control of the hardware and data, however, with current Cloud offerings becoming more commercially viable [redacted] Strata are undertaking a full review and evaluation of its delivery model, this will review what we do, how we do it, and if it is fit for the next five years.</p>
<p><b>Service Desk Vision</b></p>	<p>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</p>

operates geographically diversely, is available 24/7/365 days a year for emergencies and we have a dedicated third tier team to manage complex problems.

We continue to improve the applications and software that underpin the delivery of the service. Our new modern IT Service management system (ITSM) [REDACTED] brings 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 this platform has significantly improved the way in which we service our end user community.

## Priorities - Strata

### Agile & Flexible working

Currently the two teams work in different ways. [REDACTED]

[REDACTED] The 1<sup>st</sup> Line team is now located at any site where necessary, or working from home, this reduces unnecessary travel, and also gives staff more visibility of staff and locations. 2<sup>nd</sup> & 3<sup>rd</sup> line will continue to operate as normal. 1<sup>st</sup> Line will continue to cover 7am until 5pm.

The infrastructure team are all currently based in [REDACTED]

[REDACTED] Currently the team does not cover specific hours, [REDACTED] The team incurs quite large amounts of overtime and flexi because of the nature of our business we need to carry out work where disruption and downtime are at a minimum.

We had planned to review how the team operated, however this has taken a back seat due to the current Covid-19 situation. We still intend to look at options including:

- 4 day weeks so staff can work later under normal hours

[REDACTED]

- Home working to prevent unnecessary travel and mileage
- Increased use of flexi vs overtime.

[REDACTED] (ECC21008)

[REDACTED]. As we detailed in last year's business case we are expecting a significant cost increase as result of the new [REDACTED] (government negotiated agreement) but also because of the increasing number of users, it is currently anticipated we will have to purchase an additional 100 user licenses. Currently we are expecting our annual [REDACTED] costs to rise by around £100,000 per annum, this increase was included in the forecast figures for the business case and savings so should not impact the projections from last year.

Strata continue to work with our Licencing Authority (LA) [REDACTED] to finalise numbers and prepare the final scope for the tender exercise, it is anticipated we will procure through a framework.

[REDACTED] We have now come to the end of our [REDACTED] Licence Agreement, this is the software that runs all of the servers and global desktop, as well as provisioning apps and managing user data. We are currently working with [REDACTED] on the best option for this, again it is expected that costs will rise in the region of £100,000 again this was forecast and projected in last year's business case.

### Data Centres (TDC21001)

[REDACTED] it will be a significant project, and as such Strata are reviewing this in line with the council's climate emergencies as well as our ongoing cloud evaluation.

[REDACTED]

A capital budget for this work

is included in the capital programme as part of this business case.

### Cloud (TDC21001)

There is currently a large trend within the IT industry to move systems and services to cloud, this traditionally means moving from an on premise capital funded setup, and to a more dynamic revenue driven pay as you go service.

There are pro's and cons' to both models and Strata are continually evaluating both to look towards the future. Currently with this in mind we avoid agree long term contracts or licensing that could be restrictive or prohibitive going forward. When procuring new systems we review the models available, as they may offer a Software as a service (SaaS) model.

Over the next year Strata will continue to work with key partners and providers to evaluate and look at whether it would be in the best interest of the authorities to move deliver models.

### [REDACTED] (TDC21001 and ECC21008)

The rollout of [REDACTED] and the applications it contains has been identified as a key priority by both Strata and the authorities, this will be a significant undertaking by both parties. Pre-rollout there will be some key questions, we'll need to determine if this is to be an IT or authority lead project, will the project have sponsorship from the top level, do the authorities have resource to commit to the project prior to rollout. For the roll out we'll need to carefully plan what kind of rollout we do – do we look at big bang or a structured approach, department to department.

There will need to be significant training undertaken by Strata staff to upskill their knowledge, to enable the deployment and ongoing support of the new platform, this is being looked ready to be undertaken early in 2021. For end users we'll need to look at what training they need and how best to deliver.

It is currently envisaged the [REDACTED] will be delivered in Phases, these phases will include application availability, key integrations, and ultimately complete migration away from legacy systems in some instances. Not everything will be available on day 1 of roll out.

Currently Strata and the authorities will not be licensed for the use of the [REDACTED] this is when our 3 year Microsoft enterprise agreement is renewed, the required licenses will be included as part of the renewal.

### Storage Area Network (SAN)

The current storage area network [REDACTED]

[REDACTED] This is a worst case scenario and with all procurement Strata will work to deliver the best performance, resilience and capacity against the most acceptable cost.

### [REDACTED] Replacement

The [REDACTED] (The network that links all the mains sites together) is partly out of contract and is currently on a rolling monthly term, with only the new links into [REDACTED] under a long term contract. Strata are working with [REDACTED] on an interim measure to bring all the links under a singled contract, at which point we will have a date and time line to begin procurement of a new [REDACTED] and long term contract. While this date may be well into the future the project to scope, procure and install the replacement [REDACTED] will take around 12 months.

## Service Desk

The current structure of the Service Desk has proven to be effective in dealing with and resolving incidents, service requests and problems, in its current structure of tier 1, 2 and 3, recently demand has increased significantly on the team in recent months, specifically following changes in patterns to way authority staff work, and also the reliance and demand for IT continues to increase. As a result of this we are recruiting an additional two members to the team on two year fixed term contracts to address this.

We are now also looking to build on the success of the new ITSM platform [REDACTED] a new customer portal is due, we'll then look to deliver new functionality to improve user interaction and also internal strata process to enable us to work more efficiently.

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.

- Strata are proposing to amend the Service Desk Analyst post to span across two grades and introduce a progression scheme based on technical experience and qualifications, this scheme is currently in use by our counterparts [REDACTED] it encourages development and offers career progression for staff who have been in post long enough to reach the top of their current grade and who show wiliness and the skills necessary to undertake more responsibility and knowledge. It will also bring the salary range in line with the local area.
- Increase the capacity of the 3rd line team by an additional post, this is in response to the number of new systems being introduced that this team is expected to supports. This post will also increase the capacity and capability of the team and help to further reduce the reliance on the Business Systems team to support some systems, hence creating greater project and BCR capacity in the Business Systems team.

The Out of hour's service continues to be an excellent insurance policy for Strata and the three authorities. Following a review of the service, the proposed change is being put forward. Currently Bank Holidays are paid the same rate as a weekend at £50 for the 24 hours. However, Bank Holidays have proved the hardest days to cover, and as a result they have generally been covered by [REDACTED] respectively for Tier 1 & 2. We are now proposing that for the 8 bank holidays through the year the OOH payment is increased to £75 for these days, we are also increasing the payments made to staff in line with the recent cost of living increase applied to staff wages. This small additional cost will be covered from existing funding.

### [REDACTED] (STR21001)

Strata will continue to leverage its investment in [REDACTED] this is the new IT Service management tool kit to gain maximum return on its investment, and this system underpins large parts of the way Strata operate including the Service Desk, the BCR Process, Asses Management, User feedback.

### Hardware replacement Ownership & Funding (STR21002)

Ownership - Currently Strata own all IT assets whether transferred at the inception of the company or items that have been subsequently purchased. The current model requires Strata to fund and replace only standard Base units, monitors, mice & keyboards. Any hardware outside of this, and outside of warranty has to be funded from within the council either through a central project or departmental budget. Where there is a new requirement for any hardware of any kind this again must be funded by the Authority. Strata are not obligated to replace with new items and will make use of spare or surplus equipment prior to purchasing new items.

Funding - This current funding system causes a degree of unnecessary confusion and Strata believe is no longer fit for purpose, following board discussions it has been agreed that any clearly identifiable original budgets that were

solely for the use of hardware replacements be returned to the authority and not given to Strata as part of its base revenue budgets.

It is proposed that as of April 1<sup>st</sup> 2021 any new or replacement hardware that falls outside of a standard warranty replacement or repair given by the manufacture at time of purchase will need to be funded centrally via the councils or via a departmental budget. This will remove any ambiguity over how IT kit is funded. There is no change in the requirement for all IT hardware to be purchase through Strata.

It is proposed to remove the following amounts from the Revenue Budget that each authority provides to Strata

- Exeter City Council = £0
- East Devon District Council = £22,500
- Teignbridge District Council = £22,000

## Authority Priorities

### Carbon neutral (EDDC21022, ECC21001, ECC21010)

All three authorities have declared climate emergencies as part of their core priorities, inline wit this, Strata are working with Exeter University to produce a climate change report that will benchmark our current carbon footprint, along with recommendations on moving forwards, this will then be used in line with the authorities' guidance as to what their expectations and requirements are moving forward. Once we have these we can look at potential options and costs and report these back.

### Hour's allocation for Infrastructure, like Business systems (TDC21002)

Strata will be looking at whether it is practical and advantageous to monitor and record time spent on BCR's & Projects mapped against an authority in the same manner the Business Systems team currently do, we're looking at whether this would be advantageous to do this for the Infrastructure team, to show a breakdown of where time is spent, this could then be used against the current percentage splits to if resource is being used and allocated accordingly. At this point we are not planning to do this for the Service Desk as we can already produce reports on incidents and service requests per authority.

### Collaboration (TDC21001, ECC21008)

One of the priorities of all three authorities, having all expressed interest to improve their ability to collaborate internally and with other 3<sup>rd</sup> parties. as detailed above in the Strata Priorities we believe the deployment of [REDACTED] will achieve this. The deployment of teams and other associated [REDACTED] based software represents a fundamental shift in our current deployment methods. To enable this changes to the main desktop platform the councils use as well as our licensing are all being made to achieve this.

## Action Plan

Action	Required Outcome	Owner	Timeframe
Migration (TDC21001)	All Desktops, Laptops and the Global desktop operating systems need to be migrated to a [REDACTED] environment.	Infrastructure & Support	End of March 2021
Long Term Datacentre, Server & Desktop Strategy	We have now completed the original 5 year Hardware and software strategy relating to the Datacentres and Desktops, Analysis now required to look at the potential options, costs and impacts of various options, including but not limited to Renewal, Replacement and migration.	Head of Infrastructure & Support	End of Dec 2021
In line with the above a detailed analysis of what a Strata Cloud model delivered by a 3rd party vendor would look like is currently underway (TDC21001)	Migration to the cloud is heavily pushed by Vendors and Manufacturers as being the most cost effective option in today's IT Environment, under previous analysis this was not the case however, we are now undertaking a further detailed review with [REDACTED] to again look at this model.	Infrastructure & Support	End of Dec 2021
[REDACTED]	[REDACTED]	Infrastructure & Support	End of Dec 2021
[REDACTED] Renewal or replacement	The current Strata [REDACTED] network is due for renewal and or replacement	Infrastructure & Support	End of Feb 2022
[REDACTED] Renewal or Replacement	The current Strata Managed [REDACTED] network is due for renewal and or replacement	Infrastructure & Support	End of July 2023
[REDACTED] Renewal or replacement	The current Strata [REDACTED] is due for renewal and or replacement	Infrastructure & Support	End of July 2021
Wifi Delivery Model Review	With an increasing demand and need for more agile working there is a need to review the current Wifi delivery model, to factor in resilience, capacity and performance and to future proof it for the years to come.	Infrastructure & Support	End of March 2021
Review the current delivery Model for [REDACTED]	There is a requirement to review how we deliver, manage and support the need for [REDACTED] in Strata.	Infrastructure & Support	End of May 2021
Strata Edge Network Resilience	As part of the continued commitment to make the network more resilient we will be looking at how we can achieve this, one key area already identified is [REDACTED]	Infrastructure & Support	End of May 2021
Delivery of new Information Technology Service Management Tool	The new ITSM software [REDACTED] will need continued focus if we are to realise its full potential and value	Infrastructure & Support	End Dec 2021
Review of Strata's current Microsoft License Model due for Renewal [REDACTED]	The [REDACTED] License agreement is renegotiated every three years, we will need to factor in any proposed changes to the business and infrastructure in this renewal	Infrastructure & Support	End of March 2021
Review of Strata's current [REDACTED] License Model due for Renewal December 2020	The [REDACTED] license agreement is renegotiated every year now, we will need to factor in any proposed changes to the business and infrastructure in this renewal	Infrastructure & Support	End of November 2021
Review the Strata Apprentice programme to see if it still fit for purpose	The apprentice program has been a great success, however increased completion for staff has led to a significant increase in costs to deliver the program, a review is required to see if this is still feasible and of value to deliver.	Infrastructure & Support	End of August 2021
Review the current [REDACTED] solution Infrastructure	There is an ever increasing demand on the [REDACTED] infrastructure and requirement to make it remains fit for purpose for the foreseeable future. There is a funded capital project already agreed for this work.	Infrastructure & Support	End of April 2021

Review the [REDACTED] delivery model. (TDC21001)	Currently [REDACTED] is one of the largest consumers of resources. A review is required to look at how best to deliver this and futureproof for the years ahead. Careful consideration needs to be given to integration and it is a key system for main other applications.	Infrastructure & Support	End of Dec 2021
[REDACTED] VDI Capacity improvement	Capital has already been agreed by all three authorities to increase capacity for VDI [REDACTED]. This will be increased to minimum of [REDACTED].	Infrastructure & Support	End of March 2021
Complete a review of Agile Working, Contracted Hours and Day for the I&S team	There is a requirement to carry out a review to look at how the team best meets the needs of the authorities and how we align ourselves to do this.	Infrastructure & Support	End of April 2021
Two Factor Authentication (2FA)	The three authorities now make significant use and investment in 2FA, the solution needs to be reviewed to make sure it is suitable for long term use.	Infrastructure & Support	End of March 2021
Skype for Business - [REDACTED]	It has been identified that the current [REDACTED] this solution is not optimal so a project to improve this has been identified.	Infrastructure & Support	End of April 2021
Hybrid Meetings (TDC21001/ECC21006)	As part of the work Strata has been doing to support more agile council meetings, there may be a requirement to deploy a Hybrid infrastructure to allow members and officers to join meetings from home or large meetings rooms or any combination of the above	Infrastructure & Support	End of March 2021
Deploy [REDACTED] (TDC21001.ECC21008)	The deployment of [REDACTED] will be a key part of the next 12 months, with all three authorities highlighting significant importance on its deployment, and its need to enable better collaborative working.	Infrastructure & Support	End of March 2021
Deploy [REDACTED] (TDC21001/ECC21008)	Following deployment of [REDACTED] we will look to leverage other SAAS based apps available to us as part of the new [REDACTED]	Infrastructure & Support	End of March 2022
Review the use of [REDACTED] (TDC21001)	Following a deployment of [REDACTED] a review will be undertaken as to whether there is a need to continue with the use of [REDACTED] currently [REDACTED] cost the authorities £25000 per year.	Infrastructure & Support	End of April 2022
[REDACTED] removal	The Legacy [REDACTED] network is being removed and replaced, this is due to be complete by 2025 however [REDACTED] is scheduled early currently 2023 – Strata will need to have removed or migrated any legacy [REDACTED]	Infrastructure & Support	End of 2025
[REDACTED] Phase 2	In line with the above the next phases of the [REDACTED] project are to migrate Satellite sites to the [REDACTED] platform, this is to remove [REDACTED] and save cost and also to bring these sites in line with main sites	Infrastructure & Support	End of 2021
[REDACTED] removal	Currently Strata has over [REDACTED]. These will go out of support by the end of October [REDACTED] we need to be replacing these at a rate of 1.2 per week to meet [REDACTED]	Infrastructure & Support	End of Oct-23
[REDACTED] Replacement	The Current [REDACTED] this is a critical part of the infrastructure and its replacement will need to be scoped and procured well in advance to allow for migration.	Infrastructure & Support	End of Jul-22

Needs to be Done
Should be Done
Could be Done

## Infrastructure & Support Business Unit Costs

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

Element	2021/2022	2022/2023	2023/2024	2024/2025
Staff Costs	£890,000.00	£910,894.30	£932,308.06	£954,254.24
Supplies and Services	£1,193,300.00	£1,204,996.30	£1,216,821.26	£1,228,776.29
Total	£2,083,300.00	£2,115,890.60	£2,149,129.32	£2,183,030.53

## Document Centre Service Plan – *Martin Millmow*

The document centre is responsible for printing, scanning, post, electronic mail rooms and graphic design. The team operates across all three primary authority locations.

### Structure

	Head of Document Centres	Senior Designer	Document Processing Supervisor	Digital Document Officers	Total FTE
Document Centre	1	1	1	7.0	10.0

### Objectives

To continue to deliver print, post and scanning services to the three Councils to a high standard including the Digital mailroom operations at TDC and EDDC. Managing the suppliers who help support the operation and focus on the areas of downward pressure such as printing while delivering good value for money and areas of service growth.

### Priorities

- Restructure the internal printing operations at the three Councils to create a single resilient and reliable operation easily accessible to all officers via the Strata portal and email supported by delivery methods.
- Planning for the new printer contract tender including the production of documentation which is due to be issued in Q1 2022. Current annual cost of this contract is £168K PA, planning to include how to resize the capacity over the course of the next contracts lifespan.
- Maximise the value of the [REDACTED] hybrid mail contract to the three council by expanding the use of the service to new departments and giving access to more users. This will provide another aspect of Strata's service offering that supports the WFH/agile work environment and allowing for a reduction in future investment in the printing infrastructure.
- Invest in areas of growth such as the Digital Mailroom and new service demand with staff training and by providing services and infrastructure that supports each Council in the delivery of their services to the local community.
- Continue to adapt to changing demand as users and customer shift away from paper toward digital transactions and challenge paper based practices using the data produced by the print management system [REDACTED]
- Reduce the carbon footprint generate by the Document Centre and printing operations by focusing on areas such as consumable and energy use.
- Focused new data collection around document scanning and document processing to improve decision making.
- Ensure the Design service at EDDC is focused on the highest corporate priority and increase the interaction between design services and business systems on EDDC based project with design aspects.

### Action Plan

Action	Required Outcome	Owner	Timeframe
Consolidation of high volume operations into a single facility.	Single contact point for internal printing which is understood and accessible by all Officers. Use existing working practices such as the Strata portal to support access to services.	[REDACTED]	July 2021
Post 2021/2022 printing setup and requirements.	Tender specification ready for issue Q1 2022.	[REDACTED]	March 2022
Expand [REDACTED] use across the three councils.	Increased volume of letter output going through [REDACTED] leading to a decrease in outgoing post.	[REDACTED]	March 2022
Continue to develop the Digital Mailroom operation to provide increased support officer in the agile/MFH working environment.	In excess of 90% of post being scanned on receipt. More functions added to the services offered.	[REDACTED]	March 2022
Analysing where print is being generated and challenging use.	Reduced print volumes and out-going postage volumes	[REDACTED]	Dec 2021
Reduced carbon footprint (ECC21001 & ECC21010)	Increased use of recyclable consumables and include energy use considerations in the Printer tender documentation	[REDACTED]	March 2022
Increased data collection around key volume areas. Scanning, digital document handling and post. (TDC21003)	An increased in the number of monthly reporting areas.	[REDACTED]	August 2021

### 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 four years (until 2025).

Element	2021/2022	2022/2023	2023/2024	2024/2025
Staff Costs	310,686	319,315	327,636	336,194
Supplies and Services	372,769	371,556	363,771	363,445
<b>Total</b>	<b>683,455</b>	<b>690,871</b>	<b>691,407</b>	<b>699,639</b>

## Business Systems Service Plan

The Business Systems team comprises of [redacted] Staff; [redacted] of which are permanent with 4 staff members funded directly by the projects they are working on.

The team has been restructured slightly this year following the departure of [redacted] one of the Principal Analysts. Rather than 3 teams in Business Systems the team has been split into 2. The Development Team, led by [redacted] is responsible for all in-house development, including all website development. The Application Specialist team, is led by [redacted] and is responsible for all third party line of business systems, including HR, Finance, Revs & Bens and Planning.

Another change to the Structure is the transfer of the SNN and GIS staff to the Head of Security and Compliance. This will help balance out the management responsibilities within the Strata Management Team and allow the Head of Business Systems to increase focus on council priorities.

The 5 year plan to consolidate line of business systems is now largely complete, with only one major system, The Financial Management System, remaining. The business case for this has now been agreed and the procurement exercise is beginning. The one system that the authorities have asked Strata not to look to change is the Revenues and Benefits systems for the 3 authorities. Given the costs involved, there are no, significant business benefits that justify pursuing the convergence of this system.

The consolidation programme has been largely successful, with most Line of Business systems now operating on common platforms. This has reduced the single points of failure from a support perspective, reduced supplier costs and ensured that common integrations can be written which has reduced development time. However the full benefits of consolidation – that of shared processes, closer collaborative working, and further cost savings by reducing infrastructure required, have not yet been realised. It is unlikely these benefits will be achieved unless the authorities adopt far closer working practices and deliver services in a consistent manner, by using a single, shared instance of a system, rather than separate instances. In fact, where shared systems do exist, [redacted] for Waste Management and [redacted] for Car Parks, due to the complexities of supporting, upgrading and managing 2 differing sets of working practices (whilst achieving some cost savings,) the effort in running these systems is actually far greater than if they were on separate instances of the same system. It is therefore a recommendation that unless services across authorities commit to operating in a common way, then we should not look to introduce any further shared systems, but rather continue to introduce common systems on different instances.

### Team composition

	Head of Infrastructure & Support	Principal Analysts	Permanent Staff	Project Based Staff	Total FTE
Business Systems	1	[redacted]	[redacted]	[redacted]	25.2

### Objectives

The team has 4 main objectives:

1. Ensure the smooth running and continued support of all line of business systems in use across the 3 authorities. This includes ensuring that the applications are kept up to date with all security and functionality patches and ensuring an understanding of the future roadmap and direction of the suppliers' products. In addition also ensuring that systems remain compliant with legislation such as accessibility and GDPR.
2. Work closely with service areas to understand their business needs and introduce or develop appropriate systems to enable efficient service delivery.
3. Ensure there is a cohesive strategy of ICT systems. Ensuring that where possible all systems complement each other, that they use a common set of data and can integrate with key systems such as [REDACTED] the LLPG, public facing websites and reporting systems.
4. To limit the proliferation of systems, thereby reducing the complexity of the software estate and reducing the cost of support.

## Priorities

[REDACTED] (ECC21007)

[REDACTED] is the customer platform used by all 3 authorities. At its heart sits a customer database which is complemented by a comprehensive forms engine and sophisticated workflow. [REDACTED] was chosen due to its flexibility and the ease of which it can be integrated with third party systems.

Where limitations do exist or the supplier would charge an excessive amount to address, Strata are able to develop extensions to [REDACTED] that overcome these limitations, often with better results than could be achieved by the supplier themselves. Examples of this are:

- A. *Integrations middleware* – To more easily manage the numerous integrations between third party systems and [REDACTED] Strata has developed an integrations middleware.
- B. *Mobile Working* – Using [REDACTED] Strata has developed a mobile working platform capable of integrating with [REDACTED]
- C. *Reporting* – one of the weaker areas of [REDACTED] is reporting. Strata has overcome this by developing a solution whereby end users can easily extract the data they require to report on, using a form from within [REDACTED] itself. This data is then created in a data warehouse which can be used within reporting packages such as [REDACTED]
- D. *GovNotify* – use of the GovNotify framework to send emails and Text messages to customers to update them on progress with requests

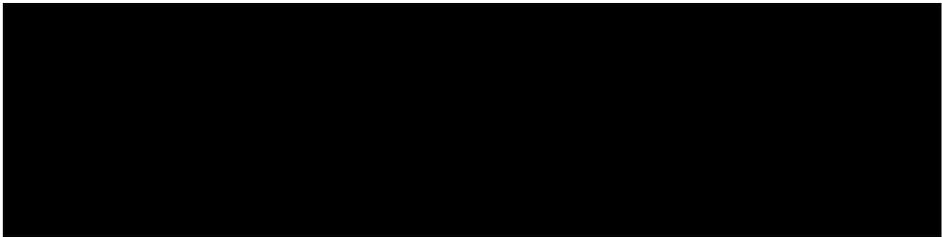
██████████ - planned developments

There are a number of ██████████ enhancements that Strata is currently working on that will extend the platform even further whilst avoiding any ongoing revenue costs from the supplier. These are:

1. *Single Sign-On Middleware* – ██████████ has the ability to link to Third Party web portals. Where traditionally the customer would require a different account for each portal, ██████████ can be used as a central hub with the customer requiring just a ██████████ account and then be passed seamlessly to the third party portal without the need to have different accounts. This is known as Single Sign-On (SSO)

Strata are in the final stages of developing a SSO Middleware which can be used to link ██████████ to any third party portal (as long as the portal has SSO capabilities). This not only gives Strata the flexibility to undertake this in-house, but also significantly reduces ongoing revenue costs with ██████████. It is estimated that by producing this Middleware, Strata will save the 3 authorities at least £70,000 per year<sup>1</sup>.

The Third party portals Strata will use this with include:



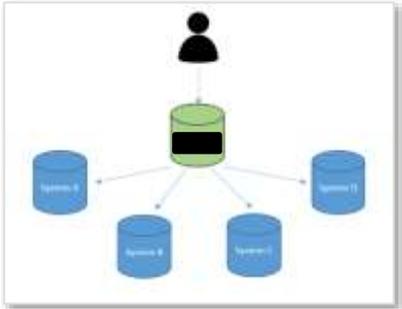
2. *Booking of Assets*



A key deliverable for East Devon that would also benefit Teignbridge and Exeter, is the ability to book assets. Assets can be described as anything the council owns, such as equipment, a room, a playing field or a beach hut to name a few. These assets may have a cost to book and they will have a start time and an end time. Strata is working on a flexible booking solution so that it will work regardless of the asset. This is expected to be completed during the early part of 2021.

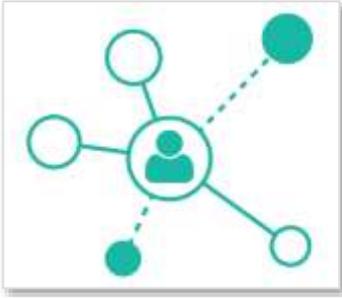
3. *Centralised Customer Details Maintenance*

The ability for customers to inform the authority of changes to their personal details, either name or contact details, from a single location and then have this change disseminated across all service areas, brings huge benefits for both the customer and authority. ██████████ is the ideal place to manage these changes via the customer's ██████████ and then using automation where possible, automatically update line of business systems with this change. Where full automation isn't possible, a manual task can be assigned to an officer to ensure the change to their system is made. Strata will undertake the work on this aspect during the scheduled project to redesign the Revs and Bens forms. The notification of Moves In/ Moves Out is one of the largest transaction types by volume and effort that the authorities process, so combining this with a corporate wide change of details form will satisfy multiple requirements.



<sup>1</sup> ██████████ charge £7,000 per year per Third Party Portal integration.

#### 4. Single View of the Customer (ECC21002)



Identified as a key requirement for Exeter, and also beneficial to all authorities, is the concept of a Single View of the Customer (SVC). This is the ability to get a complete 360 degree view of a customer's transactions with the authority, and build up a picture of behaviours which can lead to a more proactive, bespoke service for the customer. From a systems perspective, [REDACTED] certainly has this capability but it isn't a technical challenge alone, rather a collaboration of both technical and authority processes and procedures. From a [REDACTED] perspective the following is required:

- Adoption of [REDACTED] as the entry point of all customer transactions regardless of channel
- Extensive use of myAccount to ensure transactions are logged against the customer
- Integration of all forms with back office systems
- Use of Single Sign On to ensure customers are logged in using a single account when using third party portals
- Centralised change of details via [REDACTED]
- Redesign of council processes and procedures to ensure all customer transactions are logged via [REDACTED] – one suggested way of achieving this is a single council contact centre.

Whilst not a trivial undertaking, the benefits to an authority of seeing all customer transactions in one place should not be understated whilst also offering a consistent robust, 24/7 service to customers.

#### 5. Alexa / Chat bot integration (ECC21005)

The authorities have expressed an interest in using Chat bots (a digital customer services advisor) that can remove some of the more frequently asked questions that officers regularly receive and automate basic requests. In addition, the same technology behind Chat bots can also be employed via smart speakers such as [REDACTED]. The [REDACTED] chat bot has already been used successfully in East Devon to work with their waste management service and EDDC are looking to expand on this. There are several approaches to expanding on this which Strata will investigate over the next 12 months. These include, working with a partner to introduce a series of service level chat bots, or using a framework such as the [REDACTED] to develop an in-house solution. Regardless of the delivery method, any solution must integrate with [REDACTED] to ensure customers have a single point of entry to the council.

#### 6. Identification Verification/ Assurance

Another initiative that Strata could work with the authorities to investigate over the next 12 months is the introduction of a verification service such as GovVerify. A service such as this offers identify assurance and works in conjunction with the [REDACTED]. Once a customer has verified their identity, the level of proofs and checks that the authority needs to undertake on some transactions is reduced, thereby increasing the efficiency of service delivery and reducing the chance of fraud.



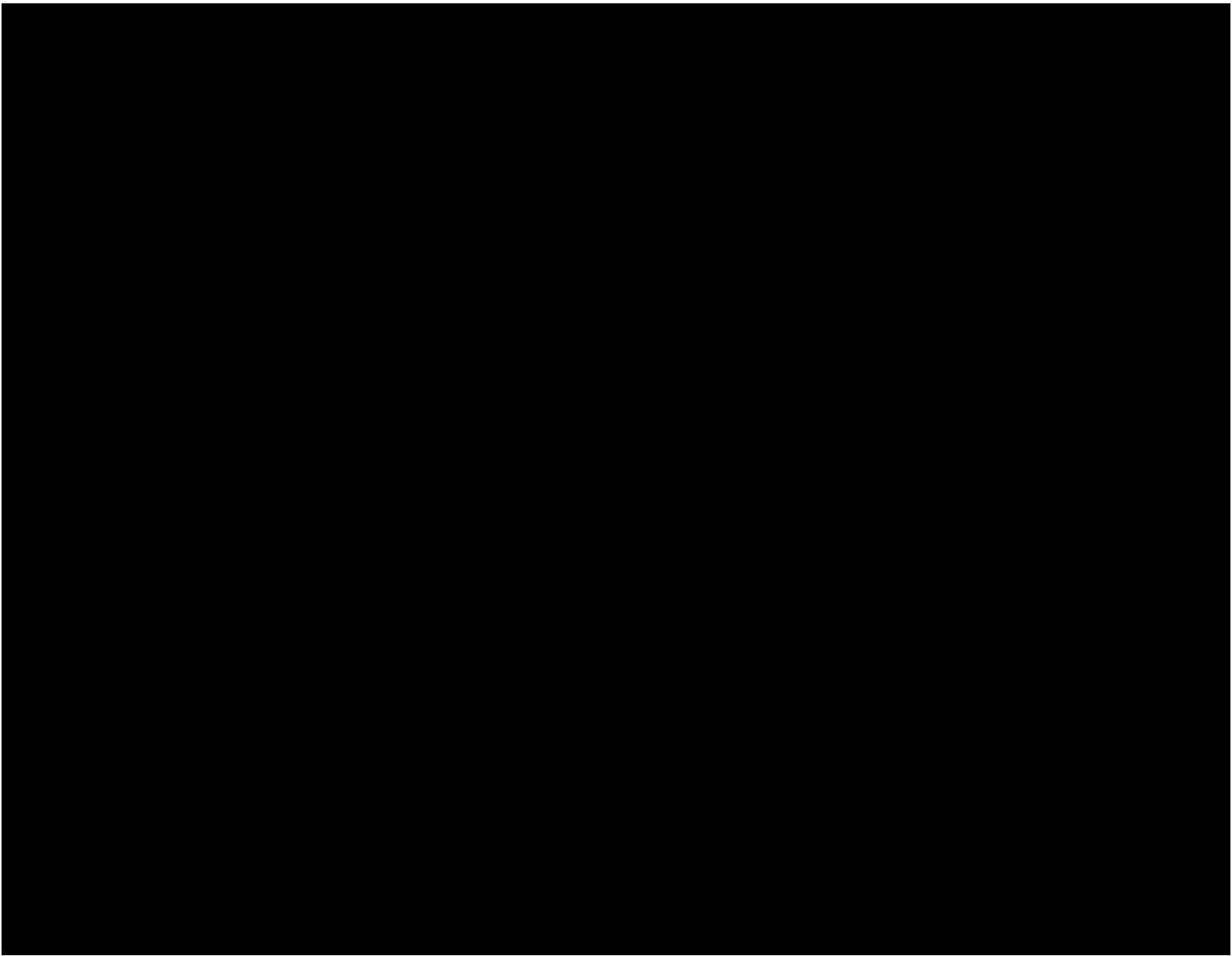
#### 7. Social Media integration



As customer use of social media platforms grow, so does their expectations that the councils will be able to receive and respond via the same platforms [REDACTED] has the capability to manage requests via social media, such Twitter and Facebook

**[REDACTED]** - *current and planned Architecture Summary*

The diagram below shows a high level schematic of **[REDACTED]** and the different parts that are either in place (Letters) or under development (Numbers) – Refer to the section above for detailed explanation of each item.



OFFICIAL

## Corporate Data Reporting (ECC21003)

Work has continued this year on providing more comprehensive data reporting for the authorities. The current position with dashboards can be seen in the table below:

Authority	Dashboards	Views	Trained Users
ECC	55	1293	~ 2
EDDC	9	195	~ 2
TDC	32	899	~ 8

Table 1 - Usage taken 9/11/2020 1

The authorities have been clear in their requirements for data reporting and regard it as one of the high strategic priorities for the councils. Specifically:

- Intelligent reporting of performance against Councils strategic objectives across service area
- Easy and ready access to data to enable staff to report
- Development of [REDACTED] dashboards by the council staff

The strategy of adopting and using [REDACTED] as the reporting platform of choice will continue into the next business plan period. [REDACTED] has proven to be a very good reporting tool for relative low cost. [REDACTED] continue to invest in [REDACTED] with 3 major releases a year. Across the business and IT world, [REDACTED] is increasingly becoming the preferred reporting platform.

### Access to data for authorities to produce own dashboards

A key focus for Strata is to make data from line of business systems readily available to staff within the authorities to be able to self-serve and produce their own dashboards. This has numerous advantages:

- Enables more rapid access for Staff to data they need to operational and strategic reporting
- Removes the dependency on Strata, which removes delays.
- Enables Strata to assist with the more technically challenging aspects of reporting

This does bring with it however a set of challenges that need to be considered and addressed:

- Some systems have extremely complex and opaque database structures that are not easily reported on in their native structure
- Some systems perform calculations within the application itself, meaning the 'answer' isn't stored directly in the database – this is common with HR, Finance and Revs and Bens systems
- Opening up dashboard production across a wide number of staff presents challenges producing dashboards with a consistent look and feel. This can create difficulties for report consumers in understanding the content of a dashboard.
- There are some datasets that need to be used across systems. These core datasets are required to enhance the benefits of reporting from line of business systems. Typically these core datasets are:
  - HR – employee and authority structure data
  - LLPG – Address data
  - Customer data – typically from the CRM
  - Dates – a consistent calendar dataset showing non-working days

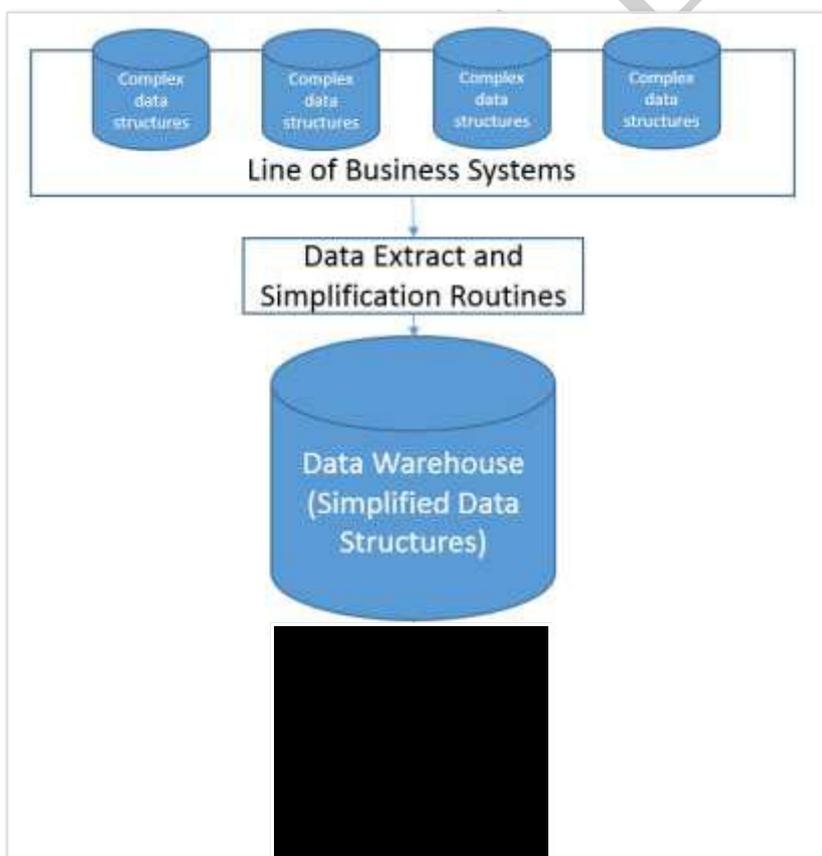
## Approach

There are a couple of possible approaches to giving council staff access to data residing in their line of business systems such as providing a generic data extract tool for staff or alternatively a centralised data repository.

The challenges of providing a generic data extract tool to Staff to allow data to be extracted directly from a line of business database.

- As described above, some databases are incredibly complex in terms of structure. The user would need to have advanced knowledge of database programming to know what data to extract and how it relates. Without rigorous testing of the extract, the resultant dashboard could contain erroneous and misleading information.
- Once extracted from a live system the data immediately becomes out of date. There would need to be controls in place to ensure the data is refreshed regularly for the information to remain current.
- There would be a high risk of multiple copies of data being extracted and stored in numerous places on the network. This would lead to:
  - Significant increase in storage demands
  - Unregulated access to data – some of which could be highly sensitive
  - GDPR nightmare – there would be no way of knowing where copies of data is stored. Meaning any subject access requests (SAR) searches are impossible
  - Multiple copies of data, taken at different times will lead to multiple version of the truth. Undermining the reliability in the dashboards.

The recommended method of enabling staff to report on data is to create a separate data repository, which removes many of the obstacles that providing staff with either direct access to line of business databases or a tool to be able to extract their own data creates. A simplified schematic of the approach is described below:



## Benefits

- standard location to access data for reporting
- maintains secure data access – ensuring only approved staff have access
- The accuracy of the data can be assured in terms of:
  - Known refresh date
  - Completeness
  - Consistent structure
  - Links to core data sets.
  - Common naming conventions
- Storage can be managed
- GDPR can be more effectively managed

PLEASE NOTE: In some cases, where agreed and risks suitably managed, key users could be given direct access to some smaller, self-contained databases where the authority data resides. When agreeing the priority list (see below), Strata will work with the authorities to identify these databases and ensure suitable controls and governance are in place to make this a success.

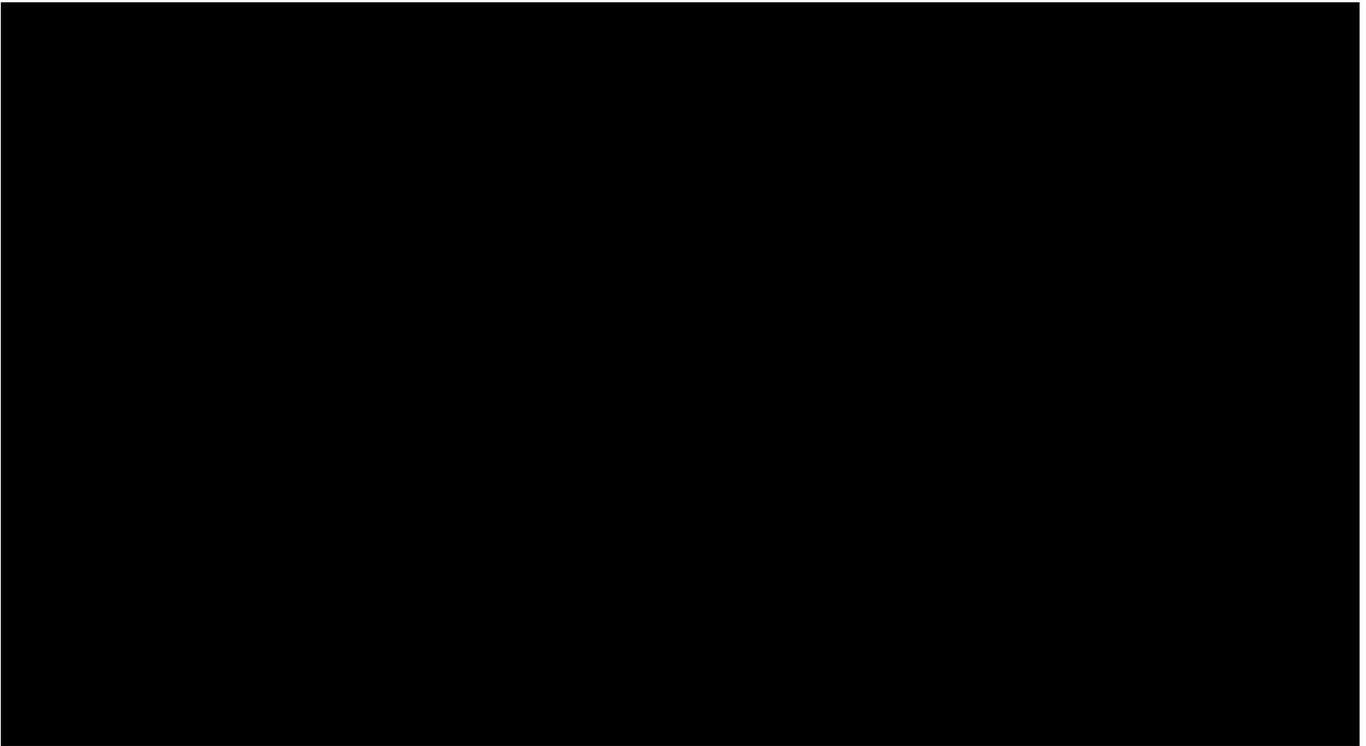
## Requirements

The biggest constraint with achieving the above is skilled resource to develop and maintain the extraction and simplification routines necessary to create a centralised data repository. Strata currently has 0.4 FTE resource dedicated to this work. This has proven successful in terms of proving that this approach is achievable and practical, but has also proven that to provide the desired outcomes identified by the authorities, additional resource is needed. It is estimated that an **additional 1.0 FTE** will be needed to deliver this work in an acceptable timeframe. This has an estimated cost of **£45,000** per year, which will be charged to the 3 authorities along the partnership split.

PLEASE NOTE: Strata will work with the three authorities to agree a set of key deliverables, these will be agreed by 20th January 2021, (assuming all three authorities have responded). The deliverables will be timetabled and an action plan created for the delivery of the required corporate dashboards and data analysis using the additional costed resource.

## Prioritising systems

To assist with prioritisation of which services to focus on, a simple effort/ value graph should be produced as the example below Strata is working with the three Client Leads to understand corporate data priorities.



The recommended approach is to focus on the systems that are in the top right quadrant of the above graph – those that are considered high value and will take low effort to produce. These may however not be the systems perceived as the *highest value*, by the authorities, but it will enable the best value for effort approach.

At the time of writing Strata has received feedback from Teignbridge and Exeter and will shortly have the information back from East Devon. This enable Strata to work with the 3 authorities to collectively decide on an ordered list of services to add to the data repository with timescales for achieving this.

**Sample** Priority list – to be agreed with the 3 authorities

System	Authority	Agreed Priority	Timescales	Delivery Method
Planning	EDDC, ECC, TDC	1	4 Weeks	Data Warehouse
██████	EDDC, TDC	1	2 Days	Direct DB Access
Car Parking	TDC, EDDC	2	3 Weeks	Data Warehouse
etc	Etc	etc	etc	CSV

Sample only – to be mutually agreed once EDDC have provided their information.

The delivery method will have one of three options:

- Data Warehouse produced by Strata
- Direct Database access to end users
- CSV extract from those systems that can produce CSV output.

The delivery method to be agreed on a system by system basis with the client leads with the appropriate controls in place.

## Providing dashboards externally – to residents and members

comes in various license levels. Strata (and the councils) currently have access which enables the production of dashboards for and the publication of these dashboards on the councils'

Strata have obtained costs based on discussions with our licensing specialists. To upgrade to the would cost approximately **£65,000 per year** – split across the 3 authorities. This option is presented here so that councils can discuss if they would like to present dashboards to members and residents via

### Data Strategy

To support the delivery of the strategic and operational dashboards, Strata will work with the authorities to formulate a Data Strategy. This will in part be informed by the principles identified in the UK Governments recently published 'National Data Strategy'<sup>2</sup>, which will allow the authorities to support this Strategy whilst benefiting the councils at a local level. The key Pillars identified in the National Data Strategy are:

**Data foundations:** The true value of data can only be fully realised when it is fit for purpose, recorded in standardised formats on modern, future-proof systems and held in a condition that means it is findable, accessible, interoperable and reusable. By improving the quality of the data, we can use it more effectively, and drive better insights and outcomes from its use.

**Data skills:** To make the best use of data, we must have a wealth of data skills to draw on. That means delivering the right skills through our education system, but also ensuring that people can continue to develop the data skills they need throughout their lives.

**Data availability:** For data to have the most effective impact, it needs to be appropriately accessible, mobile and re-usable. That means encouraging better coordination, access to and sharing of data of appropriate quality between organisations in the public, private and third sectors, and ensuring appropriate protections for the flow of data internationally.

**Responsible data:** As we drive increased use of data, we must ensure that it is used responsibly, in a way that is lawful, secure, fair, ethical, sustainable and accountable, while also supporting innovation and research.

Strata will work with the authorities to produce a local Data Strategy over the 12 months of the business plan.

### New Technologies (ECC21005 & ECC21011)

As part of the transition to the other products will become available to the authorities as part of the These include the s. These applications enable end users, rather than technical IT staff, to develop simple business applications and workflow using 'drag and drop'/ no code techniques. Implemented correctly

<sup>2</sup> <https://www.gov.uk/government/publications/uk-national-data-strategy/national-data-strategy>

<sup>3</sup> <https://powerplatform.microsoft.com/en-us/>

with proper governance, this could reduce both the demands on Strata and the time taken for service areas to gain access to suitable tools to deliver their business requirements.

There are, however risks with this approach such as:

- A proliferation of unmanaged apps
- Duplication of Apps and consequently wasted effort to create these apps
- No support in place and a rise in Single Points of failure (i.e. the person who created the app leaves the organisation – leaving no one to support it)
- Data loss – lack of managed back ups
- Security breaches
- Unmanaged data – i.e. proliferation of spreadsheets and Access databases

Therefore along with the implementation of the technical capabilities, Strata would like to work with the authorities and potentially a third party specialist, to agree a set of governance guidelines to minimise the risks and ensure the benefits of these applications are realised.

Other new technologies for investigation include Chat Bots, Artificial Intelligence and Smart Speakers – all of which have been discussed in the [REDACTED] section above.

### Greater Transparency

During the previous business plan, Strata has worked hard to increase the level of transparency of the BCR and project Process. This has included:

- Introduction of a customer facing BCR dashboard<sup>4</sup>, which includes statistics and trends relating to BCRs, a BCR search facility (department, authority, BCR stage etc.) and updates from the developers for each BCR.
- Regular weekly updates for BCRs and Projects via a report.<sup>5</sup>

One area of focus for this coming year will be to provide a transparent schedule of when BCRs will likely be completed so that our customers have a realistic timescale of when they can expect their BCRs to be delivered. This will also assist the authorities with scheduling and prioritisation of BCRs.

### Strata

There are 2 areas of Strata facing activities which the Business Systems Team will complete in 21/22. These are the introduction and maintenance of the new **Configuration Management Database (CMDB)** in [REDACTED]. This will show the relationships and dependencies of all systems, along with system and business owners. It will reduce outages of systems (which are already low) and enable the better management of systems and applications across the estate.

The second area of focus will be the finalisation of the **Development Standards** document. This will ensure consistency of development across the 2 areas of Business Systems team – i.e. consistent naming standards, utilities and database structures. A section will also be included for guidance for the authorities, to ensure a more consistent approach where council staff are producing [REDACTED] forms for example, or to assist with the future introduction of the [REDACTED].

<sup>4</sup>  
<sup>5</sup>

## Action Plan

Action	Authority Requirement Reference	Required Outcome	Owner	Timeframe
Expand and consolidate the use of [REDACTED]	TDC21001 TDC21005 EDDC21004 EDDC21005 EDDC21006 EDDC21008 EDDC21012 EDDC21015 EDDC21017 EDDC21019 EDDC21026 ECC21002	<b>Implement the following:</b> SSO Middleware [REDACTED] EDDC and ECC Centralised Customer change of details Asset and event Booking Single View Customer Social Media Integration Smart Speaker/ Chatbot Integration	[REDACTED]	March 22
Dash boarding	TDC21003 EDDC21008 ECC21003	Agree Priorities with Authorities  Discuss resource requirements to develop 'data bucket' to enable end user reporting.  Support end users to write their own reports.  Formulate a common Data Strategy, supporting the UK's National Data Strategy, to maximise the use of data across the 3 authorities.	[REDACTED]	March 22
Chat Bots/ Smart Speaker	EDDC21004 EDDC21005 EDDC21006 EDDC21007 EDDC21017	Understand Business Requirements and anticipated Value that Chat Bots and Smart Speakers bring.  Further Explore third party market place for solutions to understand potential costs  Further investigate in-house development and use of [REDACTED] to implement home grown solution	[REDACTED]	March 22
[REDACTED] - End User development of Tools	TDC21004 EDDC21004 EDDC21006	Explore [REDACTED] including [REDACTED] to enable end users to rapidly create their own solutions.	[REDACTED]	March 23

		Work with the authorities to ensure sufficient governance in place to mitigate the negative effects of Shadow IT		
<b>Agile Development/ Project Implementation</b>	EDDC210127 TDC21005	Work with Strata Solutions Delivery team and authorities to further develop the Strata project management framework to include Agile Development Options.  Use Agile where appropriate to ensure timely delivery of in house developed solutions and reduce the risk of scope creep and time over runs		<b>March 22</b>
<b>Transparency</b>	TDC21006 EDDC21023	Further improve Transparency of the BCR and Project process for end users.  Implement a mechanism to show the expect order of BCR work		<b>March 22</b>
<b>CMDB</b>	Internal to Strata	Implement the new Strata CMDB in the [redacted] system.  Review and update the data in the existing CMDB and transfer to [redacted]  Implement relationships between configuration items  Identify Business System Owners within the authorities.		<b>March 22</b>
<b>Development Standards</b>	Internal to Strata	Ensure consistency in development practices by having comprehensive development standards documentation.  Include in part of this specifics for end users if they are developing own apps.		<b>October 21</b>
<b>Other items raised in Authority interviews</b>				
<b>EDMS</b>	TDC21001 EDDC21013	Work already underway.  [redacted]		
<b>Payment Systems</b>	EDDC21014 EDDC21018 EDDC21020	Several BCRs already in place to handle these requirements such as contactless payments for donations – expected Q2/2 '21		<b>Q2/3 '21</b>

		Wider Financial Management project will review and introduce new online e-Commerce systems for selling items.		
Mobile Working App	EDDC21025	Project already logged with Strata – will commence upon completion of [REDACTED] Tech Refresh in EDDC and TDC		Q2 '21

### Business Unit Costs

Element	2021/2022	2022/2023	2023/2024	2024/2025
Staff Costs	1,063,216	1,128,052	1,155,754	1,184,148
Supplies and Service Costs	1,607,268	1,647,450	1,688,636	1,730,852
<b>Total</b>	<b>2,670,484</b>	<b>2,775,502</b>	<b>2,844,390</b>	<b>2,915,000</b>

Please Note: Not included in the above costs is the cost of an additional Data Analyst at circa £45k.

## Security and Compliance and SNN / GIS Service Plan – Robin Barlow

The team comprises of four staff, led by Robin Barlow who has been involved in security management for 15 years.

In addition the team also provides Street Name and Numbering and Geographical services to the three authorities.

	Head of Security and Compliance	Senior Security Analyst	Security Analyst	Total FTE
Security and Compliance	1	█	█	█

	Team Leader	SNN	GIS	Total FTE
SNN / GIS	0.65	█	█	4.6

### Objectives

The primary objective of this team is to protect the councils' IT systems and the data processing

Along with this focus, the team also co-ordinates change management, data protection, Freedom of information, Payment card annual certification, the annual PSN CoCo certification and Microsoft licencing.

The Street name and numbering team will continue refining their streamlined process and ensure that there is enough cross working of the councils that we can cover workload changes and unavailability. The GIS / LLPG team will encourage the use of the more functional Web mapping, which is a far lower cost than the full desktop version for where this could be suitable. They will also look to develop the use of LLPG throughout the three councils and its uses. The use of Story Maps will be proactively demonstrated as this provides a new immersive way of providing information, supported by the LLPG data. We will also revise the SNN policies for the councils and formally have this signed off.

### Priorities

It is quite clear that the Security of the IT systems and all this entails will remain the primary focus in the next year. The capability to secure these is increasingly challenging given that technology only seems to get more complex with the users of these systems expecting to have more flexibility and to use a diverse range of solutions no longer just delivered by their direct IT provider. This is no more evident than the drive towards and the need to collaborate with individuals who are from other organisations.

This move to a hybrid of some systems on the Strata infrastructure and others from external providers but with deeper integration between [REDACTED] NCSC approach of 'Zero Trust', [REDACTED]

In the previous period we implemented a better external email filtering system [REDACTED] and we now need to address the limitation of the [REDACTED] unable to manage the [REDACTED] fitness of these.

We also need to develop the **Data Loss Protection** capabilities of the email and web filtering solutions to be able to demonstrate Due Diligence in our management of the egress of personal data.

[REDACTED] **Web Application Firewall**, which looks for common threats / hacker techniques against our websites and blocks these attacks before they can reach our web servers.

Data backups are a necessary recovery option, especially in the event of a ransomware attack. [REDACTED]

To provide assurance to the councils and to third parties, the industry wide Cyber Essentials and certified **Cyber Essentials Plus** certificates are becoming an important process to complete. [REDACTED] prevalent this has delayed the Cyber Essentials process however from spring 2021 this should be resolved and we will look to complete this process as part of the annual IT Health check.

The PSN (Public Services Network) does now seem to be entering its final period with key services now being moved to other suppliers. With the move off gcsx two years ago, the three councils are in a good position to be free of the significant annual cost of this solution somewhere in 21/22, dependent on mainly the DWP. This will save around £15,000 per annum and is long overdue.

The team will continue to undertake **compliance tasks**, [REDACTED] This will need to be expanded once the extent of the Cloud use is understood and over time compliance is likely to become a larger element of the team's workload.

The team also need to enhance the Risk Management approaches. Currently the overall security risks are maintained in the combined Strata Risk Management spreadsheet, which serves its purpose for larger risks. However, for smaller risks and issues that would overwhelm the corporate approach need a more dedicated approach, and the team are developing a solution to this. This will have weekly reviews and be specific and at an operational level.

Data management is also part of the team, and with two qualified GDPR practitioners who also handle Freedom of Information requests, the team will continue to handle the Strata requirements, and where requested, assist the councils with IT related elements.

## Action Plan

The key items on the action plan are set out in the table below:

Action	Required Outcome	Owner	Timeframe
Replace [redacted] Web filtering gateway	Formally procured Web filtering system that can support modern web sites / cloud systems	[redacted]	July 2021 for completion Sep 2021
[redacted] Zero Trust approach	[redacted]	[redacted]	[redacted]
Web Application Firewall	Using the now installed [redacted] enable the WAF functionality, configure and test	[redacted]	Summer 2021
Renewal of SIEM support	Continued use of the [redacted] after satisfactory contract renewal	[redacted]	January 2022
2021 PSN CoCo	Renewal of Council CoCo certificates before expiry of previous certificates	[redacted]	December 2021
Move from the PSN	When the remaining government departments make their services available via the internet the dedicated PSN data network and some service costs will be dropped.	[redacted]	21/22 dependent on external events
Configure and enable DLP (Data loss prevention)	Filtering in place to detect larger transfers of personal data, where the data has a defined marker	[redacted]	Jun 2022 for the email filtering, Nov 2022 for Web filtering
Renew [redacted]	Procure renewal and consider optional elements including [redacted]	[redacted]	March 2021
Cyber awareness	Review [redacted] against alternative Cyber awareness solutions and procure/ deploy	[redacted]	Jun 2021
Identify and implement [redacted]	[redacted]	[redacted]	[redacted] when key data is present on [redacted]
Risk and issue management approach	A recording and management system that allows smaller risks and issues to be managed on an operational basis	[redacted]	Feb 2021
Cyber Essentials Plus	Gain certification for Strata	[redacted]	Complete September 2021

## Security & Compliance Team and SNN/GIS - Unit Costs

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

Element	2021/2022	2022/2023	2023/2024	2024/2025
Staff Costs	399,770	409,764	420,008	430,508
Supplies and Services	194,173	178,047	181,128	188,267
Total	593,943	587,811	601,136	618,775

**Structure**

The team comprises of 4 very different roles, covering Project and Supplier Management and IT Training. Note that at the time of writing, the Project Manager role is being run by a member of staff on a temporary contract, but the plan is to make this position permanent.

	Head of IT Solutions Delivery	IT Trainer	Supplier Manager	Project Manager	Total FTE
IT Solutions Delivery	1	1	1	1	4

The role of the **Head of IT Solutions Delivery** is to ensure the smooth running of Strata’s live IT Projects, by bridging the gap between different Strata teams, and the client. This often means ensuring there are no surprises – to our own support services (Support and Infrastructure in particular), client or supplier. There is also work to ensure the visibility of projects is much clearer, including project progress and associated risk. Eventually there will be the ability to track project progress online, so client leads and key project personnel can track projects themselves. The position also provides support to the other members of the team.

The **IT Trainer** role is here to raise the bar of IT Skills across our partner organisations. This will be achieved by a continuous programme of ‘drop-in’ IT sessions, where members of the authorities are able to book themselves in for half-hour or one-hour slots to cover any business IT issue they are having. This could be an overview to a product or a more specific issue, such as creating an Excel formula. Classroom sessions will also be restarted, though with social distancing these will be focused on being run virtually. We will need to deliver software to enable better virtual classroom training, which forms some of the budget for this team. If suitable, this software could be offered to the clients as well. The **IT Trainer** is also leading on Strata’s Climate Change agenda. This includes creating a baseline figure of our current impact, and recommendations on how we can further reduce our imprint going forward.

**Supplier Manager** is a role that is evolving over time. It is still absolutely critical in bringing better value to our clients, be it leading on reducing renewal costs, or acting as a liaison point between Strata, client and supplier. This is often occurring when either an IT Project has paused or if a system is becoming a problem for Strata or client. The **Supplier Manager** has also taken responsibility of ensuring our large Procurements are run to standards, working with our main contact points within the authorities. As the role evolves there has also been an increase in Project Management responsibility, particularly in the early stages of the Project Framework where information gathering and agreeing objectives is critical.

The **Project Manager** is here to see that projects are run to standard. The role will be running multiple projects simultaneously, and also offering project management support where required. In particular, some members of the Business Solution team might need administrative support (minute taking, creating Project Initiation Documents, etc.). We have seen in 2020 how effective this role can be with the successful delivery of the Exeter Leisure project, which involved coordinating multiple people from different areas of the business, along with discussing ever-changing requirements with the client, all with very tight timescales. The position will also be working with the Head of IT Solutions Delivery to find improvements in the IT Project Framework, based on feedback from other members of staff, customers and our own findings.

## Objectives

Our objective is ultimately to bring additional value to our customers – this is achieved through training to get more from the technology already implemented, and from smoother project delivery that works to avoid project delays and post-implementation problems, whilst ensuring that systems are delivered to the correct specification.

The team will also help our clients with technology roadmaps, helping to clarify their vision and ours about how to get more from our existing products and contracts. New technology and concepts can also be arranged to be delivered as a workshop or seminar, either requested by the authorities or opportunities seen from within Strata.

## Priorities

We have two key priorities:

- Support our clients in helping their customers – the members of the public. This is achieved by providing oversight and support of our IT Project Delivery, by better understanding and realizing our client requirements and by supporting the Infrastructure and Business Solutions teams where required.
- Bring additional value of money by raising the technical baseline of authority staff to get more out of our existing technology, and by getting more out of our suppliers by better understanding roadmaps and contracts

## Action Plan

Action	Required Outcome	Owner	Timeframe
Setup a six monthly review of the IT Project Framework	Six monthly reviews taking place in order to find continual improvements in our Project Management Framework, including lessons learned from closed projects	Head of IT Solutions Delivery	Initial review by end 2020
Develop and maintain a comprehensive supplier and contract database	A central database, preferably within Strata's [REDACTED] Platform, which staff can use to lookup supplier and contract information. For contract management we need alerts for when renewals are due, and also copies of the contracts themselves	Supplier Manager	March 2021
Produce a climate change report for Strata (EDDC21022) (ECC21001 & ECC21010)	Work with Exeter University in producing a report for Strata as a benchmark, along with recommendations on moving forwards	IT Trainer	January 2021
Increase visibility of all IT Projects	Creation of a [REDACTED] Dashboard, accessible by key stakeholders, so they are able to review project progress at any time.	Head of IT Solutions Delivery	March 2021

Work with each authority to produce an IT Training plan (TDC21004)	Ensures our training delivery is in line with the corporate objectives of our clients	IT Trainer	April 2021
Continue to develop training material that can be accessed by staff, including documentation, videos and wiki articles (TDC21004)	Ensure that training material is accessible via a number of mediums, including expanding current documentation, and exploring videos, wiki articles and webinars	IT Trainer	December 2021
Introduce virtual classroom technology to allow training of small groups (TDC21004)	Give better virtual training by being able to see all of the screens of delegates at the same time. This opens up the possibility of training more people at once, and providing more complicated training courses.	IT Trainer	March 2021
Introduce a process that makes procurement of new non-standard systems and services much clearer and smoother	Gives the authorities more flexibility to buy non-standard solutions that Strata can then support	Supplier Manager	May 2021
Setup workshops for demonstrating new technologies or product roadmaps from existing suppliers (ECC21011)	Gain greater clarity on what is possible with existing suppliers and services, allowing us to keep products for longer. Keep an eye on opportunities that may come from new concepts or technologies	Head of IT Solutions Delivery	Starting April 2021

### IT Solution Delivery - Unit Costs

The table below shows a high level breakdown of the predicted IT Solution Delivery team costs for the next five years:

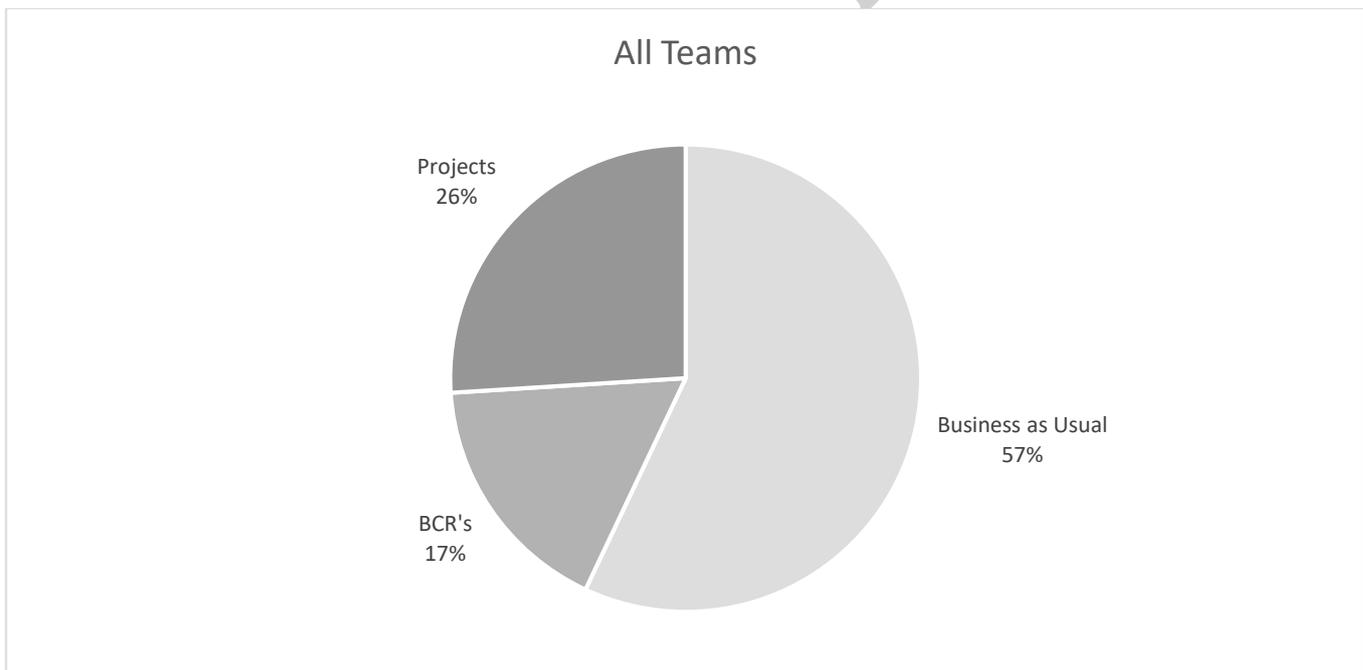
Year	2021/2022	2022/2023	2023/2024	2024/2025
Staff	204,128	209,034	214,062	219,216
Supplies and Services	10,240	10,486	10,737	10,995
<b>Total</b>	<b>214,368</b>	<b>219,520</b>	<b>224,799</b>	<b>230,211</b>

## Team Resource Availability by Activity

The following table shows the days available per team based upon current levels of FTE, broken down by BaU, BCR's and Projects. This can be used to calculate how much time would be available to deliver against the identified requirements of each authority.

Team		Days Available Per Year	Business as Usual		BCR's		Projects	
		Based on 217 working days per annum	% of Time	Total Annual Days	% of Time	Total Annual Days	% of Time	Total Annual Days
Core	2	434	75%	325.5	0%	0	25%	108.5
Infrastructure & Support	█	3819	70%	█	15%	█	15%	█
Business Systems & Business Intelligence	█	5468	30%	█	25%	█	45%	█
Security, Compliance, GIS and SNN	█	1801	75%	█	20%	█	5%	█
Document Centres	█	2170	95%	█	2%	█	3%	█
IT Solutions Delivery	█	868	40%	█	5%	█	55%	█
<b>Total</b>	<b>67.1</b>	<b>14560</b>	<b>58%</b>	<b>8398.65</b>	<b>16%</b>	<b>2386.85</b>	<b>26%</b>	<b>3774.5</b>

## All team resource split



## Strata 2021 / 2022 – Key Strata Initiatives

Strata are proposing a set of primary themes for 21/22 which each initiative will sit under. These four primary themes are:



**Process** is how things get done, how easy is it for users to log requests and for Strata to deliver against the requests

**Systems** are what Strata delivers, to enable the authorities to function. Systems would include applications, infrastructure, networking, communications, internet, etc.

**Knowledge** is about ensuring that Strata (and the authorities) are developing their knowledge in terms of need or requirement, market trends, existing potentially hidden system capability, etc.

**Governance** is how well does Strata function as an organisation to deliver against the needs and requirements of the three authorities. This needs to be in terms of value, performance, objectives, etc.

## Strata Initiatives Owners and Timeframe

Initiatives	Initiative No	Theme	Strata Owner	Delivered When
Next phase [REDACTED] Service Management	STR21001	Process	[REDACTED]	Dec 2021
Ownership of equipment	STR21002	Systems	[REDACTED]	April 2021
Mobile Device Replacement programme	STR21003	Systems	[REDACTED]	Dec 2021
Collaboration in the new world	STR21004	Systems	[REDACTED]	Mar 2022
Innovation and the 'Art of the Possible' & Special Interest Groups (SIGs)	STR21005	Knowledge	[REDACTED]	Oct 2021
Understanding the [REDACTED] Suite	STR21006	Knowledge	[REDACTED]	June 2021
Councillor and Senior Leader 'visioning' IRB for the three IT portfolio holders	STR21007	Knowledge	[REDACTED]	Oct 2021
Clarifying Strata Governance	STR21008	Governance	[REDACTED]	April 2021
Strata Benchmarking	STR21009	Governance	[REDACTED]	Nov 2021
Redefining the role and function of the Strata Board and the creation of working groups to focus on key initiatives	STR21010	Governance	[REDACTED]	April 2021
Climate Change – How can Strata help the councils achieve their Climate Change objectives	STR21011	Governance	[REDACTED]	Mar 2022
Peer review of IT provision – find a similar setup and swap ideas	STR21012	Governance	[REDACTED]	Sept 2021
Set up a Cllr IT working party across all three authorities	STR21007	Governance	[REDACTED]	Apr 2020

## Background to Strata Initiatives

Initiative	Background
Next phase [REDACTED] Service Management	<p>Strata have successfully deployed the first phase of the [REDACTED] Service Management solution. However, there are many additional features and functions available within [REDACTED] which could be used to the benefit of the three authorities and to Strata.</p> <p>In 2021, Strata will be looking to deploy the second phase of the [REDACTED] platform which will include a migration of the CMDB.</p>
Ownership of equipment	Clear decision is needed as to who owns each element of IT, does this continue to reside with Strata, or does it pass back to the three authorities.
Mobile Device Replacement programme	Work with the three authorities to identify devices which are becoming end of life and identify authority budget to replace these devices.
Collaboration in the new world (TDC21001)	Providing a suite of platforms enabling Officers to better collaborate securely with both internal and external parties
Innovation and the 'Art of the Possible'  Creation of Special Interest Groups (SIG's)	<p>Strata to help the authorities, including the councillors, to have a greater understanding of technology trends and the 'art of the possible' in Local Government.</p> <p>Creating SIG's would enable a group of individuals to come together to identify areas of joint need. It would also support the sharing of knowledge, best practice, and areas for intelligent investment through R&amp;D</p>
Understanding the [REDACTED] Suite (TDC21004)	Strata will improve their knowledge of the [REDACTED] of applications in order to better support the needs of the three authorities and to identify how MS products could help drive efficiencies in the partner authorities.
Councillor and Senior Leader 'visioning' IRB for the three IT portfolio holders	Undertake an annual partnership wide IRB for identified officers and councillors
Clarifying Strata Governance (TDC21006)	Review of Strata Governance arrangements and implementation of changes.
Strata Benchmarking (TDC21002)	<p>Strata to undertake SOCITM benchmarking.</p> <p>The cost of perform the SOCITM cost module benchmark is [REDACTED]</p>
Redefining the role and function of the Strata Board (TDC21006)	Strata will redefine the Strata Board to introduce a staff representative + Non-Executive Director who will take on the role of Strata Chairman.
Climate Change – How can Strata help the councils achieve their Climate Change objectives (ECC21001 & ECC21010)	Strata need to work with the councils to understand Climate change ambitions and how Strata can assist the councils in achieving these ambitions.
Peer review of IT provision – find a similar setup and swap ideas (TDC21006)	Identify a similar Strata type organisation and look to perform a mutually beneficial peer review to compare ways of working and best practice, look to learn from each other

**Strata Governance (TDC21006)**

There are currently two Joint Committees overseeing the operation of Strata and one Board of Directors. In 2021/22 we believe that the key stakeholders in Strata should review and propose improvements to the existing Governance structure should any changes be deemed necessary.

Strata would like to suggest that perhaps the Joint Scrutiny Committee could monitor the performance of Strata against the needs of the three authorities and for the Joint Executive Committee could oversee the operation of the Strata business. These are two distinctly different areas of responsibility.

It would be expected that the Joint Scrutiny Committee would meet a minimum of three times per financial year and the Joint Executive Committee would meet a minimum of twice per year, to review the Strata Business Plan and the achievement against the Business Plan objectives

The Structure of each of the two committees could be as follows, but again open to discussion and agreement:



Role of the Joint Executive Committee	
<ul style="list-style-type: none"> <li>Sets annual strategic goals and objectives for Strata via sign-off of Strata Business Plan</li> </ul>	<ul style="list-style-type: none"> <li>Approve Systems Convergence which impacts the three partner authorities</li> </ul>
<ul style="list-style-type: none"> <li>Approval of Strata Annual Accounts</li> </ul>	<ul style="list-style-type: none"> <li>Agree Policy Changes</li> </ul>
<ul style="list-style-type: none"> <li>Agree Strata Budgets</li> </ul>	<ul style="list-style-type: none"> <li>Responsible for the delivery of the core vision, strategy, purpose and mission of Strata</li> </ul>
<ul style="list-style-type: none"> <li>Manage Disputes between parties if any arise</li> </ul>	<ul style="list-style-type: none"> <li>Focus innovation and technology initiatives</li> </ul>

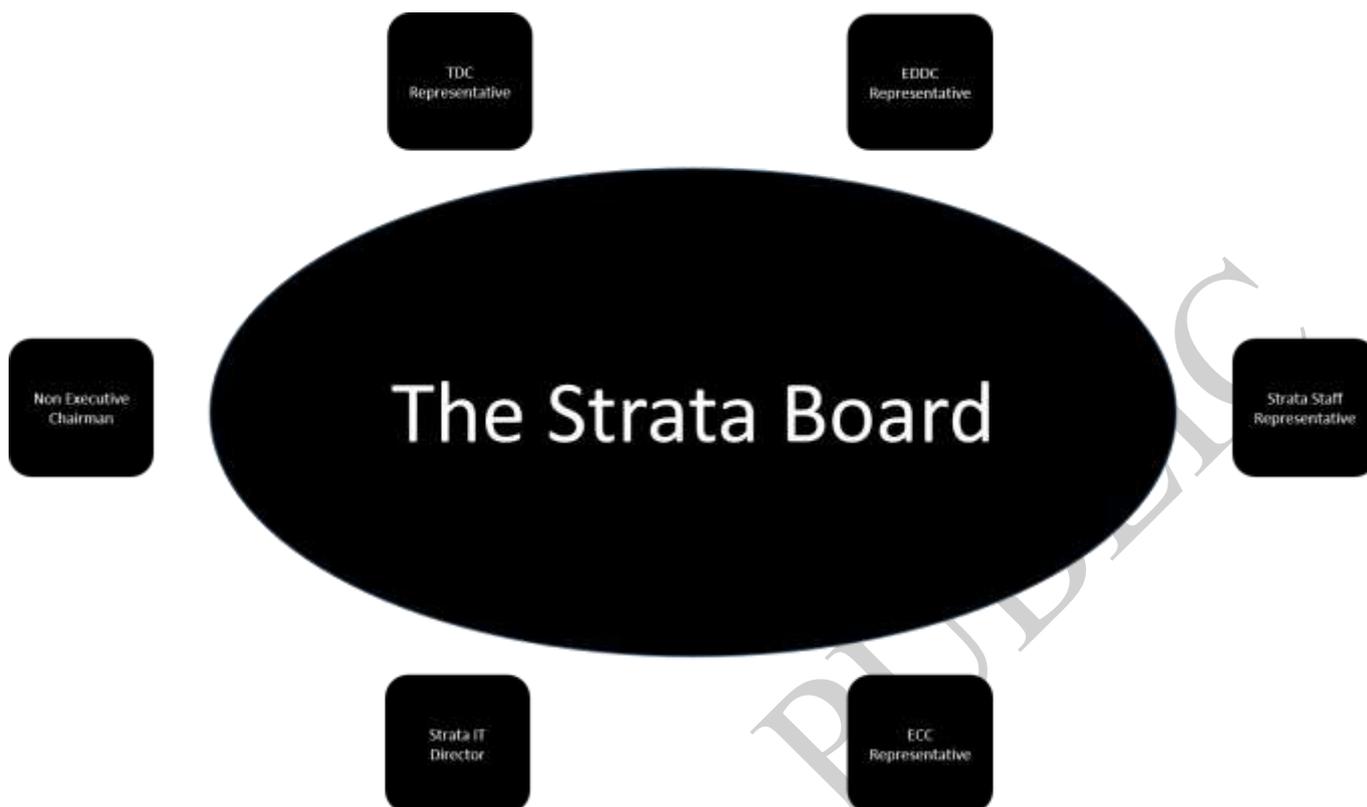
The structure of the Joint Scrutiny Committee is as follows:



Role of the Joint Scrutiny Committee	
<ul style="list-style-type: none"> <li>Financial Oversight of Strata</li> </ul>	<ul style="list-style-type: none"> <li>Addressing the needs of the authorities</li> </ul>
<ul style="list-style-type: none"> <li>Performance Monitoring of the Strata Service</li> </ul>	<ul style="list-style-type: none"> <li>Customer Feedback</li> </ul>
<ul style="list-style-type: none"> <li>Monitoring of Strata Objectives</li> </ul>	<ul style="list-style-type: none"> <li>CLLr IT Requirements</li> </ul>
<ul style="list-style-type: none"> <li>Review of Annual Strata Business Plan</li> </ul>	<ul style="list-style-type: none"> <li>Innovation and Technology initiatives</li> </ul>
<ul style="list-style-type: none"> <li>Risk</li> </ul>	<ul style="list-style-type: none"> <li>Sub groups to explore areas of interest</li> </ul>

PLEASE NOTE: it is suggested that two weeks in advance of a Joint Scrutiny Committee meeting, Democratic Services offer all councillors across the three authorities the opportunity to submit questions for Strata to answer either in advance of the meeting or during the meeting.

The structure of the Strata Board will be changed in order to introduce three new board members:



Role of the Strata Board	
<ul style="list-style-type: none"> <li>• Ownership of the Strata Business Plan</li> </ul>	<ul style="list-style-type: none"> <li>• Staff Well Being</li> </ul>
<ul style="list-style-type: none"> <li>• Financial Monitoring</li> </ul>	<ul style="list-style-type: none"> <li>• Performance Management</li> </ul>
<ul style="list-style-type: none"> <li>• Risk</li> </ul>	<ul style="list-style-type: none"> <li>• Resource Monitoring</li> </ul>
<ul style="list-style-type: none"> <li>• Health and Safety</li> </ul>	<ul style="list-style-type: none"> <li>• Value for Money / Benchmarking</li> </ul>

A non-Executive Director will be recruited and will become the Chairman. In addition, the IT Director will become a member of the board, along with a member of Strata staff (this individual will not be a member of the Strata Management Team). The aim of these changes is to ensure that the board becomes more strategic. Training will be provided for the new board members.

Each Board Member will be given a portfolio of responsibility, this will include Finance, Business Plan, Governance, and Value for Money, Stakeholder Agreement, Performance, and Risk. Board members can co-opt staff from either Strata or from the authorities into sub-committees as and when necessary to ensure that focus activities are completed in a timely fashion, i.e. the Business Plan completed by Nov end year.

## Schedule of Governance Meetings for 2021/22

Strata Governance Meetings 2020 / 2021		
Meeting Type	Date of Meeting	Agenda Publication Date
Strata Bi-Monthly Board of Directors Meeting	4th Dec 2020	27th Nov 2020
Joint Scrutiny	11 <sup>th</sup> Jan 2021	31st Dec 2020
Quarterly Strata Board Meeting	15th Jan 2021	8th Jan 2021
Joint Executive	25 <sup>th</sup> Jan 2021	14th Jan 2021
Strata Bi-Monthly Board of Directors Meeting	26th Feb 2021	19th Feb 2021
Quarterly Strata Board Meeting	16th April 2021	9th April 2021
Joint Scrutiny	27 <sup>th</sup> May 2021	TBC
Strata Bi-Monthly Board of Directors Meeting	28th May 2021	21st May 2021
Joint Executive	22 <sup>nd</sup> June 2021	TBC
Quarterly Strata Board Meeting	16th July 2021	9th July 2021
Strata Bi-Monthly Board of Directors Meeting	3rd Sept 2021	27th Aug 2021
Joint Scrutiny	21 <sup>st</sup> Sept 2021	TBC
Quarterly Strata Board Meeting	15th Oct 2021	8th Oct 2021
Strata Bi-Monthly Board of Directors Meeting	26th Nov 2021	19th Nov 2021
Joint Scrutiny	6 <sup>th</sup> Jan 2022	TBC
Quarterly Strata Board Meeting	21st Jan 2022	14th Jan 2022

## Summary All Team Costs Next Four Years

The table below shows the cost and income calculations for the next four 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	2021/2022	2022/2023	2023/2024	2024/2025	
Staff Costs	Core	157,844	161,703	165,659	169,714	
Supplies and Services	Core	90,228	90,954	91,697	93,898	
Staff Costs	Infrastructure and Support	£890,000.00	£910,894.30	£932,308.06	£954,254.24	
Supplies and Services	Infrastructure and Support	£1,193,300.00	£1,204,996.30	£1,216,821.26	£1,228,776.29	
Staff Costs	Document Centre	310,686	319,315	327,636	336,194	
Supplies and Services	Document Centre	372,769	371,556	363,771	363,445	
Staff Costs	Security & Compliance and SNN/GIS	399,770	409,764	420,008	430,508	
Supplies and Services	Security & Compliance and SNN/GIS	194,173	178,047	181,128	188,267	
Staff Costs	Business Systems & Business Intelligence	1,063,216	1,128,052	1,155,754	1,184,148	
Supplies and Services	Business Systems & Business Intelligence	1,607,268	1,647,450	1,688,636	1,730,852	
Staff Costs	IT Solution Delivery	204,128	209,034	214,062	219,216	
Supplies and Services	IT Solution Delivery	10,240	10,486	10,737	10,995	
Staff Costs Total	All	3,025,643	3,138,762	3,215,427	3,294,034	
Supplies and Services Total	All	3,467,978	3,503,489	3,552,790	3,616,233	
Total Costs		6,493,621	6,642,251	6,768,217	6,910,267	
Staff Income Total	All	2,910,643	2,983,409	3,057,995	3,134,444	
Supplies and Service Income	All	4,036,616	4,145,604	4,257,536	4,372,489	
Document Centre ST09 Recharges	ECL, Devon Building Control, Exeter Leisure and EDDC DX.	7,244	7,319	7,397	7,477	
Mobile Tariff and Access Recharge	All	146,000	146,860	147,729	148,606	
New Income to ST09 Recharge	Inc Exeter Leisure MS licences	140,923	144,728	148,636	152,649	
Total Income		7,241,426	7,427,921	7,619,291	7,815,665	
Total Savings = Income - Costs		747,804	785,670	851,074	905,398	£3,289,946
Savings are per 2016/2017 BP		773,626	767,313	789,680	824,040	£3,154,659
Difference		-25,822	18,357	61,394	81,358	£135,287
					Savings Nov 2014 until Mar 2021	£3,540,529
					Savings Apr 2021 until Mar 2025	£3,289,946
					Total 10 Year Savings	£6,830,475

Please Note:

- The above figures do not include any costs / expenses associated with the recruitment of a Non-Executive Chairman to the Strata Board –£10k pa
- The cost of perform the SOCITM cost module benchmark exercise is £ [REDACTED] and not included in the above pricing
- Pricing estimations are based on what we know currently, and doesn't include unexpected capital requirements such as upgrades imposed by suppliers, or annual revenue cost uplifts in excess of 'base rate'.
- It is envisaged that there will be a significant increase in [REDACTED] costs when we enter into the next renewal negotiations early 2021, although we have included an estimate of the increase in the above figures
- Strata currently are given 2.5% extra by the three authorities to cover salary increases, however this doesn't fully cover the actual increases (due to scale changes and grade changes), therefore this is having an impact on savings moving forward
- Suppliers and Services costs have had a 1.1% increase applied based on RPI from Sept 2020
- We are currently awaiting pricing from [REDACTED] we expect to receive this pricing in the next four weeks and depending on cost of the renewal the expected savings figure might reduce.
- Income figures above include £44,500 that originally was provided to Strata for replacement hardware. If councils agreed to take this back in house, the annual income and savings figures will be reduced by this amount.
- Strata is aware that the authorities will have to move away from the existing [REDACTED] [REDACTED] 2025 as the platform is going end of life. Early indications are that there will be a substantial cost increase (circa £300,000 pa) for a new telephony platform (e.g. [REDACTED]) that aren't fully understood at this stage, hence any resulting cost increases are not included in this Strata Business Plan and will impact on Strata's ability to deliver the estimated level of savings outlined in this Business Plan.

## Infrastructure Capital Requirements – 12 Months

Project	Budget	Carry over from last year	Tri Payment	New Funding Required
Strata [REDACTED] replacement	£30,000.00	£25,000.00	£5,000.00	£0
[REDACTED] Infrastructure	£70,000.00	£70,000.00	£0	£0
Primary Servers**	£100,000.00	£55,000.00	£45,000.00	£0
[REDACTED]	£100,000.00	£40,000.00*	£60,000.00	£0
[REDACTED]	£100,000.00	£0	£0	£100,000.00
[REDACTED] Replacement**	£500,000.00	£0	£0	£500,000.00
Strata Agile Working\DSE Remediation	£20,000.00	£0	£20,000.00	£0
[REDACTED] Replacement & Protection	£20,000.00	£0	£20,000.00	£0
<b>Total</b>	<b>£940,000</b>	<b>£190,000</b>	<b>£150,000</b>	<b>£600,000</b>

\* Leftover from VDI 10 Project.

\*\* May be used to fund Hyper Convergence or Hybrid Cloud depending on outcome of analysis.  
Prices subject to review of Infrastructure and potential cloud migration

## Business Systems Capital Requirements – 12 Months

Scheme	Total	Funded By		
		ECC	EDDC	TDC
Door access RAMM	£100,000	£100,000		
<b>Total (inc. estimated council staff to support implementation)</b>	<b>£100,000</b>	<b>£100,000</b>		

## Security & Compliance Capital Requirements – 12 Months

Scheme	Total	Funded By		
		ECC	EDDC	TDC
[REDACTED]	£150,000	Split across three authorities		
<b>Total (inc. estimated council staff to support implementation)</b>	<b>£150,000</b>			

## Business Plan Sign Off

Signed on Behalf of ***Teignbridge District Council***

Name \_\_\_\_\_

Role \_\_\_\_\_

Date \_\_\_\_\_

Signed on Behalf of ***Exeter City Council***

Name \_\_\_\_\_

Role \_\_\_\_\_

Date \_\_\_\_\_

Signed on Behalf of ***East Devon District Council***

Name \_\_\_\_\_

Role \_\_\_\_\_

Date \_\_\_\_\_

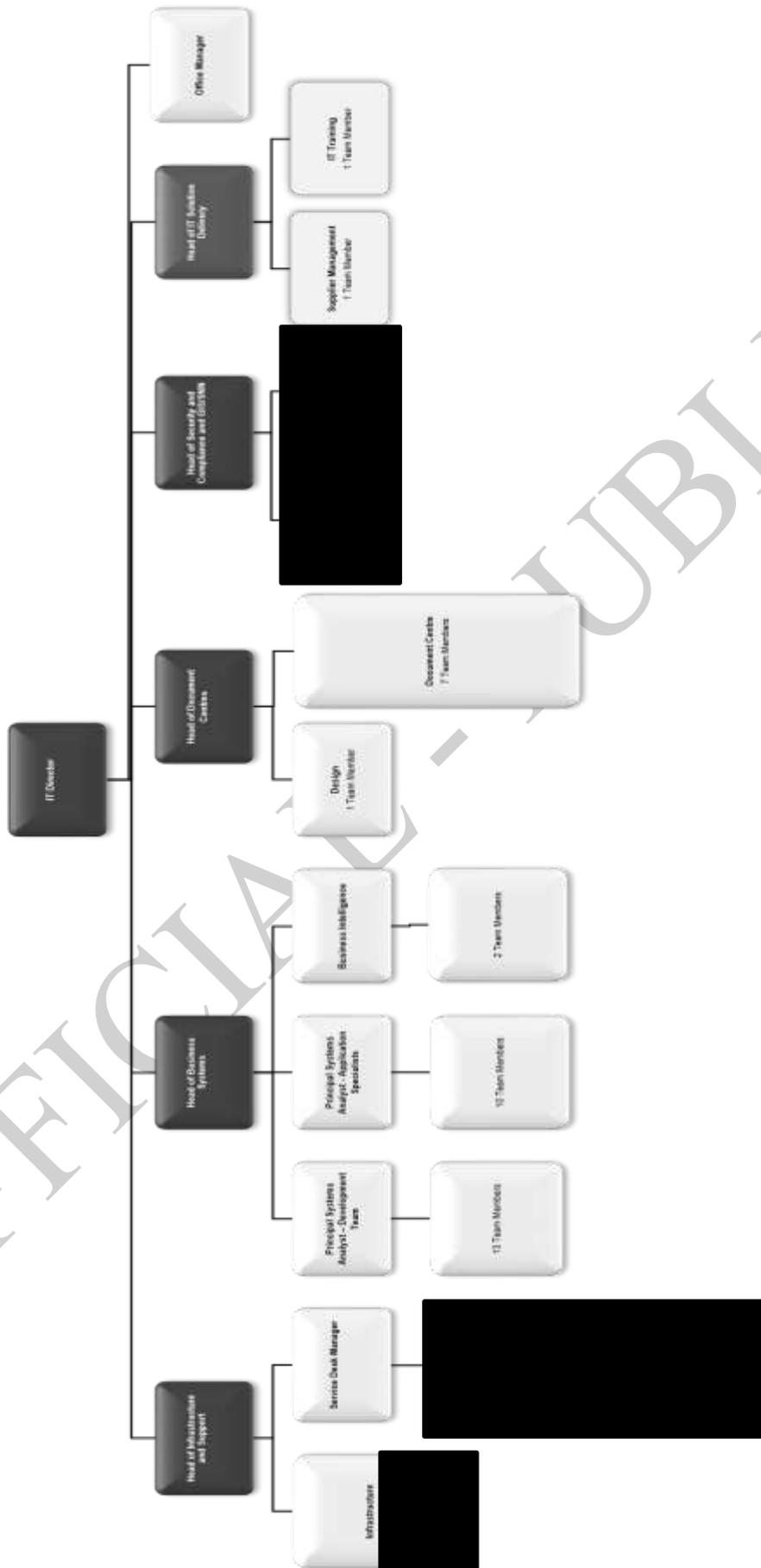
Signed on Behalf of ***Strata Service Solutions Ltd.***

Name \_\_\_\_\_

Role \_\_\_\_\_

Date \_\_\_\_\_

Appendix 1 – Organisation Chart



OFFICIAL - PUBLIC