

STRATA JOINT EXECUTIVE COMMITTEE

Tuesday 25 September 2018

Present:-

Councillor Peter Edwards (Chair)
Councillors Clemens and Skinner
Managing Director Teignbridge District Council, Chief Executive Exeter City Council, and
Chief Executive East Devon District Council

Also Present

Strata IT Director, Director with Responsibility for Finance, Strategic Lead Finance (East Devon District Council), Teignbridge Strata Director, Compliance and Security Manager, Infrastructure and Support Manager, Document Centre Manager, Business Systems Manager, Democratic Services Manager and Democratic Services Officer (SLS)

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APOLOGIES

Apologies for absence at the meeting were received from Councillors Christophers and Thomas.

(Councillor Thomas took part in the meeting via a video link.)

22

MINUTES

The minutes of the meeting held on the 11 June 2018 were taken as read and signed by the Chair as correct.

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DECLARATIONS OF INTEREST

No declarations of disclosable pecuniary interest were made.

24

QUESTIONS FROM THE PUBLIC UNDER PROCEDURAL RULES

None.

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QUESTIONS FROM MEMBERS OF THE COUNCILS UNDER PROCEDURAL RULES

The following question was put by Councillor Clarence in relation to IT support:-

Will the Executive confirm please the IT managers intentions that council members from the three authorities will receive a measure of IT support, with laptops or whatever equipment they may choose to use, to for fill their roles as councillors, on the understanding that they may not be helped immediately if more pressing crisis matters are ongoing; also if such councillors IT equipment is simply too old to receive attention that a measure of help will be forthcoming with purchasing and setting up of new equipment to allow a councillor to for fill his/her role?

A copy of the question and reply was appended to the Minutes.

STRATA IT DIRECTORS REPORT - OVERVIEW OF STRATA PERFORMANCE

The Strata IT Director presented the report and presentation on the last four months of activity by Strata and provided an update on the current operation and performance, which included identified key activities, successes and areas for further improvement. He set out the important focus on the core objectives of cost and risk reduction and increasing the capability for change. He referred to the increasingly important Customer Centric ethos and better understanding of the business value of the work. A copy of the presentation was attached to the minutes.

Members were advised that a new Strata Business Plan would be developed to ensure a better alignment with the priorities of the three authorities. He set out a number of objectives, identified as part of the company's goal to become an 'Agent for Change', which included:-

- meetings of the Scrutiny Joint Committee and Scrutiny Joint Executive to be held half yearly - the Joint IT Steering Group to meet quarterly and an Annual Forum to be introduced to provide an opportunity to discuss the Transformation Strategy of each authority to discuss IT trends in local government;
- resetting the existing objectives of reducing risk and costs and developing capability and capacity to a set of objectives more focused on a Customer Centric service delivery model;
- transitioning from 'Business As Usual' to Transformational Value' – currently a 85% / 15% split;
- revising the Governance Framework to better empower the authorities;
- adapting the funding model;
- commercialisation of the operation, and
- consideration of creating a longer term agreement.

The Board welcomed the opportunity for more commercialisation, but considered it was important to remain focused on Strata's core activities. It was acknowledged that income generation would be a vital approach in the coming years, but more speculative work such as the development of IT applications, rather than a support role would be a practical way forward. The suggestion of a non-Executive Director joining the Board would also provide additional support and more informal 'policing'.

The Director with responsibility for Finance welcomed the Board's steer and would present a Business Plan, which would include the identified objectives, to the January meetings of the Strata Joint Scrutiny and Strata Joint Executive Committees, so that all three Councils would be able to take the proposed Plan to their respective Councils for consideration and approval.

The Chief Executive Exeter City Council congratulated the team on their success and effort.

Strata Joint Scrutiny Committee had considered the report at its meeting on 24 September 2018 and its comments were reported.

RESOLVED that the report be noted and a Business Plan, including the objectives set out above be presented to the respective meetings of the Strata Joint Scrutiny and Executive Committees in January 2019.

STRATA@4 UPDATE

The Strata IT Director reported that Dr Tim Gibson had met with the two Chief Executives and one Managing Director of the three authorities and had provided an independent report on the development of the Strata organisation over the last four years. The report would be shared with Members at the end of October, and would be released to coincide with the launch of the draft Strata Business Plan.

The Board requested the details of the report be shared as widely as possible with Members and staff in the three authorities.

Strata Joint Scrutiny Committee had considered a verbal report at its meeting on 24 September 2018.

RESOLVED that the verbal report be noted.

STRATA BUDGETING MONITORING QUARTER 1: 2018/19

The Director responsible for Finance presented the report on the financial progress of Strata during the first three months of 2018/19, including a projected outturn assessment against the savings set out in the Business Plan. He stated that the Strata budget was on track to deliver approximately £420,000 of revenue savings for the three authorities in 2018/19. The report also set out the variations in the capital budget.

The final, audited, Statement of Accounts for Strata Service Solution were included in the report, and the position had not changed from the draft accounts. The refund of £565,000 provided to the owners was deemed correct.

The Director responsible for Finance responded to questions on Strata's change in the current financial arrangement and stated that Strata would identify costs savings at the beginning of the financial year and therefore request a lower amount from the three authorities, which would be a more efficient approach.

Strata Joint Scrutiny Committee had considered the report at its meeting on 24 September 2018 and its comments were reported.

RESOLVED that the report be noted.

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 items 10 and 11 on the grounds that they involved the likely disclosure of exempt information as defined in paragraphs 1 and 3 of Part I, Schedule 12A of the Act.

PEOPLE DATA REPORT - 2017 TO 2018

The Strata IT Director presented the report, providing important workforce management information and analysis to the Strata Board and Management Team as well as the Joint Executive Committee and Joint Scrutiny Committee. The report covered a number of staffing matters including headcount, age profile, absences, turnover and recruitment including apprentices. The report for 2017/2018 was the third complete year of reporting key people data. He proposed working towards achieving the Investors in People Accreditation for Strata.

Strata Joint Scrutiny Committee had considered the report at its meeting on 24 September 2018 and its comments were reported.

RESOLVED that the report be noted.

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TRAINING NEEDS ANALYSIS REPORT

The Strata IT Director presented the report on the Training Need Gap Analysis report which was commissioned to look at the ICT skills requirements of all three Authorities. There was currently no dedicated ICT training/support mechanism in place for Councillors in East Devon or Teignbridge District Councils.

The report set out a number of recommendations for the training of staff as well as an increase in the overall training budget or a dedicated support allocation to Strata for a high level of ICT support for Councillors.

The Board supported the training proposals, and recognised it was also desirable to ensure there was a good level of ICT skills competency for all staff.

Strata Joint Scrutiny Committee had considered the report at its meeting on 24 September 2018 and its comments were reported.

RESOLVED that that the report be noted and the budget spend and delivery of a Strata provided IT training service for end users, including Councillors and officers across the three authorities would be funded by Strata for the first year.

(The meeting commenced at 5.30 pm and closed at 7.20 pm)

Chair

STRATA JOINT EXECUTIVE COMMITTEE

25 SEPTEMBER 2018

QUESTION FROM COUNCILLOR CLARANCE

Will the Executive confirm please the IT managers intentions that council members from the three authorities will receive a measure of IT support, with laptops or whatever equipment they may choose to use, to for fill their roles as councillors, on the understanding that they may not be helped immediately if more pressing crisis matters are on-going; also if such councillors IT equipment is simply too old to receive attention that a measure of help will be forthcoming with purchasing and setting up of new equipment to allow a councillor to for fill his/her role?

The Strata IT Director reported that the Strata Joint Executive Committee on 11 June 2018 had commissioned a report on the perceived training needs of both Councillors and officers of the authorities. It was hoped that the Strata Joint Executive Committee would support a request in Part II of the agenda for the development of this service to enhance the support to both councillors and officers in relation to how to maximise the IT deployed.

It was also hoped this new service would be operational in advance of the May 2019 elections so that the deployment of any tablet devices could be complemented by a good level of handover instruction and support.

In the meantime, should a councillor need support on their IT, the advice is to log a service call with the Strata service desk, and they will use 'reasonable efforts' to perform a diagnosis of the issue and to facilitate a fix. Should a fix not be possible, i.e. it is a hardware failure, then Strata will advise the councillor of a suitable course of action to resolve the problem.

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Joint Executive Meeting

IT Director Update

25th Sept 2018

Joint Scrutiny Update – it's a very positive message

- On track to deliver the ***promised savings*** - £382k
- New BCR process ***working very well*** and enabling the authorities to set Strata's priorities based on value
- Global Comms project at EDDC delivered and ***positive feedback received***, ECC Global Comms project now underway,
TDC migrated to SIP
- Customer Satisfaction ***now up at 97%*** (and beyond)
- Programme of investment in the Global Desktop environment is providing a ***more stable and scalable environment***
- Out of Hours service continues to give '***peace of mind***'
- Excellent Strata People Data Report, ***47% drop in level of sickness***
- Effective recruitment has enabled us to ***attract high quality staff***
- ***On line and real time*** access to Strata Performance statistics (both BCR's and Incidents)



Business Change Requests & Projects and Programmes

“Delivery against the needs of the authorities”

Real Time – Visibility of Business Change Requests



BCR Schedule

- Authority
- ECC
 - EDDC
 - TDC

Call

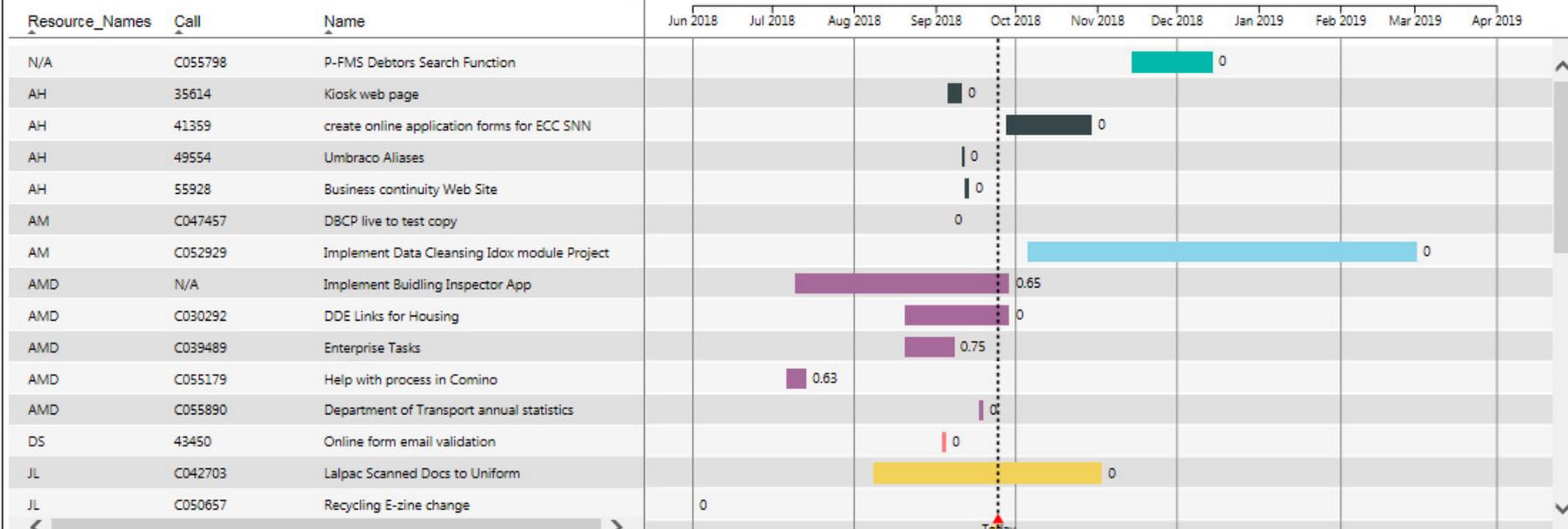
Note: This Page is currently under test.

Updated Monthly following IRBs at the 3 authorities:

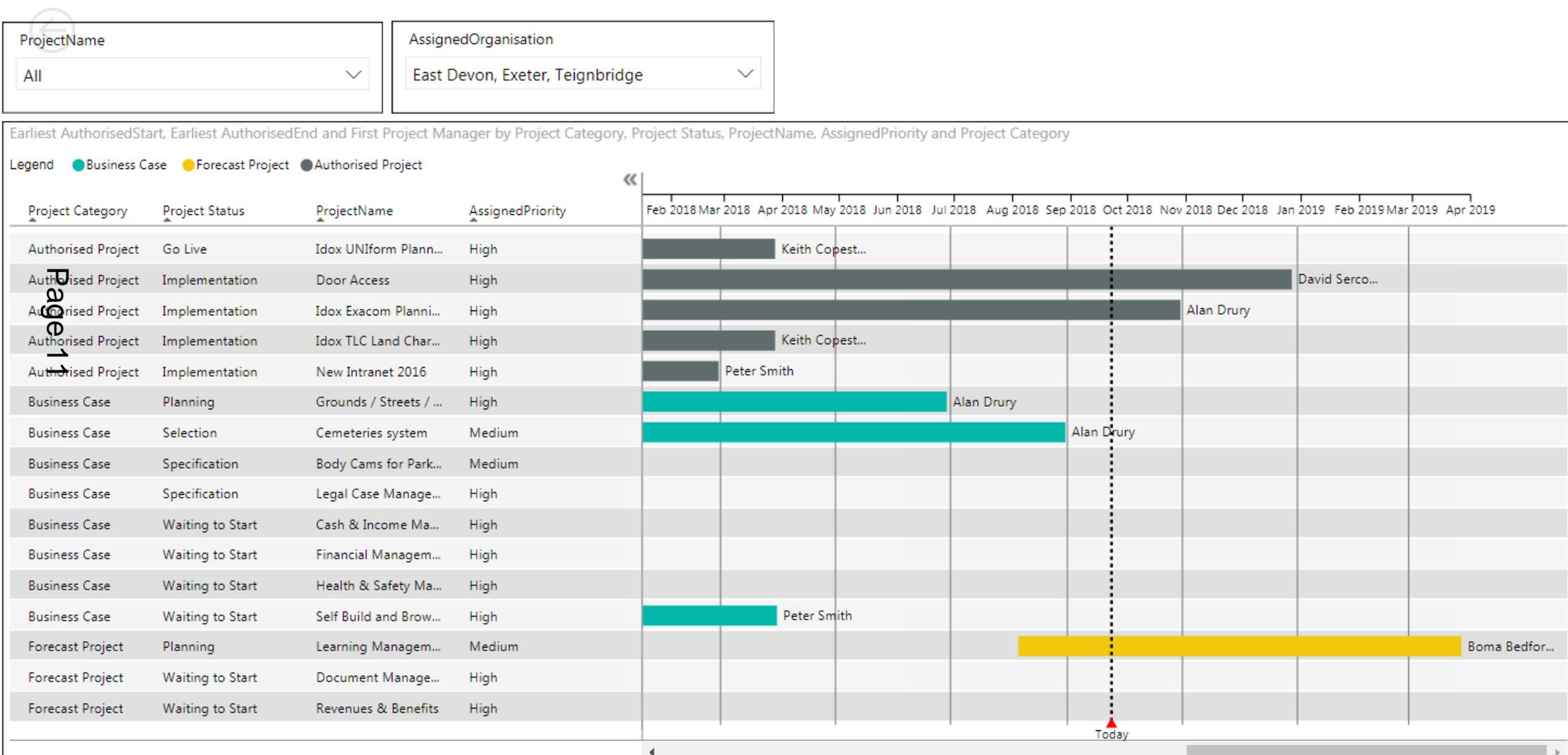
Last Update 03/09/2018

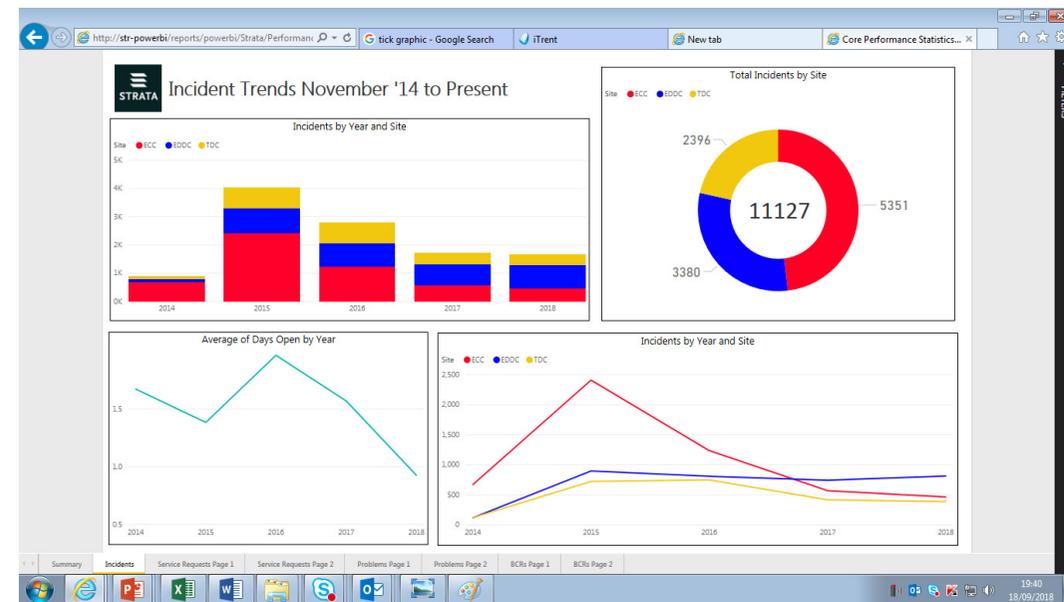
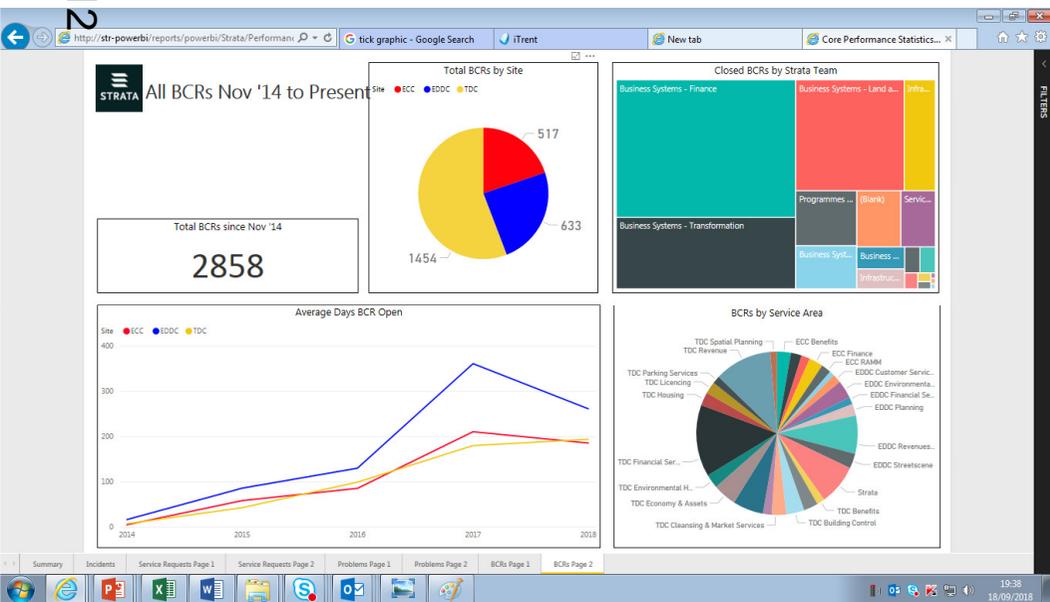
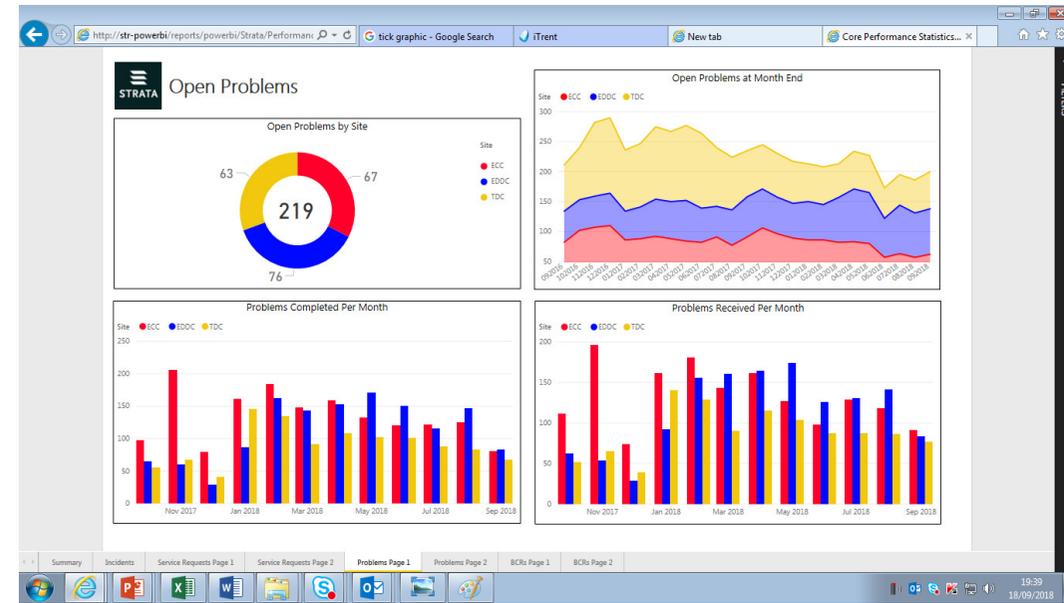
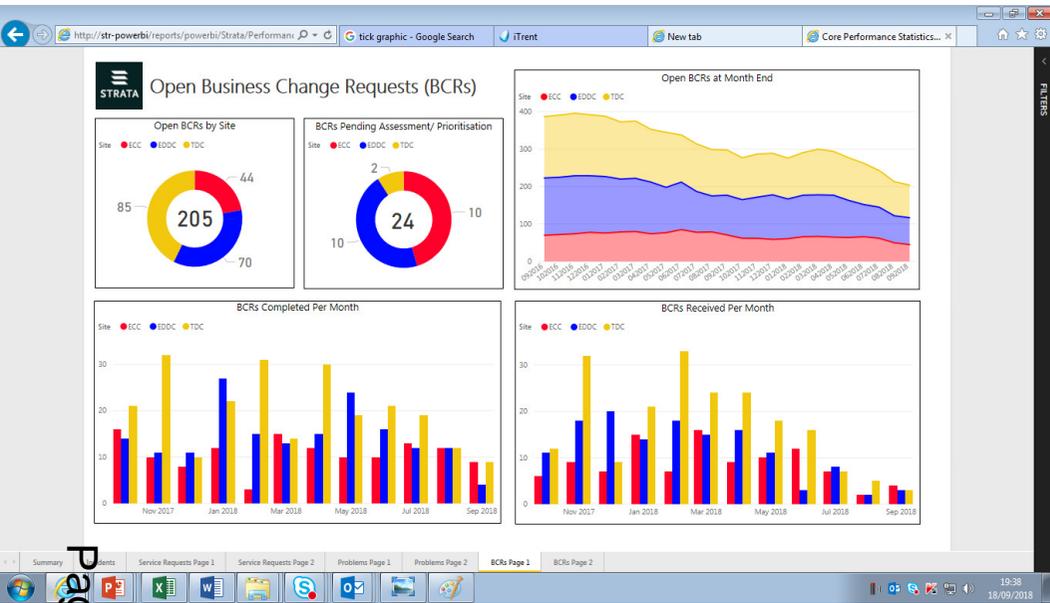
Priority BCRs

Legend ● AH ● AM ● AMD ● DS ● JL ● JMO ● ME ● PS ● SB



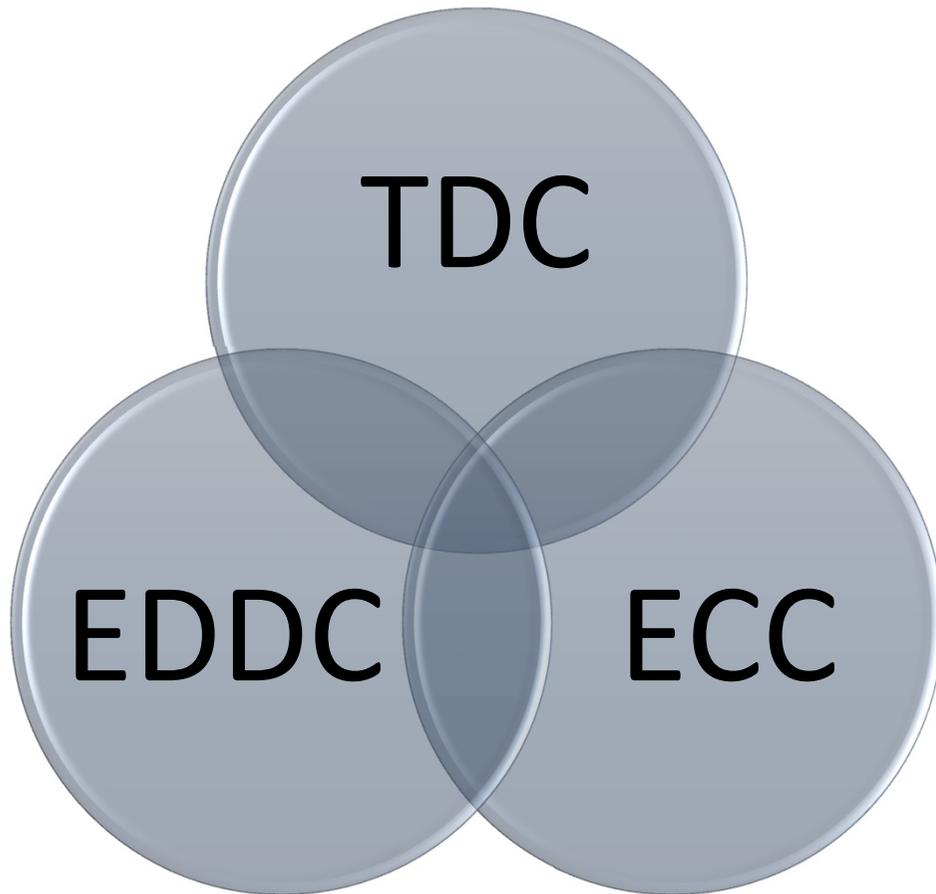
Real Time - Visibility of Projects





The Local Digital Declaration

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- All three authorities signed up
- TDC the lead authority
- Potential project identified
- Request for discovery phase funding
- Follows the 'Code of Conduct'



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'Agent for Change' Beyond 2019

The fundamental principles of the
new Strata Business Plan

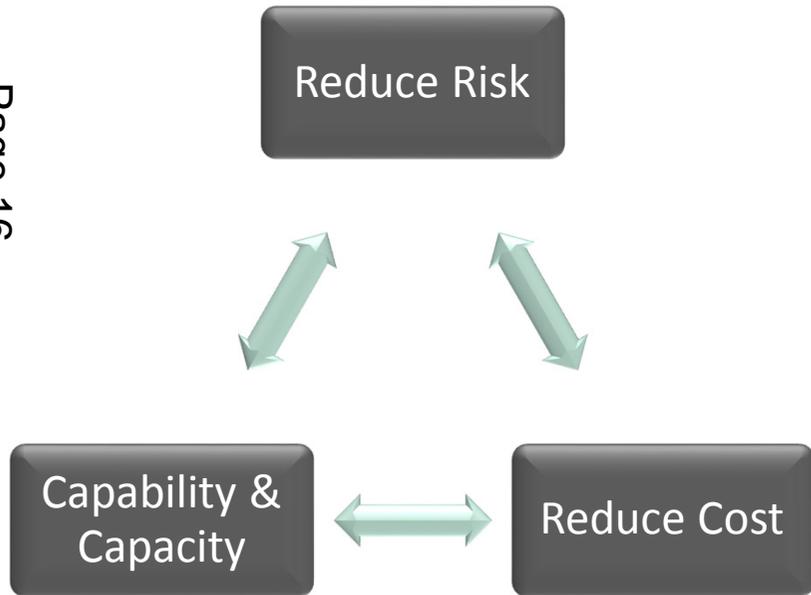


Agent for Change – Fundamental Principles

- Resetting the Key Objectives
- Transitioning from 'Business As Usual' to 'Transformational Value'
- Revising the Governance Framework to Better Empower the Authorities
- Adapting the Funding Model
- Commercialising the Operation
- Creating a Longer Term Agreement

Resetting the Key Objectives

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Resetting the Key Objectives

Supports the transformation agenda

A service designed to deliver against the transformation agenda of each authority. This can be achieved through a better understanding of each of the three authorities 'direction of travel'.. Strata's systems need to evolve alongside the three authorities agenda, not in isolation. There is a significant danger to each authority if Strata's direction of travel is not aligned correctly.

Flexible, Reliable and Modern IT Platform

The existing IT environment needs to keep pace with the ever changing demands of the three authorities, no IT environment can stand still there needs to be a constant evolvement to ensure the IT platform remains relevant and provides the Flexible and Reliable platform demanded by end users and end users customers.
No longer is the IT environment required only during the working day, it is needed 24 / 7/ 365 and people expect it to work.

Cost Effective and Deliver Tangible and Measurable Business Value & Develops Commercial Revenue Streams

Strata needs to ensure that staff are delivering in the most cost effective way and delivering work of value. To date, there's been no measure of Strata's value, just a measure of the savings delivered back into the three authorities, moving forward, any BCR or Project work that Strata delivers will have an associated value to the authorities, whether this be a monetary value, a service improvement value or an efficiency value. These 'values' will be captured and reported back to the authorities on an annual basis. Strata looks to develop additional commercial revenue streams.

Effective and Efficient Processes

The processes that underpin Strata need to be as effective as they possibly can be, they need to evolve and adapt to business change, yet be flexible and not overly onerous so as to slow down change. A set of standard processes enable a far more structured approach to working with Strata and will lead to a drop in both Strata staff and end user frustration. Key processes that will be delivered are a redefined Business Change Request process with the authorities being responsible for prioritisation and visibility of the Strata forward workload and the Projects process where a standard methodology will be developed in order to keep projects on track and delivering against a predefined scope, with roles and responsibilities clearly defined at the outset.

Transitioning to 'Transformational Value' from 'BAU'

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Transitioning to 'Transformational Value' from 'BAU'

Demand Driven IT Services (Transformational Value)

- Business Intelligence
- Business Change Requests
- IT training
- Design
- Innovation
- New Service Creation
- Web Site Re-engineering
- Projects
- Art of the Possible
- Thought Leadership
- Demand/Process Mapping

Operational IT Services (Business as Usual)

- Service Desk
- Software Development
- Security
- Compliance
- Risk Management
- BC / DR
- Core Infrastructure
- Supplier Management
- SNN / GIS
- IT Procurement
- Desktop Services

Revising the Governance Framework

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

Governance Recommendations

- Reduce JEC / JSC meetings to once ***every six months***
- Introduce an ***annual*** Strata / Executive forum to discuss authority Strategy and Transformational initiatives and key IT trends
- Empower JITSG and IRB's to ***prioritise*** Strata workload
- Empower JITSG and IRB's to inform Strata on authority ***Transformation Strategy***
- Continue to provide the ***monthly*** Strata Service Indicators report
- Produce an ***annual Strata report*** for circulation to all staff, councillors and officers
- Recruit an experience IT ***non-Executive Director*** to sit on the Strata Board and to inform and guide the board in matters IT related

Adapting the Funding Model

- Unpredictable cost savings
- Current model is cost reduction focussed, but ultimately this strategy will impact on the service
- Fails to include 'big impacts' on cost, such as Brexit
- More staff across the councils using more IT, but no more 'real' money for Strata



- Predictable and Committed Upfront Annual Cost Savings – Reduction in Annual Charge
- Service Commitment Guarantee
- 'Big Impact' costs recognised as part of annual review process
- A model that is flexible and reflects the real cost of delivering the service

The Officer of 2014

The Modern Officer of Today & Tomorrow

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Agreeing a Longer Term Contract

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Experian

Experian

CONTRACT
18 Month Rolling

18 Month Rolling

Strata is Working
and Working Well,
HOWEVER

HOMELESS
and working well

Unable to
NEGOTIATE
Leasing Agreements

Leasing Agreements
NEGOTIATE

Recruitment of Staff

RECRUITMENT OF STAFF





Discussion Documents



Strata People Data

People Data

- Decrease of 45.21% in staff absence.
 - 2017/2018 Days lost per employee 5.27 days
 - 2016/2017 Days lost per employee 9.62 days
- Voluntary turnover of staff down from 17.91% to 9.66%
- No formal grievances
- No periods of Long Term absence
- Employee Referral scheme / ECC Jobs Fair has saved approx. £16,000
- Stress, Anxiety and Fatigue absence has decreased by 65%

Part 2 – IT Training Needs

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