



Solutions for government

## STRATA JOINT EXECUTIVE COMMITTEE

Date: Monday 11 June 2018  
Time: 5.30 pm  
Venue: Rennes Room - Civic Centre

Members are invited to attend the above meeting to consider the items of business.

If you have an enquiry regarding any items on this agenda, please contact Sarah Selway, Democratic Services Manager on 01392 265275.

*Membership -*  
Councillors Christophers, Edwards, Thomas  
Non-voting Members Hassan, Shears and Williams

### Agenda

#### Part I: Items suggested for discussion with the press and public present

1 **Election of Chair**

To elect a Chair - in accordance with procedural rules this shall be in a rotational basis with the Chair to be appointed for 12 months unless agreed otherwise by the Committee. The Chair was previously held by East Devon District Council.

2 **Apologies**

To receive apologies for absence from Committee members.

3 **Minutes**

To sign the minutes of the meeting held on 5 January 2018.

(Pages 5 -  
8)

4 **Declarations of Interest**

Councillors are reminded of the need to declare any disclosable pecuniary interests that relate to business on the agenda and which have not already been included in the register of interests, before any discussion takes place on the item. Unless the interest is sensitive, you must also disclose the nature of the interest. In accordance with the Council's Code of Conduct, you must then leave the room and must not participate in any further discussion of the item. Councillors requiring clarification should seek the advice of the Monitoring Officer prior to the day of the meeting.

5 **Local Government (Access to Information) Act 1985 - Exclusion of Press and Public**

To pass the following resolution:-

**RESOLVED** that, under Section 100A(4) of the Local Government Act 1972, the press and public be excluded from the meeting during consideration of item 10 on the grounds that it involved the likely disclosure of exempt information as defined in paragraph 3 of Part I, Schedule 12A of the Act.

6 **Questions from the Public Under Procedural Rules**

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

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

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

7 **Question from Members of the Councils under Procedure Rules**

To receive questions from Members of the Councils.

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

8 **Strata IT Director's Report**

To consider the report of the Strata IT Director.

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38)

a) **Service Line Updates**

b) **Key Performance Indicators**

c) **Customer Satisfaction**

d) **BCR and Project Process**

e) **Convergence Programme Update**

## 9 Strata Discussion Documents

- IT Training Needs Proposal
- Support of Councillor IT Proposal
- Customer Service Plan;
- Joint IT Steering Group Terms of Reference.

(Pages 39  
- 78)

### **Part II: Item suggested for discussion with the press and public excluded**

## 10 Strata Final Accounts - 2017/18

To consider the report of the Director responsible for Finance.

(Pages 79  
- 86)

### **Date of Next Meeting**

The next scheduled meeting will be held on **Tuesday** 25 September 2018 at **5.30 pm** .

Find out more about Exeter City Council services by looking at our web site <http://www.exeter.gov.uk>. This will give you the dates of all future Committee meetings and tell you how you can ask a question at a Scrutiny Committee meeting. Alternatively, contact the Democratic Services Officer (Committees) on (01392) 265115 for further information.

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## **STRATA - JOINT EXECUTIVE COMMITTEE**

Friday 5 January 2018

### Present:-

Cllr Paul Diviani (Chair)  
Councillors Edwards and Goodey

Non-Voting Members  
K Hassan, P Shears and M Williams

### Also Present

Strata IT Director, The Teignbridge Strata Director, Programme & Resource Manager, Compliance and Security Manager, Strata Board Director and Democratic Services Manager (Committees)

1

### **APOLOGIES**

Apologies for absence were received from Councillor Christophers, Teignbridge District Council.

2

### **MINUTES**

The minutes of the meeting held on the 26 September 2017 were taken as read and signed by the Chair as correct.

3

### **DECLARATIONS OF INTEREST**

No declarations of disclosable pecuniary interest were made.

4

### **STRATA IT DIRECTOR'S REPORT**

The Strata IT Director presented his report to update Members on the progress within Strata – presentation attached to minutes.

The Teignbridge Director commented that the Business Plan for 2018/19 was on target to make the predicated savings of £382,000 while a revised plan would be brought to the Executive Committee later in the year. Strata now had a better understanding of costs and customer expectations and there was a need to look at the convergence plan versus the three Council's key proprieties. The out of hours support service had proved to be a success. It had been funded by Strata monies but, from the 6 February 2018, would be funded by the individual Councils on a percentage basis.

The Strata IT Director stated that there was a lot of new technology emerging in the market place and that this could have an impact on any future business plans. There is likely to be an increase of 16% in the cost of Microsoft licences, but it was anticipated that this increase could be off set against savings elsewhere. All increases in contracts were being challenged and all the budgets were being tightly managed by individual Managers.

Members welcomed the communication from Strata with regards to the recent publicity surrounding the IT Security threat and supported the continuation of the out

of hour's service. They felt this was important as any problems could be dealt with quickly and it helped to alleviate risk.

The Strata IT Director clarified that Strata was looking into understanding the issues of the slow start-up of the Global Desk top for some users.

Strata Joint Scrutiny Committee considered the report at its meeting on 30 November 2017 and its comments were reported.

**RESOLVED** that the report be noted.

5 **PROPOSED "GLOBAL COMMS" ROLL OUT SCHEDULE**

The Support and Infrastructure Manager presented the report setting out the proposed roll out schedule for the new Global Comms platform. It made up by two key products, Skype for Business as the telephone system and Anywhere365 as the new contact centre.

Members were advised that it was proposed to roll out East Devon over March to May 2018, Exeter, August to October, Teignbridge February to April 2019 and satellite sites May to November 2019 with the reasons for the prioritisation set out in the report.

Members supported the time table for the roll out of the new Global Comms platform.

Strata Joint Scrutiny Committee considered the report at its meeting on 30 November 2017 and its comments were reported.

**RESOLVED** that the report be noted.

6 **STAFF ENGAGEMENT SURVEY - RESULTS AND SUMMARY**

The report of the Alternate Director with lead responsibility for Human Resources was submitted updating Members on the staff survey. In summary, 73% of the workforce had responded and there had been an improvement in every area compared with 2016. 88% of the 49 respondents to this particular question would recommend Strata as a place to work, compared with 87% in 2015 and 68% in 2016. Survey attached to minutes.

Members welcomed the positive improvement in the feedback from Strata staff.

Strata Joint Scrutiny Committee considered the report at its meeting on 30 November 2017 and its comments were reported.

**RESOLVED** that the report be noted.

7 **FREQUENCY OF STRATA JOINT EXECUTIVE AND STRATA JOINT SCRUTINY MEETINGS**

The frequency of the Strata Joint Executive and Strata Joint Scrutiny Committee meeting were considered.

Members discussed the need for the Committee to be strategically focused going forward and that there was a need for officers from all three Councils to meet with Strata officers to discuss the convergence plan versus individual Council own needs.

**RESOLVED** that Strata Joint Executive Committee and Strata Joint Scrutiny Committee be held every four months. Dates to be advised.

8            **LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985 - EXCLUSION OF PRESS AND PUBLIC**

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

9            **STRATA BUDGET MONITORING QUARTER II - 2016/17**

The report of the Director responsible for Finance was submitted advising that Strata had been given a total of £6,104,000 to run the IT Services in 2017/18 along with funding for various capital projects. The 2017/18 Business Plan had revised the savings profile set out in the original Business Cases over the initial ten year period of the Company.

The report set out a suggested change to the original method of funding agreed at the inception of the company and the pros and cons of this new system compared with the existing were set out. It was noted that the Strata Board wished to focus on improving service further rather than implementing a new charging system.

Members discussed the issue of how Strata was funded, they agreed that the status quo should remain for 2018/19 and that a paper be brought to the Joint Executive Committee outlining the funding options and the implications for the individual Councils and Strata.

Strata Joint Scrutiny Committee considered the report at its meeting on 30 November 2017 and its comments were reported.

**RESOLVED** that:-

- (1) the report be noted; and
- (2) a new charging policy not be introduced at this stage but a paper be brought forward with funding options for Strata with implications for the Councils and Strata.

(The meeting commenced at 10.05 am and closed at 11.37 am)

Chair

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# Strata Report

## Joint Scrutiny Committee & Joint Executive Committee

- JSC Meeting - Thursday 31<sup>st</sup> May 2018
- JEC Meeting – Monday 11<sup>th</sup> June 2018

Date Issued: 21<sup>st</sup> May 2018

Period Covered: 5<sup>th</sup> Jan 2018 until 21<sup>st</sup> May 2018

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## Strata Management Team

Name	Role	Email Address
Laurence Whitlock	IT Director	laurence.whitlock@strata.solutions
Adrian Smith	Infrastructure & Support Manager	adrian.smith@strata.solutions
David Sercombe	Business Systems Manager	david.sercombe@strata.solutions
Martin Millmow	Document Centre Manager	martin.millmow@strata.solutions
Robin Barlow	Compliance & Security Manager	robin.barlow@strata.solutions

## Purpose of the Strata Report

This Strata report is compiled for the JSC (Joint Scrutiny Committee) and JEC (Joint Executive Committee) in order to provide an update on the functioning of the Strata organisation. The aim is to provide background on the core areas of discipline within Strata, identifying key activities, successes and areas for improvement.

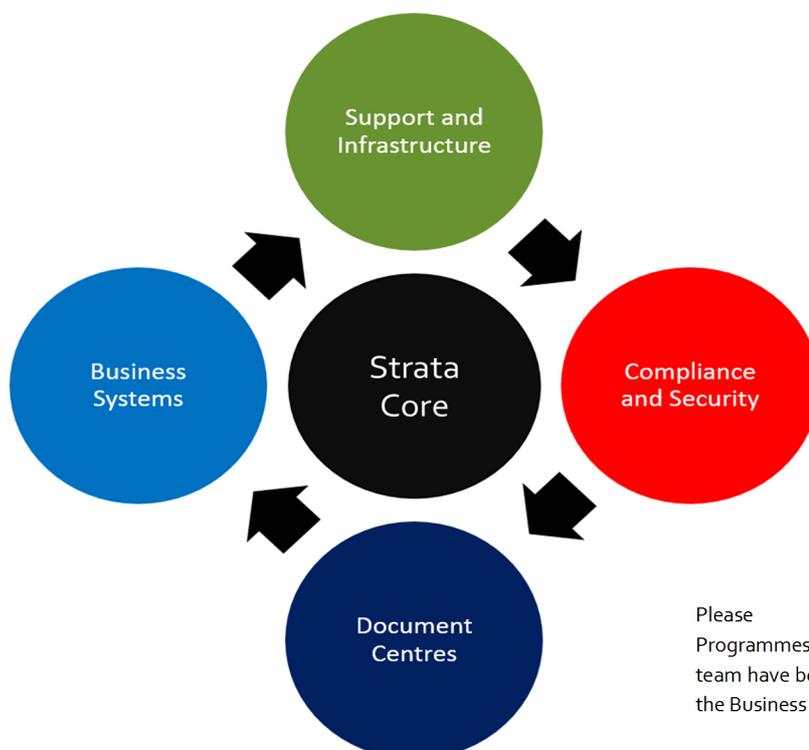
In the report, we have tried to give a more visual analysis of the work of Strata, and examples of the progress Strata is making against the core objectives.

The core objectives of Strata being:

- Cost Reduction
- Risk Reduction
- Increasing Capability for Change

The four core discipline areas within Strata are defined as:

- Support and Infrastructure
- Compliance and Security
- Business Systems (including Business Intelligence Unit)
- Document Centres



Please Note: the Programmes and Resources team have been merged into the Business Systems Team

## IT Director Quarterly Report

Following the last round of JSC and JEC committee meetings in December 2017 and January 2018, Strata have now moved from the **Adopt / Adapt** phase into the **Transformation** phase. During the Adopt / Adapt phase we took a close look at a number of key aspects of the Strata service model to identify areas of strength, weakness, opportunity and threat. As a result we made a number of small changes to primarily improve the overall performance of the Strata business. Primarily we looked at five key aspects:

- Financial Management
- BCR's and Projects
- Service Desk
- Global Desktop Environment
- Supplier Management

Focus on better financial management has enabled us to deliver **savings well in excess of target**. Actual **savings of £575k** were delivered back to the three authorities against a target of £262k. This was achieved through more pro-active engagement between each of the Strata service lines and the ECC finance team (who provide financial support to the Strata organisation), this enabled a greater understanding of spend. Staffing costs remained stable, and overtime and travel costs were reduced. With the introduction of the new post of Supplier Manager, it is hoped that better negotiation of renewal contracts can be achieved to ensure that Strata deliver against the 2018 / 2019 savings target of £385k

We have continued to monitor BCR and Project work, and we have recently undertaken an end to end review of the BCR and Project process to align it more to the **needs of the three authorities**, with a focus on delivering the **value BCR's and Projects** which are identified by each authority. To date, Strata have been inundated with work, with little knowledge of the overall benefit to each authority. A much clearer and clean process is now being implemented to enable more accurate mapping of Strata work to business benefits. As part of our strategy to improve the turnaround of BCR's and Projects we have now recruited a highly experienced **Project Manager** to drive through the changes. The creation of a **Joint IT Steering Group** (JITSG) is going to help in the prioritisation of work across all three authorities, it will also enable a higher degree of visibility and collaboration around IT requirements

The changes we have made in the last six months to the Service Desk are now delivering tangible benefits. Customer Satisfaction remains high, and we are now logging all Service Incidents through one centralised service desk function in Exeter. We have seen a **400% increase** in the calls being logged,

however on investigation, this has been caused by Strata not previously logging all calls on each site, and work being performed without an incident having been logged. With this new insight into demand, we can start to look at trends in calls being received and can help us to drive forward further improvements in the Service Desk service we deliver. A proposal to **implement IT training** through a Strata delivery model is being discussed.

The introduction of the **Out of Hours** service has been a **resounding success**, and this has delivered a number of 'speedy' issue resolutions prior to any of the three authorities being affected. The service is now formalised for a 12 month period, during which time we will continue to identify further enhancements.

The GDIP (Global Desktop Improvement Programme) has enabled us to **improve the overall performance of the Desktop environment**. The Global Desktop is significantly **more stable** than it was in 2016/2017 and during the period of adverse weather it enabled the three authorities to **continue to deliver services even with each HQ closed**. Utilisation of the Global Desktop environment on the 'snow days' was high with circa 80% of average daily utilisation reported, without the Global Desktop very few departments would have been able to function. A programme of investment is now underway in the Global Desktop environment to enable that it keeps pace with the ever increasing demands being put upon it. The investment in the Global Desktop environment will enable us to **progress the Business Continuity programme** and ensure that in the event of a major incident, Strata can **fail over** to the secondary Data Centre facility the key / core applications required by the three authorities. This is reflected in the letter of assurance produced by the Devon Audit Partnership.

We have now recruited a **Supplier Manager** to drive up the levels of interaction with 3<sup>rd</sup> parties, the aim is to better manage the renewal process, to offer suppliers a route into each authority for innovation and to improve the level of service 3<sup>rd</sup> parties deliver. Currently we are undergoing a complete review of all spend by 3<sup>rd</sup> party enabling us to categorise suppliers into Key, Strategic and Business. This will help us to identify those with the greatest level of spend and where the greatest level of risk is in relation to 3<sup>rd</sup> parties.

The project approach to the delivery of the new Global Communication platform has **proved very effective**, and we are now nearing the completion of the roll out to EDDC, prior to commencing work on ECC in June 2018 and TDC in early 2019. The programme of work is very complex but will deliver

considerable efficiencies and cost savings across all these authorities and the new service is already delivering value to EDDC users.

**Staff morale is very high**, and there is a **real positive feeling** across Strata. Staff are engaged and working to high standards, although work demands are high and continuous with little sign of letting up. As proven from recent recruitment, we are able to attract and retain high calibre staff. We have undertaken a small restructure and have moved the GIS/SNN team reporting line under Business Systems, the team are being rebranded the Business Intelligence Unit which will enable us to develop a data analysis capability to support the trend in 'Big Data'.

**GDPR** and the impact on the three authorities has really ramped up over the last five months as the 25<sup>th</sup> May date has been approaching. There is now a **high demand** on Strata time to support making the three authorities compliant, and this is having a knock effect on scheduled work.

So in summary, Strata continues to deliver a **'good' level of service** to the three authorities, Customer Satisfaction scores are high and we are now entering into a period of transformation as we better aligned ourselves to the needs of the three authorities. Strata Staff **appear happy** in their work and the investment in the Global Desktop paid off during the recent spell of adverse weather.

We are pleased to report good progress against each of the core business objectives of Strata, namely; **Cost, Risk and Change**, which is backed up in the feedback we are receiving from our auditors the Devon Audit Partnership – see letter of assurance recently issued to the three authorities.

As ever, and as recently demonstrated by TSB, there are risks associated with any IT project and service. We know that there will be issues and at times, Strata will be criticised for falling below the high standards we set for ourselves, but Strata are proud of the staff it employs and as a business we will continue to drive for service excellence

Should you have any questions about this report, please do not hesitate to get in touch with me.

Best Regards

*L.W. Whitlock*

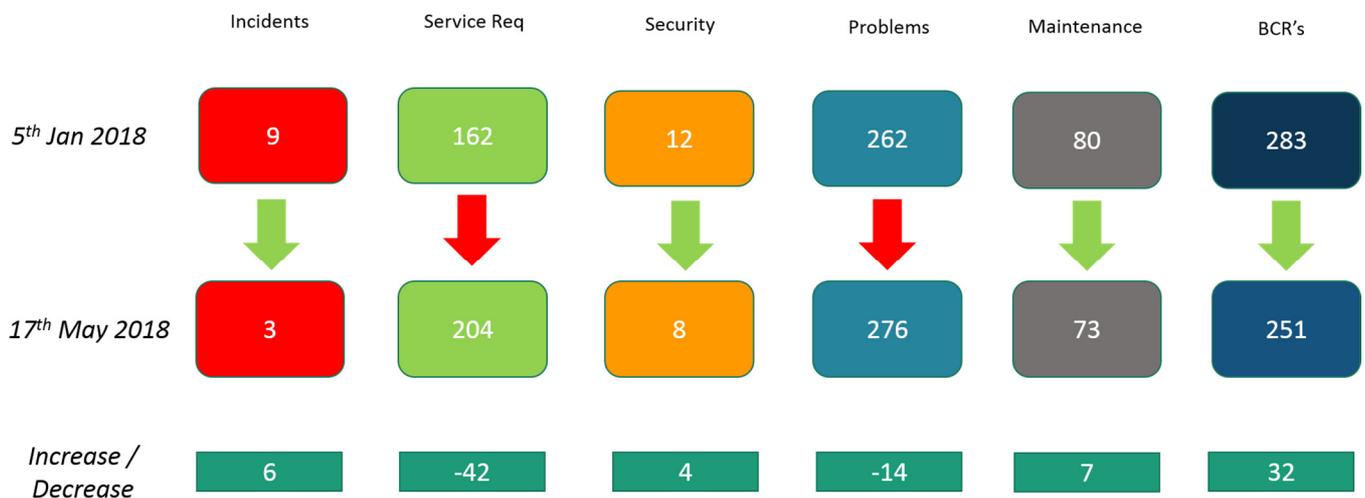
IT Director – Strata Solutions

## Key Performance Indicators

In order to better understand the workloads across the Strata Business Systems team, we monitor our services against a set of performance indicators. Whilst not perfect, these KPI's do provide us with a good indication as to how the Strata service is performing.

On 17<sup>th</sup> May, we took a snapshot of the key metrics and mapped it against the KPI's captured just in advance of the last JEC meeting 5<sup>th</sup> Jan 2018. The graphic below shows this comparison.

What is noticeable, is that the number of incidents, security changes, maintenance and BCR's have decreased over the five month period, but there has been a rise in the number of service requests coming into Strata (i.e. new device, move, etc.) and also in the number of problems being identified (these are incidents where we have put a workaround resolution in place, but more investigation is needed).



On investigation, the reason for the increase has primarily come about as a result of the centralisation of the service desk and more calls (which includes Service Requests and Problems) being logged.

The Service Desk 3<sup>rd</sup> line team have been in place since early Feb and are now working through the problems queue. They are already clearing some fairly long standing issues. The introduction of this team has also enabled the Strata Business Systems team to focus on real 'value' work (i.e. BCR's and Projects), rather than having to focus on reactive problems and service incident management.

All in all, the above figures paint a good picture for Strata, however, it points to an ever increasing demand for Strata's services from all there authorities.

## **Strata Service Line - Update**

### **Support and Infrastructure Team Update – *Adrian Smith***

#### **GDIP - Global Desktop Improvement Programme**

In order to address identified performance issues within the Global Desktop environment, three key areas are being worked on and have all progressed significantly.

- New Faster storage, unfortunately we were not able to complete the final part of the storage migration in April, however, the final upgrade of the 14 rack servers is now due by the end of May.
- AppVolumes 2.13 is now live and working in Exeter and East Devon, TDC are in the final stages of testing with the roll out due in the next few weeks.
- Faster Desktops. We have now rolled out 2vcpu desktops to all staff in EDDC & ECC. These desktops perform much quicker when using multiple apps simultaneously, they also enable a quicker login. TDC users will be moved to a 2vcpu environment by the end of May.

Once the above three work streams are complete, we will then move on to the delivery of version 2 of the Global Desktop environment. This will involve a major upgrade to the VMware software environment, and will deliver further products enhancements, including an improvement method of accessing the desktop.

At the end of each stage of the improvement programme, Strata are asking users to provide feedback on Global Desktop improvements and Strata are expecting to publish the feedback at the end of May 2018.

Strata are also about to start a review of the UEM software (this is the software that controls how all your individual settings are loaded into your desktop). We believe that significant speed improvements can be made in this area.

#### **EDDC Server Migration**

The last stage of the East Devon Server moves to Exeter Civic centre have now commenced. Over the last month we have migrated all of the remaining Test and Development servers as well as some key GIS servers, during May we are looking to move most of the Main Web Servers. The aim is to migrate all servers well in advance of the move to the new Honiton office.

## **TDC Server Migration**

There have been no server migrations from Teignbridge this month.

## **Global Communications Roll Out**

East Devon District Council - the Skype rollout is in full flow and we're now seeing light at the end of the tunnel - we have successfully rolled out just under 300 staff at EDDC, including 16 mini contact centres\ hunt groups using Anywhere365.

Feedback has been largely positive, though some concern has been raised regarding the complexity of call transfer and the reliance of the Global Desktop for telephony. Both of these areas of concern are being addressed, although neither can be immediately solved.

The newer release of Skype for Business will make transferring calls easier, and once we've finished the rollout at EDDC we will deploy a number of physical handsets as a backup just in case of a failure of the Global Desktop environment. We hope most of the EDDC staff will be on board by the end of May and we will be doing tidy-up work and additional training (where required) during June\July. Currently there are 100 staff remaining to migrate to the new telephony platform in EDDC, 64 in based in the Knowle, and the other users based in the Depot and at Growthpoint.

Exeter City Council / Teignbridge District Council – We are pleased to report that we have made some progress with VMB (Virgin Media Business) on the TDC SIP Migration project and are now awaiting a confirmed migration date. This will mean that TDC will be in a position for testing with Skype for Business, though we still plan on bringing them live last due to the telephony situation at Exeter City Council. Exeter's migration is much more complex and we are working with various suppliers to get the ball rolling in order to hit the timeframes previously discussed. We have also begun talking to senior managers within ECC to agree a few standards and we will be shifting focus more to Exeter over the coming months.

## Infrastructure Investment Programme

	Reason for Investment	Risk of Not Investing	Estimated Capital Cost	Estimated Revenue Cost
<b>1. VDI (Virtual Desktop Infrastructure) Primary Data Centre</b>	Users are complaining of slow desktop Performance. Different users have access to different levels of performance. Not enough capacity to carry out maintenance without effecting live users. Current Storage model is cumbersome and causing load balancing issues across the hosts which requires manual intervention.	Continued slow performance, user dissatisfaction No reduction in revenue costs Maintenance is either all out of hours incurring overtime costs or impacts live users. Manual load balancing of hosts is time consuming	£55,000	£20,000 per annum saving form changing the storage solution
<b>2. Application Delivery Software (App Volumes)</b>	The current version performs very poorly when loading in some of the older larger legacy council applications, causing long log in times. Console access is not granular so Servicedesk staff cannot be given access to the management console.	Login in speed remains poor leading to poor user satisfaction. Longer log in times lead to staff productivity losses. Servicedesk staff unable to do basic AppVolumes troubleshooting	£0	£0
<b>3. Servers &amp; Storage Secondary Datacentre</b>	Currently the infrastructure capacity of the Secondary Datacentre doesn't support a failover of 100% of the key applications, services and data required by the customers of Strata. The current setup does not meet the need of the 3 individual authorities Business Continuity plans.	Strata cannot currently meet the needs and expectations of its customers, should a disaster occur it would take weeks for Strata to recover all the essential services.	£165,000	£10,000
<b>4. Underlying VDI VMware Horizon View Software Platform</b>	The current setup is now approaching four years old, technology has moved on significantly and major upgrades are required. Key improvements to performance, remote access, and Skype cannot currently be realised because of the versions of software we are running. Latest Updates contain required security updates	Current versions have security flaws that will remain exploitable.  Unable to realise full potential of product.  Wasted investment on licence costs.  Current Versions soon to be out of support.	£16,800	£0
<b>5. Site Recovery Manager (SRM)</b>	SRM which automates systems recovery in a disaster currently does not	Critical Servers that are a priority to recovery first (high RTO & RPO) cannot	£2,400	£0

	work. Applications designated as a Tier 2 recovery currently would take longer to recover than Tier 2a & 3. Note: Work Items 3, 4 & 5 need to be completed prior to this task.	be met. Increased manual workload in the event of a Disaster recovery slowing down the whole recovery process. Money spent on Licensing is currently wasted and not being utilised.		
<b>6. Universal Environment Manager (UEM)</b>	The current version works and is stable, but there is a need to keep releases up to date as UEM, Horizon View and VCenter all have interdependencies. Product updates all bring performance and product enhancements.	No benefit of new functionality.  Product falls more than two releases behind and out of support. Prevents the upgrade of other key components.	£800	£0
<b>7. VDI (Virtual Desktop Infrastructure) Secondary Datacentre:</b>	Currently the infrastructure at the secondary datacentre can only deliver up to 200 VDI desktops. This represents about 18% of the number of required desktops. Currently there is not a seamless failover between sites and would require significant manual intervention to bring this service on line.	Currently Strata can only provide a small subset of desktops in a disaster recovery scenario, a number not high enough for the councils to effectively do business and provide the services required.	TBC	£0
<b>8. Servers &amp; Storage Primary Datacentre:</b>	The rate of data consumption by Strata's customers is increasing as such the current provision will not meet the needs for the authorities. It is anticipated current capacity will be consumed by the end of the year. This will provide capacity for a longer period and the opportunity to review the data management for the three authorities.	Capacity of the current storage runs out and the councils can no longer store any new data, or will be forced to remove older data. No new services or applications can be purchased or hosted in the Strata Private Cloud and would be forced to be located in the cloud at a significantly increased cost.	£90,000	£0
<b>9. Core Network Infrastructure (Exeter)</b>	The current core network in ECC is built from Avaya and Nortel switches. The core is only 7 years old however the majority of edge switches are in excess of 10 years. The core has an incompatibility with the Strata core and the LACP trunks required to link them together.	There is still a single point of failure linking the Exeter Network to the Strata Network. No spare switches are held by Strata for Exeter, making a replacement in the event of a failure slow. Some floors are at maximum capacity so	£120,000	£0

	Key areas of Civic centre has reached capacity and switches are now starting to fail with no replacements in stock.	cannot accommodate any more connections.		
<b>10. UPS Battery Backup (TDC &amp; ECC)</b>	<p>Currently edge switches in Exeter and Teignbridge in key sites are not covered by a battery backup and therefore during any power blip switches will restart causing a temporary loss of connectivity to all users in that area.</p> <p>When Skype telephony is rolled out key handsets would stop working during this power blip as they draw power from the switch.</p> <p>Battery backup minuses downtime, and prevents power surges from damaging the kit.</p>	<p>If power surges occur, key network equipment is not protected from these.</p> <p>If power failure occurs switches will be instantly offline, dropping all traffic. They will then need several minutes to recover after stable power returns.</p>	Estimated to be in region of £15,000 - £20,000 Dependant on coverage.	£0
<b>11. Secondary Datacentre location</b>	<p>The current location of the Secondary datacentre is widely acknowledge to be far from suitable.</p> <p>The site is on a flood plain, the units that surround it are heavy industrial units. The building itself is super insulated and cooling is problematic.</p> <p>It also lacks some key resilience in terms of power.</p>	TBC	TBC	TBC

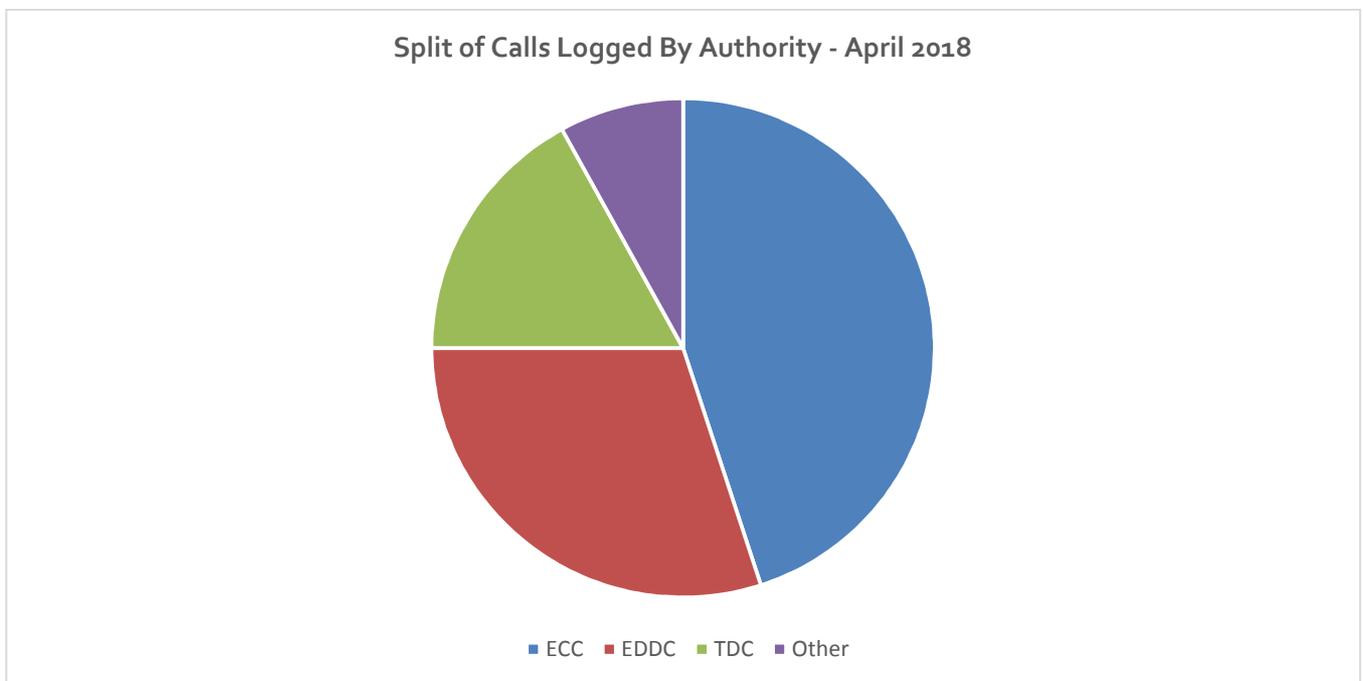
## Service Desk Performance Indicators Report

During the last three months, Strata have made significant changes to the Service Desk operation with the introduction of the new 3<sup>rd</sup> line service and the centralisation of the 1<sup>st</sup> line (call receiving and initial diagnosis) team in Exeter. As a result of this, we have seen a considerable increase in the number of calls being logged and processed by the Strata service desk team, however this has now levelled out and is dropping back to more manageable levels. Through more effective logging of calls we are gaining greater insight into the types of problems being logged.

The tables below shows the total number of calls coming into the Strata 1<sup>st</sup> line team broken down by authority, the graphs compare Feb 2018, Mar 2018 and April 2018.

### Total Number of 1<sup>st</sup> Line Telephone Calls Over Last Three Months

Site	Feb 18	Mar 18	Apr 18
ECC	45%	41%	45%
EDDC	26%	33%	30%
TDC	23%	19%	17%
Other	6%	7%	8%
<b>Total</b>	<b>2088</b>	<b>2023</b>	<b>1812</b>



## **Compliance and Security Team – Robin Barlow**

### **Security position**

There was no evidence that the Salisbury nerve agent incident had any real impact on the number of security events seen. We did follow through a security event detected in a local Exeter restaurant, who had an infected page and we assisted them in tracking this down. We also had a failure of GCSx email routing, which resulted in emails being sent over the internet, but securely. This was a configuration issue.

During April 2018, the Strata backup generator failed a weekly test which was found to be due to a fuel hose. This was fixed the following day, and worked when there was an actual failure of the utility power the following night. The battery backup systems would have been sufficient if the generator hadn't started.

### **Secure email**

We are still awaiting and update from the Cabinet office about how secure email will now be delivered after an announcement that their accreditation scheme had now been cancelled. We will press on for now with the existing solution which we believe will still be used.

### **PSN Coco**

The preparation for this is now well underway with pre-emptive scanning by the Security team and completion of actions from the previous CoCo. We also need to add focus back onto the 193 Windows 2008 'servers' that now require resolving before January 2020.

### **GDPR**

Further meetings have taken place and Strata have their initial Information Asset Register. There had been a review of the GDPR compliancy questionnaires that have come back from 3<sup>rd</sup> parties, however it is clear that there will need to be further clarifications of these. The key focus moving forward is to ensure that Subject Access requests and valid personal data erasure requests can be handled from Councils where additional support is required from Strata.

## **Systems availability**

There was one significant issue that occurred to the Global desktop, however, the Strata 'Out Of Hours' service detected this, and this was resolved by 07:45am so the impact was only felt by a limited number of users who started working earlier in the day. Exeter eFinancials was more stable in the month with further tuning undertaken. The issue with GCSx emails not being sent for a period of two weeks was resolved, with Strata assisting ECC & TDC to resend the emails that needed to be.

## **Business Continuity**

Through a series of workshops with the Business Continuity leads within each of the three authorities, Strata are now better informed on the needs of the authorities in terms of the key applications that need to be recovered to the secondary Data Centre facility in the event of a major incident occurring. This workstream is helping to inform the investment programme in the Global Desktop and Data Centre environments.

## **Business Systems Team – *David Sercombe***

### **New BCR Process**

The team have been working closely with the Client Leads of the 3 authorities this month to ***improve on the BCR process*** with the aim of providing a vehicle to the councils to prioritise the work that Strata does on your behalf. This new process, when adopted, will allow the councils to see the ***business benefits*** of each request and enable each piece of work to be added to a Strata work plan, giving ***clear visibility*** of when it can be expected and also enabling Strata to focus on ***real 'value' work***.

A successful workshop was carried out with EDDC on 3<sup>rd</sup> May where all existing BCRs were reviewed and either classified as a priority or assigned to a queue. A similar process has been arranged for Best2020 managers in Teignbridge for the 23<sup>rd</sup> May and a workshop will be arranged with ECC shortly.

Once all workshops have been completed the Priority BCRs will be added to a work plan and shared with Client Leads via the IRB/ Project process for review.

To help facilitate this process, changes are being made to the BCR submission form on the Strata portal. There will soon be a mandatory section for business benefits of the request to be identified. This will help with the following:

- Assist with the ***prioritisation process***
- Allow the authorities to see the ***value of work*** that is being delivered, enabling an informed choice on what to do with the cashable and efficiency savings achieved.
- Identify the lower priority BCRs which wouldn't otherwise be worked on so that they can be ***'bundled' into packages of work***, thereby rising further up the prioritisation list

It is expected the new process will be live in June, following adoption by the authorities.

### **New Business Systems Project Manager**

A new project manager has now joined the team. ***Chris Crook*** comes to us with extensive experience in project management and service delivery. Having previously run projects for the likes of Orange, BBC, Welsh National Assembly and Capita. Some of Chris' impressive achievements include managing the roll out of Blackberry phones across Europe and the introduction of SMS and MMS across Europe for Orange.

Chris will initially be working with the management team to ***improve our project management procedures and practices***, and will then start taking over PM responsibilities for some of our more challenging projects, to allow the analysts to focus on implementation.

### **Business Intelligence Unit**

Following the departure of Steve Gammon the Street Naming & Numbering and GIS team now report to David Sercombe. This team provide a vital role for all 3 authorities ensuring the address information that underpins virtually every IT system, is maintained, ***current and accurate***. This is complemented by the GIS team who provide a wealth of location and mapping data, ensuring that essential services such as Planning, Land Charges and Environmental Health are as efficient as possible, and that management can make strategic decisions based on good evidence. The team is now being rebranded as the *Business Intelligence Unit* to better reflect the work that the team provide.

Given the expertise in this team, there is an opportunity to make further investment in this area to provide ***even more insightful information and management reports***, analysing the wealth of data that is present within all three authorities, but is currently an untapped mine of useful information. A paper is being prepared which will explore the benefits of investing in this area and will be presented to senior management for discussion.

### **Key BCRs Update**

In April 2018, 55 BCRs were completed. Some of the Key BCR's closed included:

- Work for end of year processing
- Numerous legislative upgrades
- New reports created and existing ones updated
- Document templates updated
- GDPR updates to systems to comply with latest legislation
- Conference call phones installed in some TDC Meeting Rooms
- Replacement Benefits Web Calculator installed

For more details on Strata BCRs and Projects please refer to the relevant section within this Monthly Report.

## **Document Centre Team – *Martin Millmow***

### **ECC Copy Centre Move**

The existing Copy Centre in the Exeter Civic Centre building has moved from its current location to the space opposite the main Strata office. This meets a long term intention to provide closer support to this important asset.

### **EDDC Benefits Files Project**

A temporary member of staff has started work clearing all the old Benefits files from the basement at EDDC's Knowle offices, the first phase of the project is to catalogue all the files and their locations. Each catalogue item will then be checked against the Academy record to determine whether it is live and requires scanning, closed but within the retention period or closed for over seven years and can be disposed of. A second member of staff will start work alongside them shortly. Work continues on checking and clearing 2015 planning files from the Planning filing room and EH Health Premises files where good progress is being made.

### **Impact of GDPR on the Document Centres**

A general push by departments and the raised awareness of GDPR has increased officers focus on the handling and storage of both physical and digital documents. We are getting increased enquires for scanning resources and services at TDC in particular. GDPR has also raised question marks about document redaction on planning documents which appear on the EDDC website which will be followed up with Planning at EDDC.

### **Staffing**

We are currently recruiting for a new Document Centre Team Leader to replace Bob Harvey. Interviews will be taking place in June 2018.

## Customer Satisfaction

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

In April 2018 we received 432 responses to the customer satisfaction survey, this was made up of 410 positive responses, 11 neutral responses and 11 negative responses. This equates to the following satisfaction percentages:

Response Category	Responses Received	Percentage
Positive	410	94.9%
Neutral	11	2.55%
Negative	11	2.55%



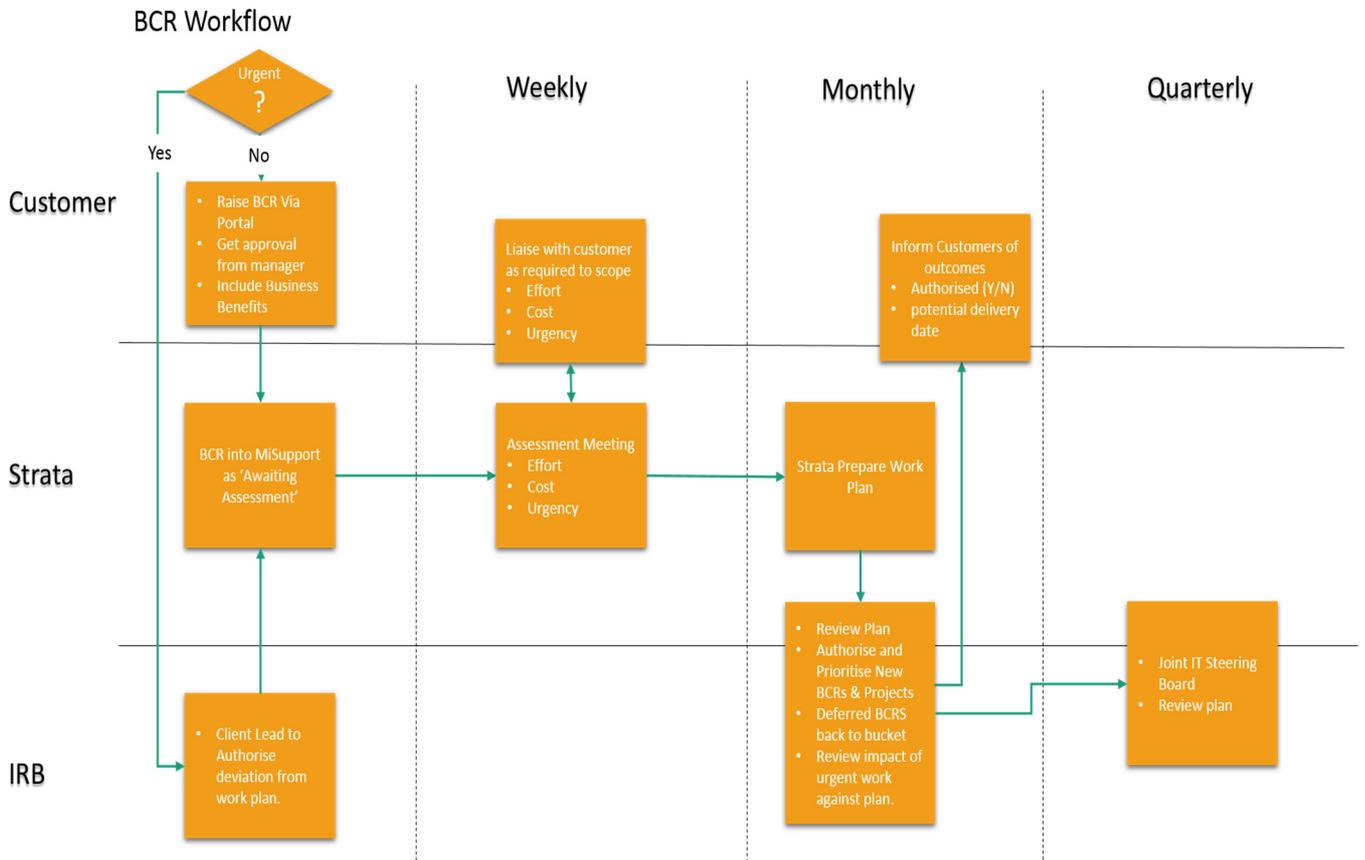
Responses are monitored and any neutral or negative replies are followed up to identify areas for improvement or learning points for consideration. Feedback is shared with the Strata teams, the JEC and the JSC to assist with overall service improvement programme.

The service desk is performing well in supporting the BAU (Business as Usual) activities of the three authorities.

## Business Change Requests and Projects Process

We have just undertaken an end to end review of the BCR and Projects process, and as a result, we have redrawn the process that underpins this key element of Strata’s service.

The diagram below shows at a high level how the new process will work:



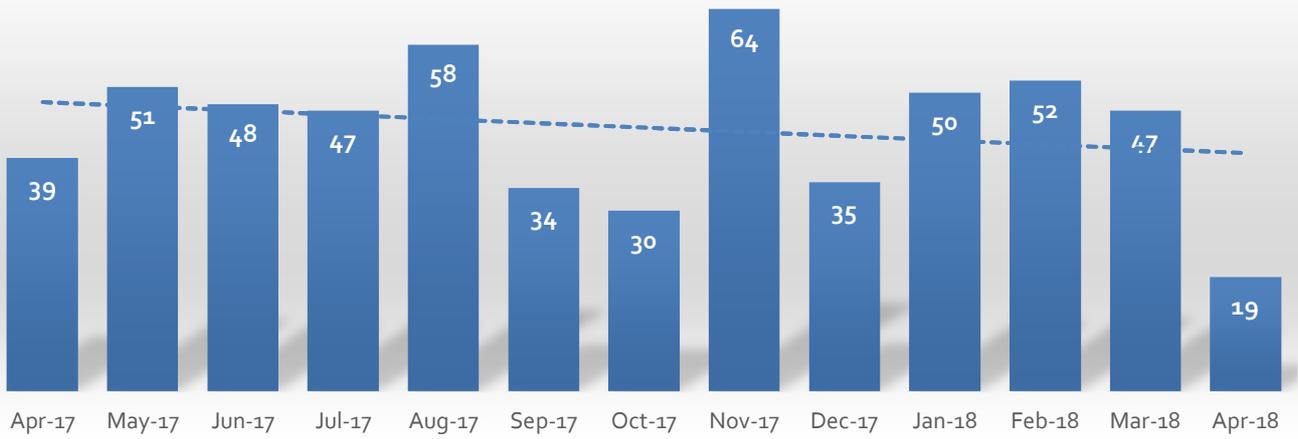
The new process will help drive a better understanding of the real value of requests and enable Strata resource to be directed to the key priority work of each authority.

# Business Change Requests Performance Indicators Report

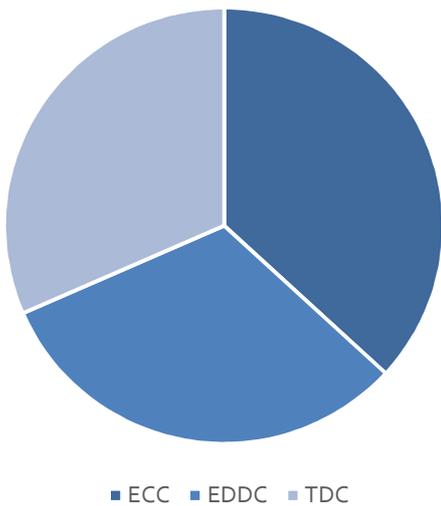
## Total New BCR Demand

Site	Apr 17	May 17	Jun 17	Jul 17	Aug 17	Sept 17	Oct 17	Nov 17	Dec 17	Jan 18	Feb 18	Mar 18	Apr 18
ECC	7	14	13	9	18	6	8	10	8	14	7	16	7
EDDC	10	14	11	11	13	13	11	20	19	14	13	10	6
TDC	22	23	24	27	27	15	11	34	8	22	32	21	6
Total	39	51	48	47	58	34	30	64	35	50	52	47	19

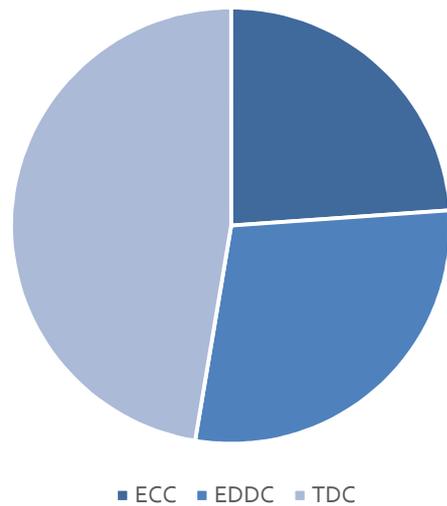
New BCR Demand by Month



New Demand by Authority - April 2018

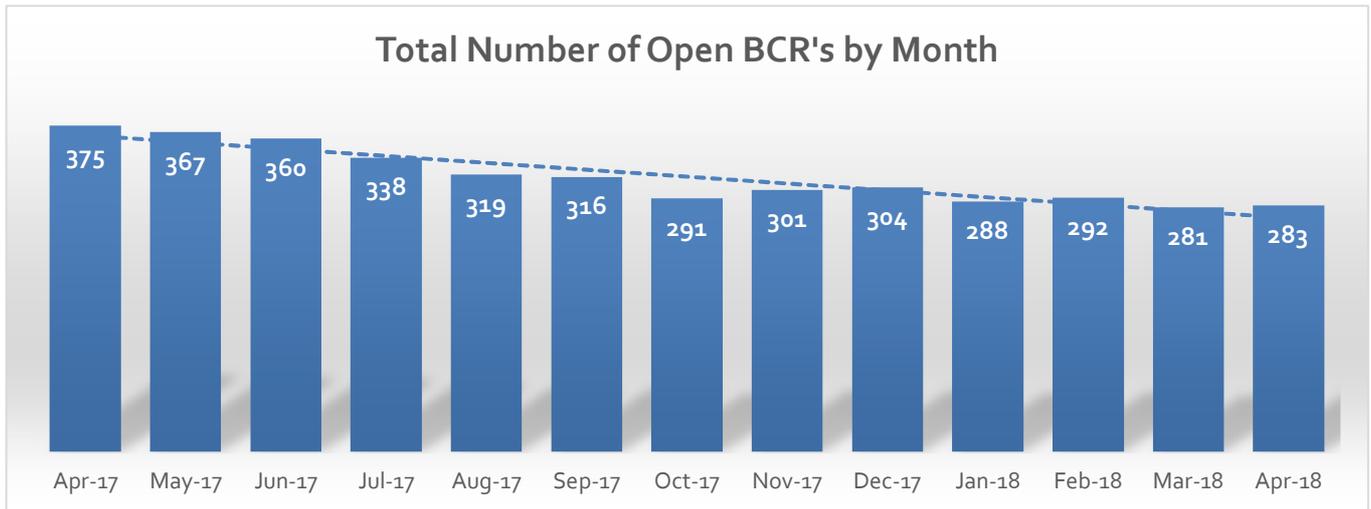


New Demand by Authority - April 2017 until April 2018



### Total Number of Open BCR's

Site	Apr 17	May 17	Jun 17	Jul 17	Aug 17	Sept 17	Oct 17	Nov 17	Dec 17	Jan 18	Feb 18	Mar 18	Apr 18
ECC	81	83	92	86	84	77	64	64	62	64	68	57	65
EDDC	149	132	137	119	103	113	110	118	127	114	113	109	104
TDC	145	152	131	133	132	126	117	119	115	110	111	115	114
Total	375	367	360	338	319	316	291	301	304	288	292	281	283



### Total Number of Closed BCR's During Month

Site	Apr 17	May 17	Jun 17	Jul 17	Aug 17	Sept 17	Oct 17	Nov 17	Dec 17	Jan 18	Feb 18	Mar 18	Apr 18
ECC	17	12	4	15	20	13	21	10	10	12	3	17	12
EDDC	17	31	6	29	29	3	14	12	10	27	14	12	15
TDC	28	16	45	25	28	21	20	32	12	27	31	14	28
Total	62	59	55	69	77	37	55	54	32	66	48	43	55

## Projects Performance Indicators Report

### Closed projects

Site	Apr 17	May 17	Jun 17	Jul 17	Aug 17	Sept 17	Oct 17	Nov 17	Dec 17	Jan 18	Feb 18	Mar 18	Apr 18
Total	6	3	0	1	1	2	0	1	1	3	7	0	0

Please Note: Strata are currently reviewing closed projects, so expect to see an increase in the number of closed projects in May 2018 when the review exercise is completed.

### Ongoing Main Corporate Projects

A summary of the progress with the main corporate projects can be seen below:

Exeter City Council	<p><b>HR and Payroll</b></p> <p>The system was made Live during April, and all processing for the April pay run was made from the new system. Approximately 70% of payslips were sent electronically, and Employee Self Service was also made Live to allow people to access their details and payslips online. Configuration of the Web Recruitment Module is due to start w/c 08/05/2018.</p>
Exeter City Council	<p><b>Uniform – Planning/ Land Charges and Building Control</b></p> <p>A final push to resolve some long outstanding issues has now put this project back on track. An end of project report will be written this month to review the project an established lessons learned.</p>
Exeter City Council	<p><b>Firmstep</b></p> <p>Several updates to the system have been made this month including:</p> <ul style="list-style-type: none"> <li>• Better integration with the finance system</li> <li>• Bin Deliveries is now live</li> <li>• Testing of the Single Sign On process with Capita Portal – tested ok</li> <li>• Update to the Bulky Waste process</li> <li>• Update to the Graffiti process</li> <li>• Proof of Concept for Bin Alerts developed.</li> </ul>

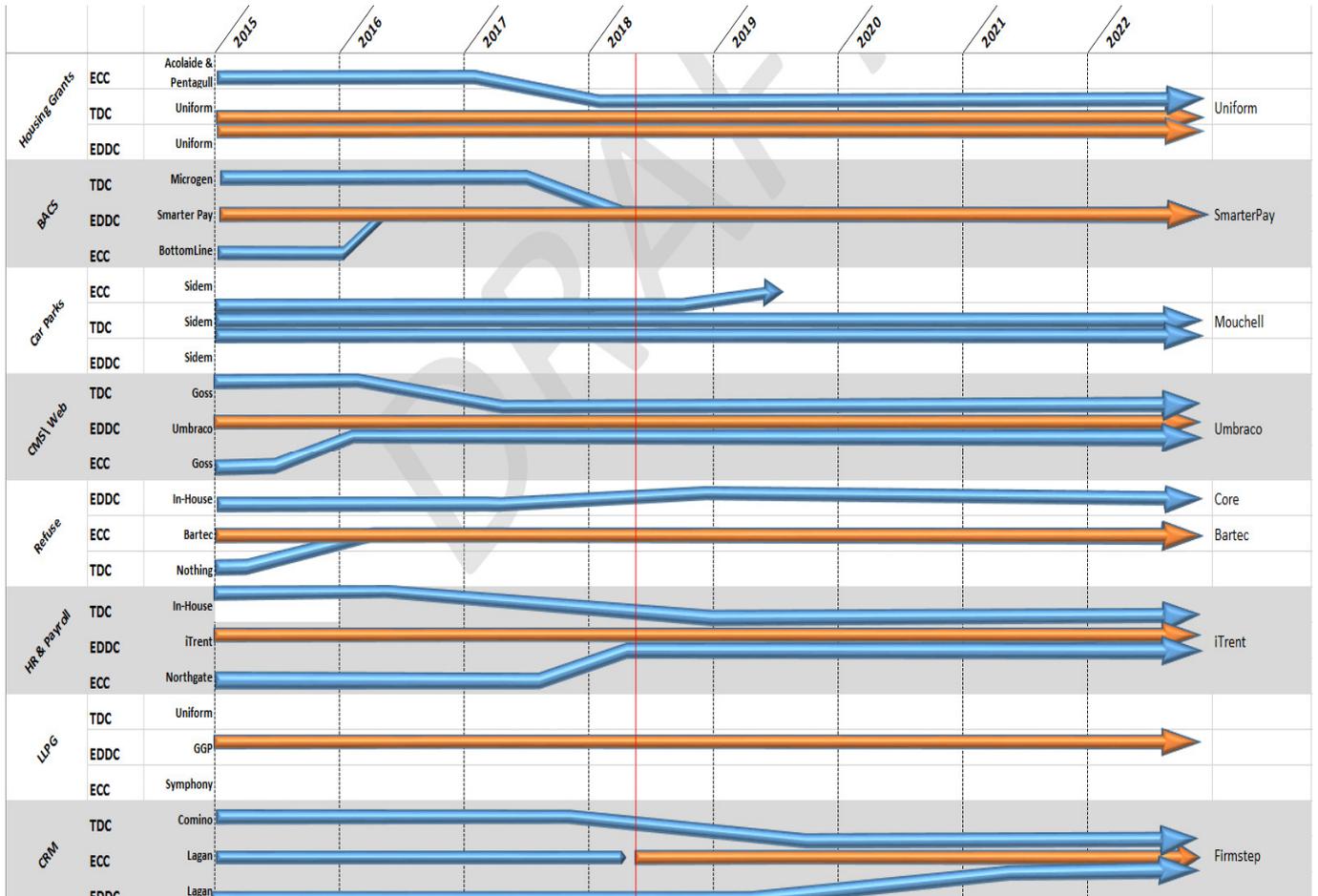
Teignbridge District Council	<p><b><i>Firmstep/ OneTeignbridge</i></b></p> <p>Project progressing well, with numerous forms being tested. There have been discussions around mobile devices to be used in the Waste Management process – these will be Apple iOS devices and 2 devices are being ordered to assist with the testing of the forms processes. Process Mapping of the Environmental Health processes is nearing completion and work will begin on developing these forms soon.</p>
Teignbridge District Council	<p><b><i>HR and Payroll</i></b></p> <p>Issues with resourcing has meant that this project has been delayed. Steps are being taken to address the resourcing with dedicated staff being considered to work on the project. Go live for this project is now expected to be Q4 of this calendar year.</p>
Teignbridge District Council	<p><b><i>Garden Waste</i></b></p> <p>The Garden Waste renewal process will begin again for Teignbridge in July. Work is underway preparing for this project</p>
Teignbridge District Council	<p><b><i>QMAtic/ Reception Management</i></b></p> <p>Work continues on this project. A Changing specification has meant that new equipment needs to be purchased and GDPR regulations have led to a slight redesign of the way the QMAtic software is configured. These are currently in progress. Next steps will be to design the 'announcement on arrival' system so that customers can self-register their arrival at reception which will notify officers for collection.</p>
Teignbridge District Council	<p><b><i>ModernGov</i></b></p> <p>This project is not progressing due to resource constraints within Democratic Services.</p>
East Devon District Council	<p><b><i>Garden Waste</i></b></p> <p>The initial phase of the sign up process is complete and the site has now received over 6,000 properties signed up for a garden waste service. An admin dashboard has been completed to allow customer services and waste management to better manage the new subscriptions. Daily reports are being sent to waste management outlining the number of new subscriptions received. The next phase is to integrate with the Suez Core system. There were was a delay receiving the integration software and associated documentation from Suez, coupled with a member of the Strata team</p>

	<p>being signed off sick for a few days. This has resulted in a tight timescale to deliver the integration however there is a work around in place and the information is being sent to Suez to add to the Core system.</p>
<b>East Devon District Council</b>	<p><b><i>Honiton HQ</i></b></p> <p>Strata continue to support the new EDDC HQ build in Honiton, regular site meetings are being held with the contract to ensure that key projects milestones are being met.</p> <p>The data connectivity has now been ordered from Virgin Media business and an emphasis has been placed on the need to have a period of time where both the Knowle and Honiton have connectivity to allow a managed transition in late September / early October.</p> <p>Strata have engaged Public-I to scope the AV requirements for the site.</p>
<b>East Devon District Council</b>	<p><b><i>Global Communications</i></b></p> <p>The Global Comms project has progressed well and the large proportion of users are now running on the new telephony platform.</p>
<b>Teignbridge District Council / East Devon District Council</b>	<p><b><i>Car park Convergence</i></b></p> <p>The procurement exercise for the Car park system is being re-run do to omissions in the previous tender resulting in the preferred supplier misrepresenting their BID.</p> <p>The original specification is being revisited to ensure everything that EDDC and TDC require is included and all volumes are understood.</p> <p>This project will then go out to tender and a new supplier appointed.</p>
<b>Teignbridge District Council / East Devon District Council</b>	<p><b><i>Body Cams</i></b></p> <p>The Specification is complete and signed off by EDDC and TDC. The Councils will need to ensure that robust procedures are in place to comply with GDPR and Protections of Freedoms legislation is adhered to. Once this is complete the procurement, via a suitable framework can be completed.</p>

## Convergence Update

As part of the business planning process, Strata are currently reviewing the existing convergence programme to ensure that it maps against the needs of the three authorities.

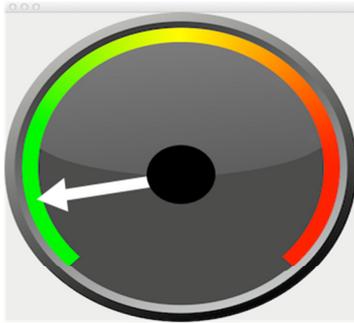
As part of the review that we have recently undertaken, we have produced a far simpler way of showing progress in terms of convergence. The diagram below shows some of the convergence projects that we have been working on:



## Summary

It is pleasing to report that Strata is making **good progress**, and the level of savings delivered back to the three authorities is well in excess of that originally predicted.

The high level indicators graphic below reflects where Strata feel they are in relation to each of the core objectives:



**COST SAVINGS**



**RISK REDUCTION**



**CAPABILITY FOR  
CHANGE**

There are some key pressure areas where Strata feel that additional resource may be required to assist, these areas include:

- **Business System Finance** – supporting the demands of the finance teams across the three authorities
- **GDPR** - ensuring Strata is supporting the GDPR requirements of the three authorities
- **Service Desk** – keeping pace with the service and support demands and also to support the needs of Councillors where there is a high demand for Strata support
- **Business Intelligence** – looking to develop this capability to gain better insight and value from data
- **Training** – there is an identified need for more IT training to be made available to support the IT that has been deployed across the three authorities.

The following statement of assurance is provided by the Head of Audit Partnership, the provider of Internal Audit Services to Strata Service Solutions for audits in relation to the 2017-18 internal audit plan.

The provision of ICT services is the responsibility of Strata Services Solutions under the arrangements specified within the original Partnership Agreement between Exeter City Council, East Devon District Council and Teignbridge District Council .

This statement has been compiled to meet the assurance needs of The Partners, as the interested bodies for the provision of ICT services.

This assurance statement consists of the following elements:

- Overall Assurance Statement;
- Governance;
- ICT Service operations.

**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. (see key)**

**Good Standard** - The systems and controls generally mitigate the risk identified but a few weaknesses have been identified and / or mitigating controls may not be fully applied. There are no significant matters arising from the audit of the ICT service operations, the recommendations made serve to strengthen what are mainly reliable procedures. However, governance arrangements for business continuity require improvement to ensure they are current, relevant and operating to link in with and meet Partner needs.

The work completed in this third year it has been at a combination of overview level in a developing company and more detailed service delivery areas in the plan. This assurance must be read in consideration of the evolving nature of complex ICT provision involving the merged ICT services from the three partner organisations whose infrastructure, service provision and service needs are at different levels but with a common objective; to improve the value and quality of ICT provision.

The scope of the audit for the year has included the following areas and are shown with the levels of assurance ;

Assurance Opinion on Risks or Areas Covered • key concerns or unmitigated risks	Level of Assurance	Direction of travel
<b>Risk Management</b> • significant improvement has been made to the risk management process and risk register. Further clarity is still needed between actual mitigating controls and that of further management action required.	Good Standard	
<b>Performance Management:</b> • is in the process of being restructured with a new shortened performance report more targeted to customer needs. • the performance monitoring processes are reliable and supported by practice recognised service desk	Good Standard	

<p><b>Business Continuity Plan:</b></p> <ul style="list-style-type: none"> <li>• there is a sound structure of processes designed to support business continuity which have been tested through management of incident and recent weather related service pressure.</li> <li>• there is, however, no defined business continuity plan nor integration with Partner BC Plans. Strata is currently working with Partners to identify and agree service continuity requirements and an action plan from this gap analysis is being established.</li> </ul>	Improvements required	
<p><b>Cyber Security</b> (Cyber Essentials Scheme (CE))</p> <ul style="list-style-type: none"> <li>• CE presents the requirements for mitigating the most common Internet based threats to cyber security.</li> <li>• Using CE, no significant weaknesses identified with all of the five control areas achieving a good standard.</li> </ul>	Good Standard	
<p><b>Key IT Operational Functions</b> Key operational functions and processes provide stable services that help deliver business outcomes.</p> <ul style="list-style-type: none"> <li>• Looking at all core requirements for delivering ICT services, no areas of material concern were found.</li> </ul>	Good Standard	
<p><b>Service Design</b> Turning service strategy into plans for delivering business objectives.</p> <ul style="list-style-type: none"> <li>• High level review to assess future needs and assist in the delivery of service solutions identified no material control weaknesses.</li> <li>• A project prioritisation process has been developed, but further opportunities exist to improve the delivery of new services.</li> </ul>	Good Standard	

Our audit remit and coverage does not extend to financial and operational procedures as a business (outside of ICT service delivery) which are provided / supported by the Partners in 'host arrangements'. Assurance on financial and operational procedures should be sought from the Partner organisations audit services.

Further, more in-depth, audit reviews will be completed in the coming cycle as the maturity of the organisations arrangements develop and harmonise.

**David Curnow**  
Deputy Head of Partnership

Full Assurance	Risk management arrangements are properly established, effective and fully embedded, aligned to the risk appetite of the organisation. The systems and control framework mitigate exposure to risks identified & are being consistently applied in the areas reviewed.	Limited Assurance	Inadequate risk management arrangements and weaknesses in design, and / or inconsistent application of controls put the achievement of the organisation's objectives at risk in a number of areas reviewed.
Significant Assurance	Risk management and the system of internal control are generally sound and designed to meet the organisation's objectives. However, some weaknesses in design and / or inconsistent application of controls do not mitigate all risks identified, putting the achievement of particular objectives at risk.	No Assurance	Risks are not mitigated and weaknesses in control, and / or consistent non-compliance with controls could result / has resulted in failure to achieve the organisation's objectives in the areas reviewed, to the extent that the resources of the Council may be at risk, and the ability to deliver the services may be adversely affected.



Solutions for  
government

# Strata Discussion Document

## Information Technology Training Needs & Delivery

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

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

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## **Purpose of this Discussion Document**

The purpose of this discussion document is to provide a high level overview and proposed solution to address what is perceived as a need for Information Technology training across the three authorities which Strata supports.

This document is being presented to the Strata Board for discussion on Friday 20<sup>th</sup> April and to the JSC / JEC at the next round of committee meetings in May and June.

## Initial Thoughts

It is clear that as IT becomes more embedded into practically all council activities, then ensuring that staff are sufficiently trained both on the devices they use and on the applications that they need to perform their everyday tasks, is essential to ensure that the desired efficiencies and outcomes are achieved through the introduction of technology. The impact of staff not having the required level of skills or not being given access to relevant and timely training can lead to both user inefficiencies and frustrations, whilst authorities will not gain maximum value from their investment.

Currently IT training budgets are allocated to the HR departments of each authority, and users are able to access online training (i.e. eLearning Nexus – EDDC) or to book themselves onto suitable training course run by 3<sup>rd</sup> party organisation, in addition knowledge transfer between staff within a department appears to take place as and when required.

Strata believe that there is now a real need for a more formalised approach to end user IT training to ensure that each authorities staff have the ability to access IT training in a structured way as and when required, whether it be on line, in the classroom, or at the desk. It is felt that a pro-active approach to training needs to be developed in order to allow users to select the best form of training for their needs, as users commonly learn in different ways.

Since the introduction of the Strata service desk, it has been recognised that IT incidents are being logged by users which probably would have been best addressed through effective application or/and device training.

Strata would therefore like to propose the provision of a roving training resource, which could be booked by users via the Strata service desk. The Strata training resource would arrange face to face sessions, hold on site surgeries, run classroom style training on applications and devices. The resource could also

be used to co-ordinate training with a 3<sup>rd</sup> party organisation when new applications or technologies are being introduced.

Regular reviews of the skills of users across each authority, will enable skills gaps to be analysed and addressed. Whilst not aimed as being a 'one stop shop' for all IT training needs, the introduction of this resource will act to address a recognised issue.

## Training Needs

The Strata IT Training Specialists would work with the HR departments within each authority to identify pro-active training needs on a rolling 12 month schedule. This training may be, for example, Microsoft Office suite training, or training on new applications, services or devices.

The IT Training Specialist will then create, communicate and manage a matrix of training courses / surgeries available over a 12 month period.

In addition, the IT Training Specialist will engage with highlighted departments within each authority to perform a gap analysis on staff against the needs and requirements of the authority. This information will be compiled into a report for the IT Client Lead within each authority, and a training plan drawn up.

Working closely with the Service Desk Manager, the Training Specialist will identify demand based on logged Service Incidents, this will show specific areas of demand where training might be required to reduce the level of service incidents being logged with the Service Desk.

## Training Delivery

Users (or managers) who identify that they have a specific training will need to contact the Strata service desk to log a service request (SR) for training. A user will be provided with a Service Request reference number and this will need to be used in all correspondence. Training Service Requests will be assigned to the Training Specialist for review / delivery.

The Training Specialist will ascertain whether they have the skills / capacity to deliver the training or whether the training will need to be brought in from an external source. The Training Specialist will also identify the type of training to be given, i.e. face to face, eLearning (if available through the relevant authority), classroom, off site, etc.

Should training need to be brought in, the end users authority will be advised of the costs for the delivery of the required training.

Should classroom style training be required (i.e. more than one user needing training), then the relevant authority would need to ensure that a suitable room is available to enable the training to take place. Any IT equipment requirements to enable training to be given will hopefully be able to be provided by Strata out of spare stock, however, should it be necessary to rent in equipment, the costs will be passed onto the requesting authority.

On successful completion of training the user will receive an acknowledgement from Strata in the form of an email confirming that the training has been given and also requesting feedback on the quality of the training. Feedback will be reported to the authorities via the Strata Monthly reporting process. Should classroom training be given, Strata will aim to issue a certificate of attendance and successful completion of the course.

## Costings

It is felt that a full time trainer would be able to provide the majority of IT training needs. Whilst some degree of 3<sup>rd</sup> party involvement might be needed, having a dedicated training resource as part of Strata's resource pool would enable a far more effective mechanism for delivery of the required training across the three authorities.

It is believed that an initial two year term would be appropriate in order to understand and address the current training gaps, after that, and depending on the success of the programme, the position could move to being full time post.

The costings based on currently agreed authority percentages are shown as below:

Resource	Annual Resource Charge	Term
IT Training Specialist	£42,000	Two Years

Authority	Percentage Contribution	Annual Resource Charge
Exeter City Council	35.93%	£15,091.60
East Devon District Council	36.692%	£15,411.64
Teignbridge District Council	27.372%	£11,496.74

Please Note : the above pricing is based upon the provision of one FTE, it is not intended that this resource will address all IT training requirements, and should it be deemed necessary Strata would propose bringing in additional full time or part time training resource as and when required and based upon identified demand.

## Summary

Strata believe that the introduction of a roving IT training resource will enable authorities to deliver a much more professional approach to IT, enabling skills shortages to be identified and addressed.

Using the shared cost model is a very effective way of bringing in a training resource without one single authority having to carry the full cost.

Using the existing defined processes for recruitment, Strata believe that identifying and shortlisting suitable candidates for this role would not be a major challenge, and should it be agreed that budget can be allocated to this post, Strata would look to have suitable resource in place and operational by 1<sup>st</sup> Sept 2018.

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Solutions for  
government

# Strata Report

Support of Councillor IT

Date Issued: 6<sup>rd</sup> March 2018 (draft version 3)

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Working together for East Devon, Exeter and Teignbridge

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## Purpose of this Document

The purpose of this discussion document is to present a number of options to the Strata Board, the Joint Scrutiny Committee and the Joint Executive Committee to enable the development of a support function for Councillor IT with Strata.

## Background to the Discussion Document

There is currently no formal agreement for the support of Councillor IT equipment at either East Devon District Council or Teignbridge District Council. Councillors provide their own IT out of their allocated budget and the authorities provide access to Office 365 to enable emails to be sent and received.

Hence, Strata only have responsibility for supporting the O365 environment at these two councils and not for the support of the individual IT equipment (desktops, laptops, printers) used by each Councillor.

No IT equipment is provided by either East Devon District Council or Teignbridge District Council to Councillors to enable them to perform their function.

Hence, there is a very mixed and privately owned IT environment used by the Councillors, and currently there is now support offered by Strata on this equipment.

At Exeter City Council, the position is very different as the authority provide Councillors with devices to enable them to access both email and various IT systems. As these devices are authority owned, they are supported by Strata, and Councillors regularly contact Strata to ask for support. The devices are built and provisioned by Strata and Microsoft Outlook is provided as the email platform.

Historically at Teignbridge District Council, there was a resource within Democratic Services who supported the Councillor IT environment, however, when Strata was formed it was decided that the service was no longer required and the member of staff left the organisation. Hence, over the last three years, no direct support for IT equipment at Teignbridge has been offered, however, Councillors have visited the Strata Service Desk to ask for advice and guidance on IT issues or to have equipment looked at. This is believed to be outside the scope of the Strata service, but has been performed by Service Desk staff on a reasonable efforts basis.

At East Devon District Council, Councillors have made their own support arrangements, and no formal service appears to have ever been offered, however, at times, Councillors have dropped into the Strata Service Desk to seek assistance with privately owned IT hardware related issues. When possible, the Strata Service Desk staff have been able to offer assistance.

Currently, Strata have received requests from both Councillors at East Devon and Teignbridge for support of their personal hardware and hence it is believed that there is now a requirement for a basic level service to be made available to allow for Councillors to contact the Strata Service Desk to request assistance.

The challenges that any service could face would include:

- A complete mix of equipment that Councillors have purchased and used – this will include multiple device types and ageing equipment
- Little knowledge as to how the equipment has been configured and is being used
- Equipment may not be transportable and tied to a Councillor's location
- Data may not have been being backed up and any failure may result in Strata not being able to restore data if it hasn't been being backed up and any backup tested on a regular basis.
- Strata is not resourced up to deal with Councillors IT, and any request for support could impact on Strata's ability to support the authorities IT environment
- Potentially an initial avalanche of pent up demand of minor issues, which could overload and waste resources
- The IT equipment may contain sensitive data, which Strata would have to ensure there were appropriate safeguards in place to protect both the Councillor and Strata.

There is no asset register of the equipment that Councillors use, so Strata could not be expected to provide anything other than a very basic level of support.

In addition, Councillors have made their own arrangements for network connectivity and hence own the relationship and contract with the Broadband service provider.

In summary, there is certainly an identified need for a basic level of Councillor IT support service to be provided by Strata, but this would be limited in scope and only provided on a reasonable efforts basis. In order for any service to be successful and in order that it would not impact on the business as usual operation the service would need to be scoped and caveated in order that Strata are not left exposed or having to commit time and effort in supporting a Councillors privately owned IT equipment.

## Support Options

Strata are proposing three options for the support of the Councillors privately owned IT equipment.

**Option 1** – Basic Service provided by Strata at each Head Office location – this would be paid for by each authority and included in their annual Strata service charge. This would be charged at a rate of £250 per Councillor per annum. Hence for a Council of 50 councillors, the charge would be **£12,500** per annum.

**Option 2** – Basic Service provided by Strata at each Head Office location – this would be paid for by each Councillor on an annual basis (they can opt in or opt out on an annual basis) and will be charged at a rate of **£250** per councillor per annum. The monies will be deducted from the Councillor's expenses payments.

**Option 3** – A voucher scheme. This scheme would enable an authority to buy a number of vouchers which could then be traded for Strata Service Desk support time. The initial minimum number of vouchers per authority would be 20, and each voucher would be worth an hour of Strata level 1 or level 2 time. A pack of 20 vouchers would be charged at a rate of £1000, which is equivalent to **£50 per hour**. The voucher scheme would be administered by Democratic Services department of each authority.

The scope of the service (for all options) would be as follows:

- All calls for support need to be logged via the Strata Service Desk one number. Each request for support will be given a priority and an incident reference number.
- This is primarily a service to get a Councillor able to access the Office 365 system rather than a regular maintenance service.
- The call for support would then be passed to a Strata Service Desk Analyst for initial diagnosis, and fault finding. This will be limited to a one hour period of diagnostic work.
- The Service Desk Analyst will then provide an update to the Councillor as to whether the problem has been fixed, is fixable but will require additional diagnostic time or cannot be fixed by Strata.

## Caveats

- Strata will only deal with calls which have been logged, impromptu visits will not be accepted

- Strata staff will only deal with issues where the equipment can be brought into a Strata office, Strata will not make home visits.
- Strata will not reload a Councillors backup, or be responsible in any way for the data or applications on a councillors privately owned IT
- Unless causing the primary issue, Strata will not undertake the routine update of the equipment with recent patches but may comment on these
- Where the fault is deemed to be a hardware component failure, then Strata will identify the issue but will be unable to arrange the provision of a replacement;
- The resolution of faults caused by the underlying operating system not being licenced will not be undertaken;
- Strata will not be responsible for the provision or installation of any consumables in printers
- Strata will not offer any guarantee of a fix, all calls will be handled on a reasonable efforts basis
- At times of high demand for Strata Service Desk services, the demands of the three authorities will take priority over the service offered to the Councillors.

If the Voucher scheme is the selected option, a Voucher can be exchanged for one hour of individual Councillor training. Unused Vouchers will expire after 12 months and cannot be carried forward into the next financial year.

#### **Option 4 – Council provided hardware (tablet device)**

As an alternative to the above options, each authority could look to provide the IT hardware to enable a councillor to perform their role. The hardware would comprise of an iPad Pro (A4 size tablet) or iPad Air (normal size tablet), this is a similar device provided to the councillors by Exeter City Council. The devices would be loaded with the relevant Strata supported councillor required applications, i.e. email. Support on the devices would be provided by the Strata service desk at an additional cost.

The estimated cost of providing the iPad device + support in the first year would be circa £800 per councillor (depending on the device selected). In subsequent years there would be an annual support cost of £150 per device.

This service does not cover the cost of printing hardware or a home Broadband Service.

Caveats:

- Strata will only deal with calls which have been logged, impromptu visits will not be accepted
- Strata staff will only deal with issues where the equipment can be brought into a Strata office, Strata will not make home visits.
- Strata will not reload a Councillors backup, or be responsible in any way for the data or applications on a councillors privately owned IT

## Conclusions

In submitting these options, Strata hope to deliver a support service to Councillors which, whilst offering no guarantee of a fix, will allow Councillors to request assistance for their privately owned IT equipment.

It is important that Councillors understand and acknowledge the limitations of the proposed service, but we hope that it will provide a level of support commensurate with the requirements of each Councillors.

Should EDDC or TDC wish to explore the provision of hardware to each councillor, Strata suggest a more detailed discussion is entered into to identify the type of tablet device required and to firm up on the pricing.

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Solutions for  
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# Strata

Customer Service Plan

Version 2.3

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

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

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## Document Information

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

## Document Control

<b>Title</b>	Strata Customer Services Plan
<b>Originator / Author</b>	Laurence Whitlock
<b>Reviewer</b>	Adrian Smith / Sue Langston
<b>Business Area</b>	Strata Service Desk
<b>Review Cycle</b>	Annual

## Document History

Version	Date	Changes Made	Document status
0.1	25 <sup>th</sup> June 2017	Initial Draft	Obsolete
0.2	26 <sup>th</sup> June 2017	2 <sup>nd</sup> Draft	Obsolete
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0.4	29 <sup>th</sup> June 2017	4 <sup>th</sup> Draft	Obsolete
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1.0	11 <sup>th</sup> July 2017	Launch Version	Obsolete
2.0	24 <sup>th</sup> October 2017	Revised version to include OOH support	Obsolete
2.1	26 <sup>th</sup> October 2017	Updated table of contents	Obsolete
2.2	08 <sup>th</sup> February 2018	Revised version to show changes to SD structure	Obsolete
2.3	18 <sup>th</sup> April 2018	Updated Call Flow, Introduced SLA's	Live

## Document Ownership

The Strata Customer Service Plan document is owned by the Strata Support and Infrastructure Manager and is therefore responsible for ensuring that the document is reviewed in line with the requirements of the business and the three authorities that Strata supports.

## Introduction

This Customer Service Plan has been created to provide an improved level of service for the three authorities who currently take services from Strata. The Strata Service Desk has a base at each of the primary sites (The Knowle EDDC, Forde House TDC and Exeter Civic Centre ECC).

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

## Logging an Incident

The Strata Service Desk operates from 7am until 5pm, five days per week. Outside of these hours the Service Desk operation at each of the three sites is closed. However, the Strata Out of Hours service is available for emergencies.

It is important that all incidents are phoned into the Service Desk rather than being emailed in as this avoids any potential delay the receipt of emails could cause.

An incident is defined as when something has stopped working or is broken, where no work around exists and is preventing you from working.

## Contacting Strata Service Desk by Telephone

The contact numbers for the Service Desk is as follows:

- East Devon – 01395 517433
- Exeter City – 01392 265050
- Teignbridge – 01626 215222

The above numbers should also be used when contacting the Strata service desk outside of normal opening hours.

When contacting the Strata Service Desk to log an incident, please ensure that you have the following information available:

- Name, Location
- Asset Number – Global Desktop Name and Computer Name:
- Details of the issue
- Whether this is a new fault or a re-occurrence of an existing fault

Global Desktop Name:	GD0051
Computer Name:	PC52917

## Contacting Strata Service Desk using the Strata Portal

Strata have developed a portal to enable Business Change requests and Service Requests to be logged.

PLEASE NOTE : There is currently no option to log an incident via the portal, as the preferred method of raising incidents is via the telephone.

## Contacting Strata Service Desk by Email

The Strata Service Desk can be contacted via email: [servicedesk@strata.solutions](mailto:servicedesk@strata.solutions)

PLEASE NOTE: for all incidents it is recommended that a call is logged via the telephone rather than via email.

## Service Call Severity

All incidents are currently treated as a high priority and take precedence over other non-incident Service Desk work, although they will be prioritised by the owner of the call depending on other current incidents.

## Service Level Agreements

Strata now operate the following Service Level Agreements against incidents and problems raised. They are not applicable to service requests or BCR's.

Priority 1 – Incident affecting multiple users across multiple geographical sites.

Response Time = 15 minutes

Estimated fix time = 4 Working hours

Priority 2 – Incident affecting multiple users across a single geographical site.

Response Time = 30 minutes

Estimated fix time = 10 Working hours (1 Working Day)

Priority 3 – Incident affecting single user across single geographical site.

Response Time = 1 hour

Estimated fix time = 30 Working hours (3 Working Days)

Working hours are in line with the standard opening times of the Servicedesk. These are 7am – 5pm Monday to Friday.

Strata now operate the following Service Level Agreement against Strata Maintenance requests. These are internal calls that affect strata work assigned between internal Strata teams.

Priority 1 - Request for something new, assistance or an update to an existing system.

Response Time = 2 Working Days

Estimated Completion = 10 Working Days

## Escalations

Strata will aim to respond to Incidents within the above Service Level Agreements, except in the case of an Out of Hours calls where the response will be within 30 minutes. By response, this means that Strata will log the incident, provide an incident reference number, and will assign a Service Desk team member to commence an investigation of the incident and work towards either a fix or an escalation to a second line team.

Should a user choose to escalate a very urgent incident they can request that the Service Desk escalates the issue or alternatively they can contact one of the Strata management team and request that an escalation takes place.

### How to escalate an incident

To escalate an incident within normal working hours, in the first instance a user can call the Strata Service Desk, quote the incident reference number and request an escalation. Alternatively, a user can contact the Service Desk Team Leader, Support & Infrastructure Manager or the IT Director. It should be noted that not all requests for escalation will be accepted.

If urgent escalations are made outside of normal working hours, it would be expected that these would be handled by the Strata Out of Hours service and processed through to the relevant member of the Strata Management team.

The escalation contact details for the Strata Management Team are as follows:

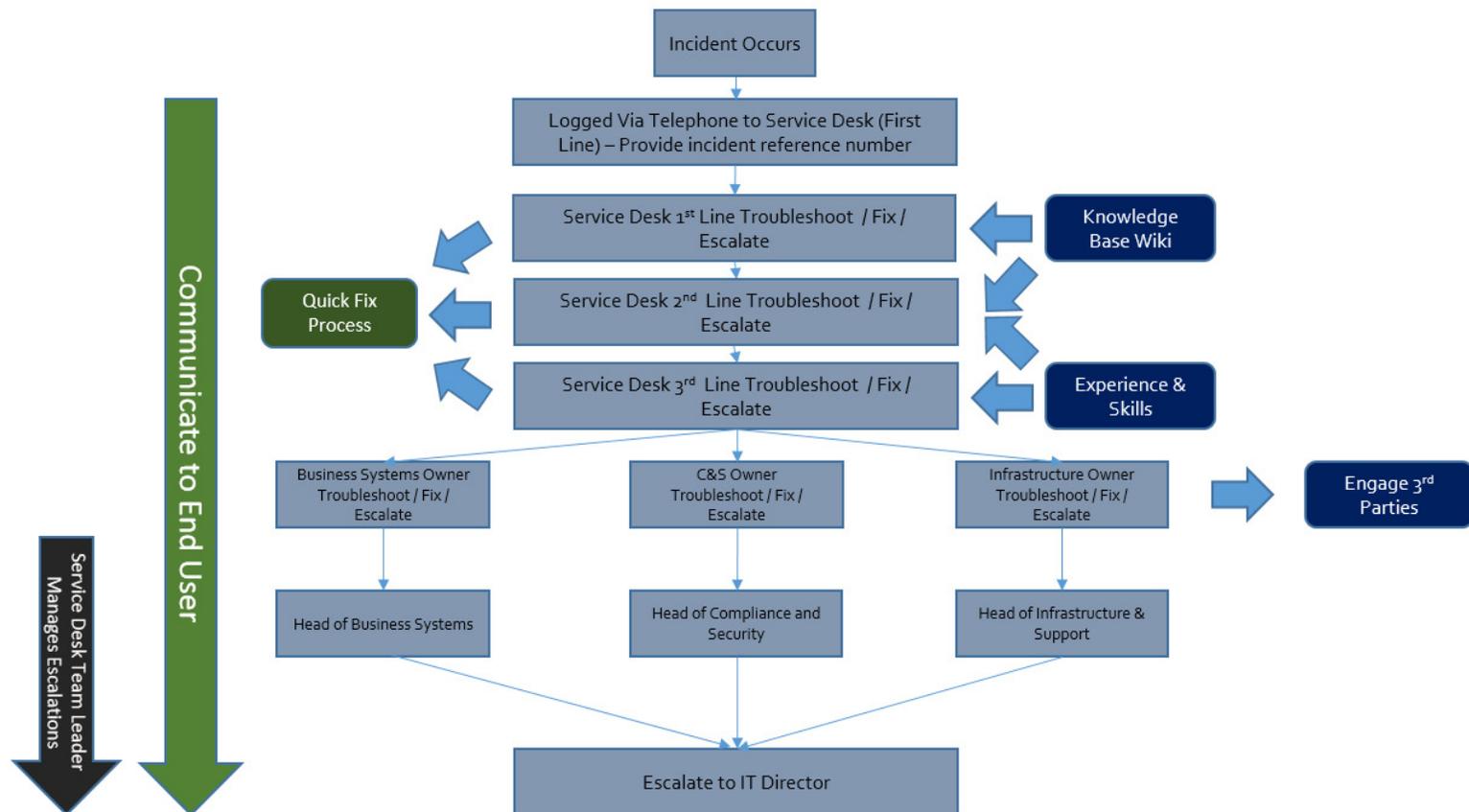
Name	Role	Telephone Number	Email Address
Sue Langston	Service Desk Manager	07912 774588	<a href="mailto:sue.langston@strata.solutions">sue.langston@strata.solutions</a>
Adrian Smith	Head Of Support & Infrastructure	07889 646467	adrian.smith@strata.solutions
Laurence Whitlock	IT Director	07583 014926	laurence.whitlock@strata.solutions

## Service Desk Call Methodology – Call Flow

### Normal working hours

The call flow for incidents is as shown in the diagram below, SLA's are desired and not contractual:

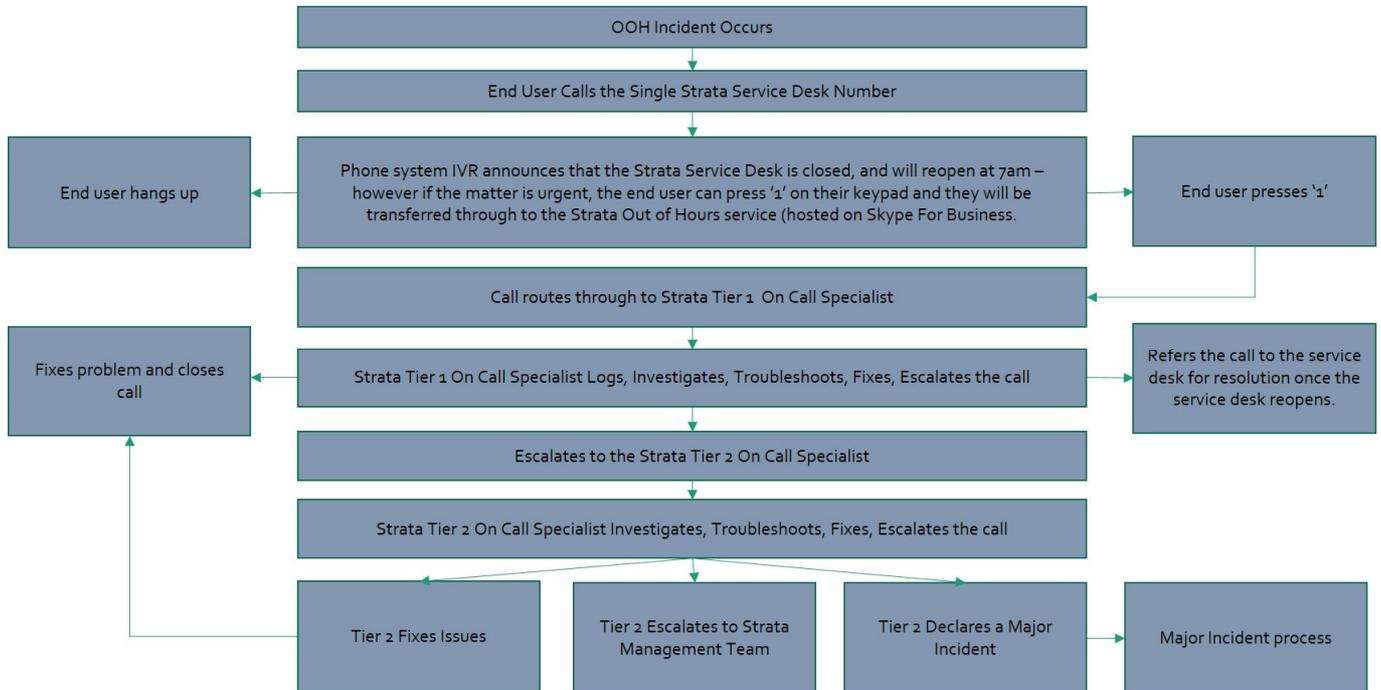
# Service Desk – Incident Call Flow



## Out of Hours Service (OOH)

Strata operate an Out of Hours service. The service is aimed at authority users who experience an urgent / emergency incident which cannot wait until the Strata Service Desk opens the following day.

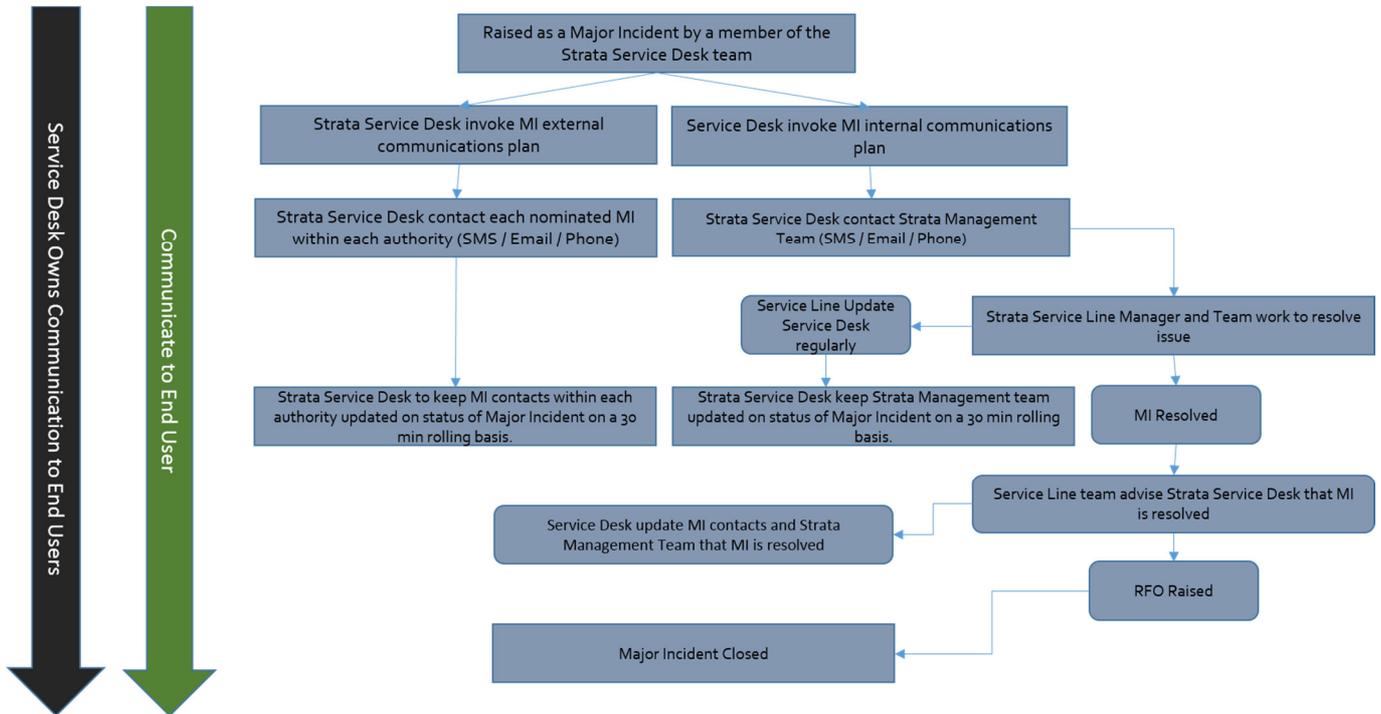
The service will consist of a Tier 1 (Service Desk representative) and a Tier 2 (Infrastructure specialist), and can be accessed via the usual Strata Service Desk contact number for each site.



## Major Incident Plan

### MI Call Flow

Strata have compiled the following Major Incident Plan to effectively manage a Major Incident throughout the incident lifecycle to ensure rapid resolution and quality communication



### Major Incident Manager

When a Major Incident is declared, Strata will assign a member of the Management Team to act as the Major Incident Manager. The role of the Major Incident Manager is to oversee the Incident and to ensure communication flows in an effective and professional manner.

In the event of a Major Incident being declared in normal working hours, it would be expected that a member of the Strata Management team would be assigned to each primary site to act as the communication conduit and to ensure that the client is being kept updated on progress. The Strata Management team representative would be expected to engage with Comms / HR to agree any messaging to be used for floor walking.

### Reason for Outage

For issues that affect multiple users or multiple authorities (usually classified as a Major Incident), a RFO (Reason for Outage) will be produced within 48 hours of the incident being closed. This RFO will be circulated to an agreed list of recipients.

### Testing of the Major Incident Plan

Strata will undertake an annual MI exercise to ensure that the process remains 'fit for purpose' and all parties are aligned on responsibilities.

## MI Contacts

Each authority is to provide a list of key contacts to be contacted in the event of a major incident.

The contact names will be managed by the Strata Service based on the detail provided by each authority.

The information will be provided in the following format:

Name	Authority	Email Address	Mobile Phone Number

In addition, it is expected that each authority will set up a 'WhatsApp' group to enable effective communication in the event of a major incident.

## Complaints

Should an end user not be happy with the service received from the Strata Service Desk a complaint can be raised in writing and submitted to the Strata Service Desk Team Leader – Sue Langston (sue.langston@strata.solutions)

On receipt of a complaint, the Service Desk Team Leader will acknowledge receipt of the complaint and undertake an initial review. The Strata Support & Infrastructure Manager and the Strata IT Director will be advised of the complaint and initial findings. Once the review is completed, the Service Desk Team Leader will provide the complainant with the outcome of the review.

Should it be necessary, a Strata representative will convene a face to face meeting with the complainant to discuss the issue in more detail.

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# Strata Discussion Document

Joint IT Steering Group Terms of Reference

Date Issued: 13<sup>th</sup> May 2018 v4

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

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## Background to the Discussion Document

Following a review of the governance structure of Strata and the functions of the various boards and committees, it has been concluded that there is no one body overseeing the prioritisation of projects and programmes of work across the three authorities which Strata provide IT services into. This has led to Strata setting project priorities and staff within each authority not understanding how the project prioritisation process works, thus causing frustration in all parties.

In order to maximise the value of Strata and to ensure that it is focussed on the key priorities of both each authority and the three authorities as a whole, it is therefore recommended that a Joint IT Steering Group is formed to ensure a far tighter alignment in terms of IT Strategy across the three authorities and also to provide a mechanism for ensuring that Strata are focussing on key pieces of work that will deliver true and identifiable business benefit.

As each authority understands IT Products and Services are powerful 'enablers' in bringing about the Council's strategic modernisation agenda and in helping to deliver efficient and effective council services. Hence to maximise the potential benefits of IT, the *alignment* and prioritisation of IT strategies, plans and resources is of critical importance.

This purpose of this document is to describe the possible scope and working arrangements for the proposed Joint IT Steering Group, and to define how it will fit with the overall governance framework for Strata and the three partner authorities.

## The Mission Statement of the Joint IT Steering Group

In order to understand the potential of such a group, it is essential that we define a 'mission' which can underpin the purpose of the group and which will inform overall mechanics as to how the group is to function to drive maximum benefit.

The proposed mission for the Joint IT Steering Group is recommended to be as follows:

*"The Joint IT Steering Group' is a high level strategic team whose overall scope is to ensure that the delivery of IT is business-led, and maps against the strategic goals and objectives of the three partner councils. Prioritisation, Strategic Planning, Collaboration, Consultation, Sharing of Best Practice and Benefits Realisation from the investment in IT are key activities of this Group."*

## The Role of the Joint IT Steering Group

The Joint IT Steering Group will provide an overseeing function to ensure that the work of Strata is being prioritised based on the needs of the three partner councils and on the benefits which can be derived from the work requests which are submitted to Strata on a weekly basis.

It is essential that the Joint IT Steering Group understand the resource capacity available within the Strata organisation and that they can direct this resource to focus on the key identified activities that deliver against Strategic Objectives of each partner council.

The high level terms of reference for the Joint IT Steering Group would be as follows:

- Ensure IT requirements are genuinely business driven and help deliver against the overall objectives of each partner council
- Understand and manage the relationships, risks, dependencies and cross-council implications of major IT projects and programmes and how they relate to council services, improvement programmes and national priorities.
- Ensure that there is an awareness of individual major IT developments and take a holistic view on a common product strategy to avoid duplication and integration / accessibility obstacles and maximise efficiencies
- Assess the overall priorities and investment requirements of major IT projects and programmes and assist in making recommendations to each partner council
- Assess and assist Strata in understanding the impact of new legislation/ regulations within the IT arena
- Develop a framework for IT skills development within the three partner councils
- Ensure that successes in the delivery of project, programmes and objectives are marketed across the three partner councils.
- Work to foster team-work and good relations, capture and share best practice, provide a forum for corporate innovation and creativity across the partner councils

## Joint IT Steering Group Membership

The Joint IT Steering Group will be made up as follows:

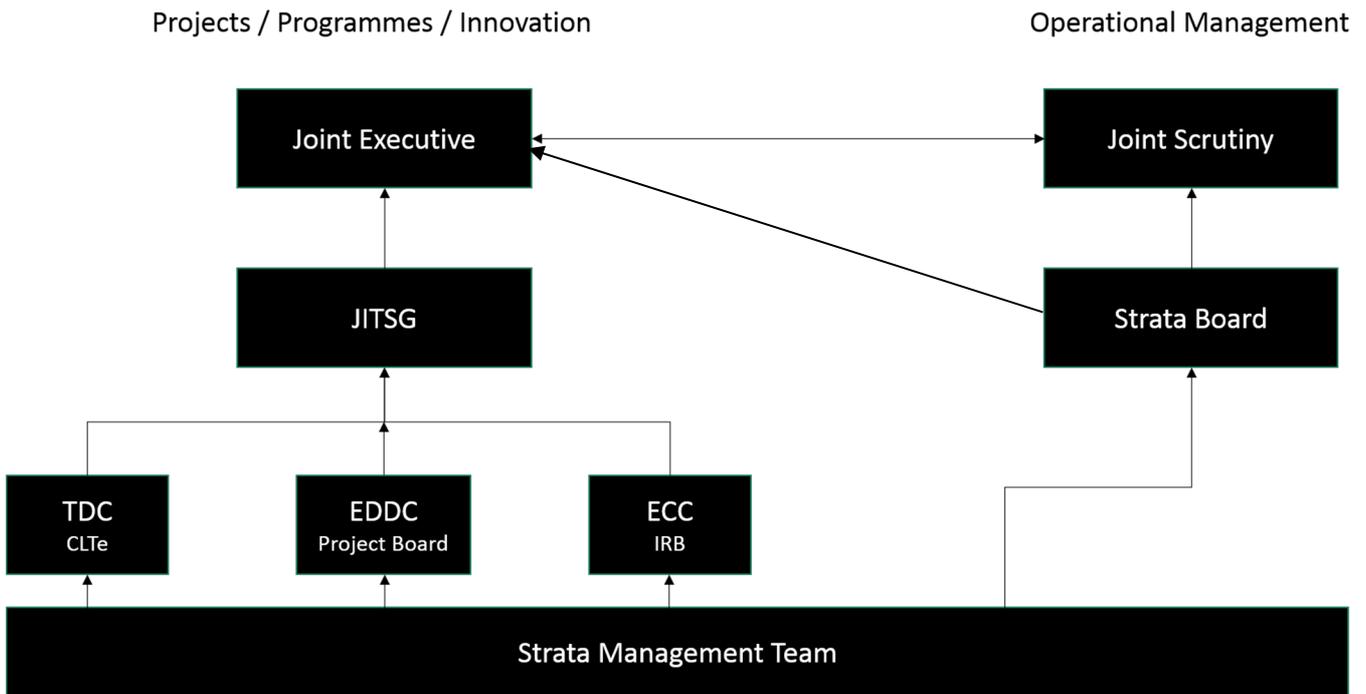
<b>Name</b>	<b>Role</b>	<b>Organisation</b>
Karen Jenkins	Client Lead	East Devon District Council
Bruce Luxton	Client Lead	Exeter City Council
Amanda Pujol	Client Lead	Teignbridge District Council
Laurence Whitlock	IT Director	Strata
Adrian Smith	Support and Infrastructure Manager	Strata
David Sercombe	Business Systems Manager	Strata
Jo Winning	Administration	Strata
TBC	Innovation Forum Lead	Strata

It is recommended that the Joint IT Steering Group meet on a quarterly basis in advance of the JSC / JEC meeting.

## Joint IT Steering Group Reporting Lines

It is proposed that the Joint IT Steering Group will have a direct line of report into the Joint Executive Committee in order to appraise the JEC of the IT priorities and to ensure that the JEC understand the overall strategic plan for IT across the partner councils.

The revised Strata governance structure will be as follows:



The Joint IT Steering Group will take feeds from the three IT steering bodies within each authority, i.e. CLTe at Teignbridge, IRB at Exeter and Project Board at East Devon.

## Outline Agenda for the Joint IT Steering Group Meetings

The outline agenda for each Joint IT Steering Group meeting will be as follows:

- Review Strata Workload / Utilisation
- Review BCR / Project Prioritisation Report
- Discuss Forward Load and Agree Work Programmes for following quarter
- Review Closed Projects and BCR's
- Discuss Benefits Realisation
- Identify and Discuss Forthcoming Legislation Changes and Impact on Strata and IT Systems
- Review Output of Innovation Forum

By virtue of paragraph(s) 1, 3 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

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