



Solutions for government

STRATA JOINT SCRUTINY COMMITTEE

Date: Monday 14 January 2019

Time: 5.30 pm

Venue: Rennes Room, Civic Centre, Paris Street, Exeter

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 Howard Bassett, Democratic Services Officer on 01392 265107.

Membership -

Councillors Dewhirst, Haines, Lyons, Prowse, Dent, Jung, Nicholas, Foale and Pierce

The Members of the Joint Scrutiny Committee may nominate a named substitute to attend a meeting of the Joint Scrutiny Committee provided that at least 24 hours notice has been given to the Proper officer of the Relevant Council together with the name of the substitute

Agenda

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

1 Apologies

To receive apologies for absence from Committee members.

2 Minutes

To sign the minutes of the meeting held on 24 September 2018.

(Pages 5 -
10)

3 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.

4 **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 9 and 10 on the grounds that they involve the likely disclosure of exempt information as defined in paragraph 3 of Part I, Schedule 12A of the Act.

5 **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.

6 **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.

7 **Strata IT Directors Report - Overview of Strata Performance - covering period October until December 2018**

To consider the report of the Strata IT Director.

(Pages 11
- 40)

8 **URL to Strata @4 Update**

As discussed at the last meeting, please can Members study Strata@4, which can be found at :

<http://strata.solutions/strata@4/>

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

9 **Strata Budget Monitoring Quarter III : 2018/19**

To consider the report of the Director responsible for Finance.

(Pages 41
- 46)

10 **Strata Business Plan Overview and Discussion**

To consider the report of the Strata IT Director.

(Pages 47
- 190)

Date of Next Meeting

The next scheduled meeting will be held on **Thursday** 30 May 2019 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 SCRUTINY COMMITTEE

Monday 24 September 2018

Present:-

Councillor Haines (Chair)
Councillors Dewhurst, Haines, Lyons, Prowse, Dent and Pierce

Also Present

Strata IT Director, Compliance and Security Manager, Business Systems Manager, Strata IT Director and Democratic Services Officer (Committees) (HB)

14

APOLOGIES

These were received from Councillors Foale, Jung and D Nicholas.

Councillor C Nicholas was substituting for Councillor D Nicholas.

15

MINUTES

The minutes of the meeting held on 31 May 2018 were approved and signed by the Chair as correct.

16

DECLARATIONS OF INTEREST

No declarations of interest were made.

17

QUESTIONS FROM THE PUBLIC UNDER PROCEDURAL RULES

None.

UNDER SECTION 100A (4) OF THE LOCAL GOVERNMENT ACT 1972 THE COMMITTEE RESOLVED TO MOVE INTO PART II AND TO EXCLUDE THE PRESS AND PUBLIC FOR THE FOLLOWING QUESTION ONLY AS IT RELATED TO THE REPORT ON TRAINING NEEDS WHICH WAS TO BE CONSIDERED IN PART II OF THIS AGENDA.

18

QUESTION FROM MEMBERS OF THE COUNCILS UNDER PROCEDURE RULES

The following question was put by Councillor Clarence in relation to IT issues at Teignbridge District Council:-

Following the meeting of this Committee on 31 May, does this Scrutiny Committee consider the actions taken at a subsequent Strata Joint Executive Committee sufficient to embrace the IT help needed for some Members, including what will be many new Members, to be sufficient to fulfil their role as Councillors after the May 2019 elections? Does the Scrutiny Committee feel that, with all Councillors on three authorities, having new tablets is sufficient, whilst the prospect of having any help IT with personal lap tops remains doubtful, if at all?

The meeting returned to Part I.

The following question was put by Councillor Dewhirst in relation to IT issues at Teignbridge District Council:-

Teignbridge Councillors used to have access to interrogate the Spar.net Risk evaluation register - this has now been removed. Officers have offered to print off the register but this does not give Members the ability to interrogate the underlying issues that make up the register.

Please can this access be restored for Members use?

A copy of the questions and replies are appended to the minutes.

19 **STRATA IT DIRECTORS REPORT - OVERVIEW OF STRATA PERFORMANCE**

The Strata IT Director presented the report on the last five months of activity at Strata, the aim being to provide background to the core areas of specialisation within Strata and identifying key activities, successes and areas for improvement. The report covered Financial Management, BCR's and Projects Updates, Strata Service Performance Indicators, Global Desktop Environment, Customer Satisfaction Statistics and Training Needs.

He highlighted the following key areas:-

- Strata had moved to the Transformational phase of its organisational development and with the Phase II programme of improvements to the Global Desktop introduced in July;
- the Global Communications project at East Devon had now been completed with the old telephony platforms switched off and work commenced at Exeter City Council which was likely to be more complex due to the age of the current system;
- on line and real time access to Strata performance statistics, BCR requests and incidents were proving very beneficial;
- the Strata 'Out of Hours' service delivering good value for money with potentially serious issues picked up and resolved;
- the security situation was under control but attacks sustained at a high level;
- the new Business Change Request process now fully deployed with work prioritisation in the hands of the three authorities;
- through the IT Requirement Boards, Project Review meetings and the quarterly Joint IT Steering group, Strata is better informed on workload priorities;
- the new Supplier Manager is delivering tighter control of third party spend;
- Privacy Impact Assessment and GDPR implemented;
- Strata continuing to monitor financial performance and on track to deliver the £383,000 level of savings;
- staff morale high with regular social functions and vacancies rapidly filled and a 45% drop in sickness levels;
- report of Dr Tim Gibson on Strata@4, outlining the development of the Strata organisation over the last four years to be circulated at the end of October;
- monthly customer satisfaction survey results higher than 97%; and
- Strata developing the local digital declaration with all three authorities signed up with Teignbridge the lead authority.

The Strata IT Director advised that the new Strata Business Plan would be released in Quarter 3 with a move away from a focus on cost savings to align with

the priorities of the three authorities. He detailed the following fundamental principles of the new Plan as part of the company's goal to become an "Agent for Change":-

- resetting the key objectives by reducing risk and costs and developing capability and capacity;
- 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;
- commercialising the operation; and
- creating a longer term agreement.

The Director with responsibility for Finance explained the challenges in moving from the current model of cost reduction to predictable and committed upfront annual cost savings. Rather than the three authorities providing the same revenue at the beginning of the year with Strata refunding at the year end, Strata would identify cost savings at the beginning and request a lower amount from the Councils.

The Strata IT Director put forward the following seven recommendations in respect of Governance arrangements:-

- reduce Strata Joint Scrutiny Committee and Strata Joint Executive Committee meetings to once every six months;
- introduce an annual Strata/Executive forum to discuss authority strategy and transformational initiatives;
- empower the JITSG and IRB to prioritise Strata workload;
- empower the JITSG and IRB to inform Strata on authority transformation strategy;
- continue to provide monthly Strata service indicator reports;
- produce an annual Strata report for circulation to Councillors and staff; and
- recruit an experienced IT non-Executive Director to sit on the Strata Board and to inform and guide the Board in IT issues.

The Strata IT Director set out a vision of increased commercialisation as part of the transformational approach with design, innovation, business intelligence, new service creation and web site re-engineering as some of the key elements of such change and which could ultimately provide a zero cost organisation for the authorities.

As an important step in the transformation journey, the need to agree a longer term contract had been identified. The current 18 month rolling contract hampered negotiations of leasing arrangements and could also hinder staff recruitment. It was proposed that the contract should align with the original Strata Business Plan and be extended to 2024/25.

The following responses were given to Members' queries:-

- all servers were to migrate to Oakwood House with the last stage of the East Devon server moves to Exeter nearing completion with physical decommissioning of the East Devon site to commence. Only three of the 100 Teignbridge servers remained - the deadline for migration being the beginning of October;
- Granicus, formally Gov Delivery, had been recommenced as a tool for

- communicating with residents through letters/questionnaires;
- Power BI was being introduced as a training manual for data analysis and report writing;
- four outages had occurred in the last three months classed as major incidents with maximum Strata response, notwithstanding the commitment to transformational change;
- the role of Councillors in supporting their constituents communicate with the Council and the growing technological options was recognised and it was suggested that voicemail was likely to be the preferred method in coming years;
- a number of options for supporting Councillors with their IT needs and to be progressed as part of any new training programme would be examined including through the service desk such as use of training videos and inviting training requests; and
- Members were welcome to put forward ideas/innovation suggestions such as through an innovation forum, half yearly workshops etc.

Strata Joint Scrutiny Committee:-

- (1) noted the report;
- (2) recommended to the Strata Joint Executive Committee the adoption of the seven proposals for changing the Governance arrangements including reducing the Strata Joint Scrutiny Committee and the Strata Joint Executive Committee meetings to once every six months; and
- (3) recommended to the Strata Joint Executive Committee that the Strata contract be changed from an 18 month rolling contract to a contract expiring in line with the original Strata Business Plan in 2024/25

20

STRATA @4 UPDATE

The Strata IT Director reported that Dr Tim Gibson had met with the Leaders and Chief Executives of the three authorities in preparing his report which set out a holistic view of the Strata organisation. His report would be emailed to the Councillors and officers of the three authorities at the end of October. It would be released to coincide with the launch of the new Strata Business Plan.

21

STRATA BUDGET MONITORING QUARTER I : 2018/19

The Director responsible for Finance reported that Strata had been given a total of £6,504,000 to run the IT Services in 2018/19 along with funding for various capital projects. The Company also maintained an account for additional purchases throughout the year.

The Strata budget was on track to deliver around £420,000 of revenue savings for the three Councils in 2018/19. At the three month stage, the Board was projecting savings of £421,903 against the total original target of £381,960.

The report also set out variations in the capital budget.

The report also set out the final, audited Statement of accounts for Strata Service Solutions. The Strata Board had been satisfied that the refund provided to the

three owners during May 2018 was appropriate at £565,000.

Strata Joint Scrutiny Committee noted and supported the report.

22 **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 items 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.

23 **PEOPLE DATA REPORT - 2017 TO 2018**

The Strata IT Director presented the report setting out key people information for 2017/18. The report covered headcount, turnover, absence, recruitment, apprentices and age profiles. Strata had recruited three apprentices for each of the three councils for 2017/18, two of whom had been retained. Four apprentices had been recruited in 2018/19. He also referred to attendance of Strata staff at local job fairs.

Strata Joint Scrutiny Committee noted and supported the report.

24 **TRAINING NEEDS ANALYSIS REPORT**

The Strata IT Director presented the report on the training needs analysis investigation performed by 'Degrees of Separation' recommending investment to improve the level of IT skills. It covered a basic ICT skills deficiency in all three authorities as there was currently no dedicated support mechanism in place to support Councillors at either Teignbridge or East Devon.

The report set out a raft of recommendations for the training of staff and recommending an increase in the overall training budget or a dedicated support allocation to Strata for a high level of support to be afforded to Councillors.

It was proposed that budgets be amalgamated and provided to Strata as the connecting hub. A two year term was proposed initially at a cost of £42,000 per annum, broken down as:-

- Exeter City Council : £15,9091.60;
- East Devon District Council :£15,411.64; and
- Teignbridge District Council : £11,496.74

Members fully supported the training proposals emphasising the added value this would bring to the work of Councillors.

Strata Joint Scrutiny Committee welcomed the report and supported the recommendation that the Strata Joint Executive Committee confirm the budget spend and delivery of a Strata provided IT training service for end users, including Councillors and officers across the three authorities.

(The meeting commenced at 4.00 pm and closed at 6.00 pm)

DRAFT



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Strata Report

Joint Scrutiny Committee & Joint Executive Committee

- JSC Meeting - Monday 14th January 2019
- JEC Meeting – Monday 28th January 2019

Date Issued: 3rd January 2019 – v1

Period Covered: 12th September 2018 until 3rd January 2019

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

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Strata Management Team

Name	Role	Email Address
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Adrian Smith	Head of Infrastructure & Support	adrian.smith@strata.solutions
David Sercombe	Head of Business Systems	david.sercombe@strata.solutions
Martin Millmow	Head of Document Centres	martin.millmow@strata.solutions
Robin Barlow	Head of Compliance & Security	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 current operation and performance of the Strata organisation. It aims to outline and report on the core areas of discipline within Strata, identifying key activities, successes and areas for improvement.

In this report, we have tried to demonstrate more clearly the work of Strata and examples of the progress Strata is making against the core objectives within the contract.

Those core objectives are:

- Cost Reduction
- Risk Reduction
- Increasing Capability for Change

The four core disciplines for 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

As we enter 2019, Strata continue to deliver a comprehensive end to end IT service to the three partner authorities. Customer satisfaction remains high, and the Devon Audit Partnership have assessed Strata's performance as **GOOD** and continuing to improve further in a number of key areas. This success is primarily down to the hard work and effort of all Strata staff during 2018.

Strata are now in the process of applying for and hopefully gaining the '**Investors in People**' accreditation. Whilst we as a management team feel we've got excellent people processes, highly motivated staff and strong leadership, we've taken the decision to aim for the 'Investors in People' accreditation to gain an **external view** of this critical element of the Strata organisation. We see that our future and sustained success is dependent on our staff, so ensuring that we have created an environment in which Strata staff can grow and develop is of key importance in 2019 and beyond.

2018 has been a year of consolidation and stabilisation of the core services, a review of key processes and a restructuring of the management of the Strata organisation. All activities undertaken has led to an overall improvement in performance and a focus on delivering against the business needs of the three authorities. The core objectives of Reduced Cost, Reduced Risk and Delivering the Capability and Capacity for Change have again been delivered against, and the savings delivered back to each authority in 2018 **exceeded the original budget figures**, and as we enter the final quarter of this financial year, we again remain confident that we will deliver savings **in excess of the £382k** shown in the original savings forecast.

The new Business Plan (circulated in draft format with the JEC / JSC report) links to Strata's overall aim of becoming more **Customer focussed** in 2019 and beyond enabling the partner authorities to define their Business and IT strategies with the confidence that Strata have developed the infrastructure and have the resources and processes in place to support these strategies. There needs to be a **tighter alignment between the three organisations and Strata** to ensure that these strategies are fully understood and that the impact on IT is considered as part of the authority plans.

The roll out of the Global Communications environment in Exeter City Council continues at pace, and the **feedback has been very positive**. The support received by the Strata team from the Executives at ECC is greatly valued and appreciated and enables the focus to be on the delivery of this all important migration project. **Strata are still on track to complete the ECC roll out** by February 2019 and then focus will be moving onto the deployment into Teignbridge District Council.

At East Devon, the handover of the new EDDC HQ is soon to take place. Strata have recruited five temporary staff to undertake the considerable build work on the IT environment and hence it is not envisaged that the Strata service desk and support 'Business as Usual' operations will be impacted during this January Blackdown House fit out phase. The primary challenge faced during the build up to handover has been the delivery of the required connectivity by VirginMedia and Openreach. As many businesses experience, gaining access to high capacity fibre in rural areas can be very challenging. Despite orders having been placed by Strata on VMB back in April 2018 (well in excess of the standard 90 day lead time required for such fibre) both VirginMedia and Openreach have proved difficult to work with, and only after extensive escalation across multiple channels (including an MP escalation) have we finally been given delivery dates by Openreach. This has left the project exposed, but it is now back on track for IT handover to have been completed to EDDC staff by early Feb 2019.

The OneTeignbridge project is seeing some **great results** as services start to move online using the Firmstep platform. Strata are working closely with Firmstep, Civica and TDC to deliver a single sign on solution which will **make it easier for citizens** to engage online with the authority.

Protecting the three authorities from the **dangers of cyber attacks** still remains a key and high priority for Strata. The Security and Compliance team are constantly monitoring the systems to ensure that they remain safe and secure environments in which the authorities can transact their business. Strata are also pleased to advise that PSN (Public Services Network) accreditation has **again been achieved** for the next 12 months across all three authorities.

Following a period of **predicted instability** of the Global Desktop environment during a major upgrade programme, the works have now been completed and an underlying and longstanding network issue resolved. This has led to an improvement in the overall uptime of the IT environment. There have been a three issues with the ECC LAN (Local Area Network) network, the switches used are now old and are experiencing power supply issues. Strata are now investigating the replacement of these LAN switches and calculating the associated costs.

As we predict that in 2019 there will be an increased focus on the '**power of data**' in informing the decision making process. Strata have now recruited a Data Analyst (starting on 7th Jan 2019). The new appointment will focus initially on working with the three authorities to design and deliver a set of **corporate dashboards**.

Workload for the Design and Document Centre teams remains high, and plans have been drawn up for the roll out of new signage and Ricoh printers into the EDDC Honiton HQ. Morale within the document centre environment is high, especially with the recruitment of Rob Larcombe which was **received very positively** in the last half of 2018. This recruitment has also enabled Martin Millmow to focus on Document Centre strategy and staff management and to offload some of the operational duties.

On the afternoon of December 7th we held the **Annual Strata Conference** for all Strata staff and Board Directors at the RAMM. The event was a great success and enabled the management team to update staff on the successes during 2018 and the plans and potential challenges we face as we move forward into 2019. Feedback on the event from staff has been very positive.

The **Strata@4** publication, which is available on the Strata web site, has been well received by many who have read it. It has been written by an independent freelance writer who has a vast amount of experience of both the Public and Commercial sectors, and is a **fascinating overview** of the journey that Strata have taken over the last four years.

We all in Strata pride ourselves on the service we deliver and continually aim for **service excellence**. As a business we feel that we are going from strength to strength and that we are able to attract high calibre staff to the organisation. However, we need to ensure that we maintain a 'great' environment in which staff can develop and prosper. Also an organisation, we feel that we are now structured in such a way to deliver against the ever changing needs and demands of the three partner authorities.

In summary, Strata continues to deliver a **'good' level of service** to the three authorities, Customer Satisfaction remains high and as a business we are well into the transformation stage. Our ethos of aligning ourselves to the needs of the three authorities is enabling a greater spirit of partnership to be developed, rather than a simple Supplier / Customer relationship.

Should you have any questions in relation to Strata services or operations, then please do not hesitate to get in contact with me.

Best Regards

L.W. Whitlock

Laurence Whitlock

IT Director – Strata Solutions

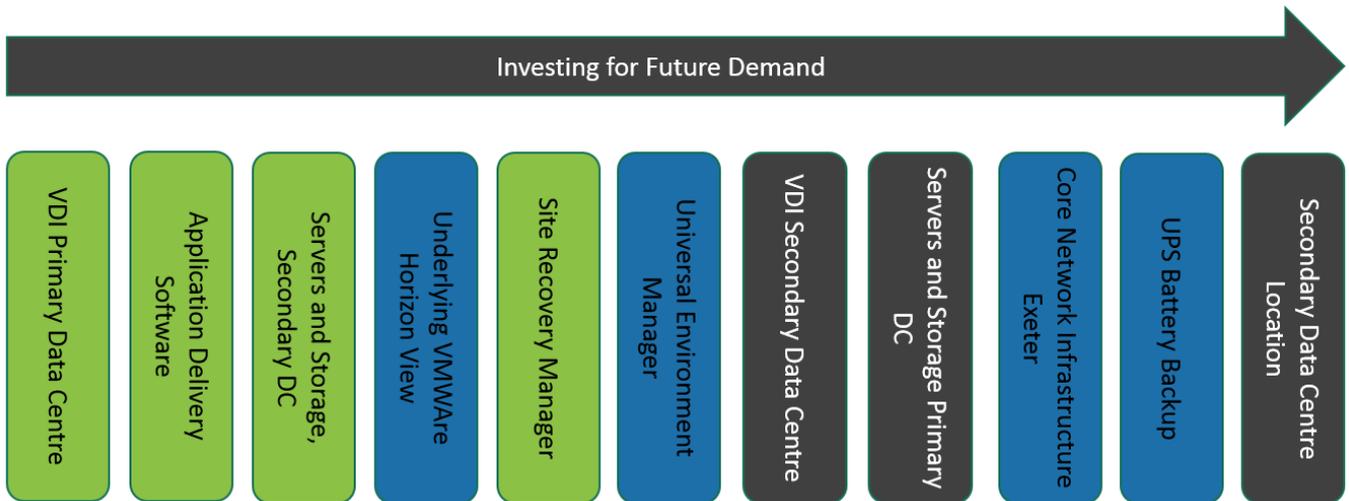


Strata Service Line - Update

Support and Infrastructure Team Update – *Adrian Smith*

Global Desktop Improvement Programme

Continuing from the planned infrastructure road map detailing 11 key stages to improving the performance, capacity and resilience of the Strata cloud. The updated graphic below shows the 11 stage process.



The next phases (Blue) are now well under way, we are now testing the latest clients in preparation for roll out to users. The new and improved process in provisioning and delivering the desktops mentioned last month is still in test, we discovered some issues with the inter-operability with some of the systems we are now resolving before roll out.

The network has remained stable since last month's fix, and we are now migrating the test and development workloads to the Oakwood Datacentre to make use of the new capacity and free up compute power in the live datacentre.

The proposed upgrade to the Exeter City Council Network is moving forward with a provisional paper being presented to the Council in the near future. Scoping of the network upgrade has been completed and Strata are working with a 3rd party to produce a design. This will be a lengthy project if it goes ahead and procurement and replacement will not be expected until next year, this will include a replacement of all the network switches and also the networks cabinets and patch panels.

Work on delivering UPS's (battery backup) to key areas is ongoing, Key areas have been identified in Exeter and procurement and installation is expected before the end of the Christmas break. East Devon's will be installed in line with their relocation to Black down House. Strata still await the final details from Teignbridge to progress this work.

Work continues on the East Devon relocation to BlackDown House. Strata has taken delivery of all the new switches, computers, monitors, room booking and switches. We are currently working with Openreach and Virgin Media to deliver the required connectivity into the new Honiton office. We have also completed the IT setup at another new East Devon site called Manstone Road, this is now ready for occupation.

As part of the EDDC relocation project, Strata have completed the recruitment of 5 additional temporary members of Staff to support the move to Honiton. This will mean day to day business as usual operation will not be impacted by the project.

Strata have completed a procurement exercise of a new Service Desk platform, contracts have been through due diligence with the assistance of the Teignbridge legal department and have now been signed, implementation is expected to start in early January 2019.

Server migrations have now been completed from East Devon, with their legacy Internet link due to be disconnected at the end of the month. Once completed work will start to decommission the datacentre and recycle the redundant kit. Migrations from TDC are almost complete with only 14 servers left to migrate. Once complete the hardware Strata hired to replace the existing not fit for purpose Teignbridge equipment can be returned. Once completed, a paper will be presented to the Board/JEC/JSC on this piece of work.

Global Communications Roll-Out Update

December has seen us in full rollout mode across the Exeter Civic site, and so far things are looking good. At time of writing:

- 291 members of staff migrated
- 38 teams completed



By the end of the year we were almost half way through the ECC migration, having completed the likes of Housing, Building Control and Business Rates. In the New Year, we still have large teams to migrate, such as RAMM, CSC and Benefits.

Every team that is completed is then followed up with a visit and so far feedback has been really positive. Two teams so far have required additional visits after this to help explain the system further but this has been scheduled and managed as part of the rollout.

Challenges we are facing so far:

- The quality of staff directories has been brought up previously and this is becoming a common issue for us. Strata recently met with Chris Frankum, Bruce Luxton and Dan Bolt to discuss a way forward on this, which is being explored. This includes what happens with starters, leavers and internal transfers. Some actions have been taken away by Chris Frankum including how this all integrates with the HR system.
- Staff with specific headset needs, specifically refusal to try the equipment in the first instance. These examples are being handled internally by Exeter City Council as part of the excellent corporate buy in and support we have received so far on this project.

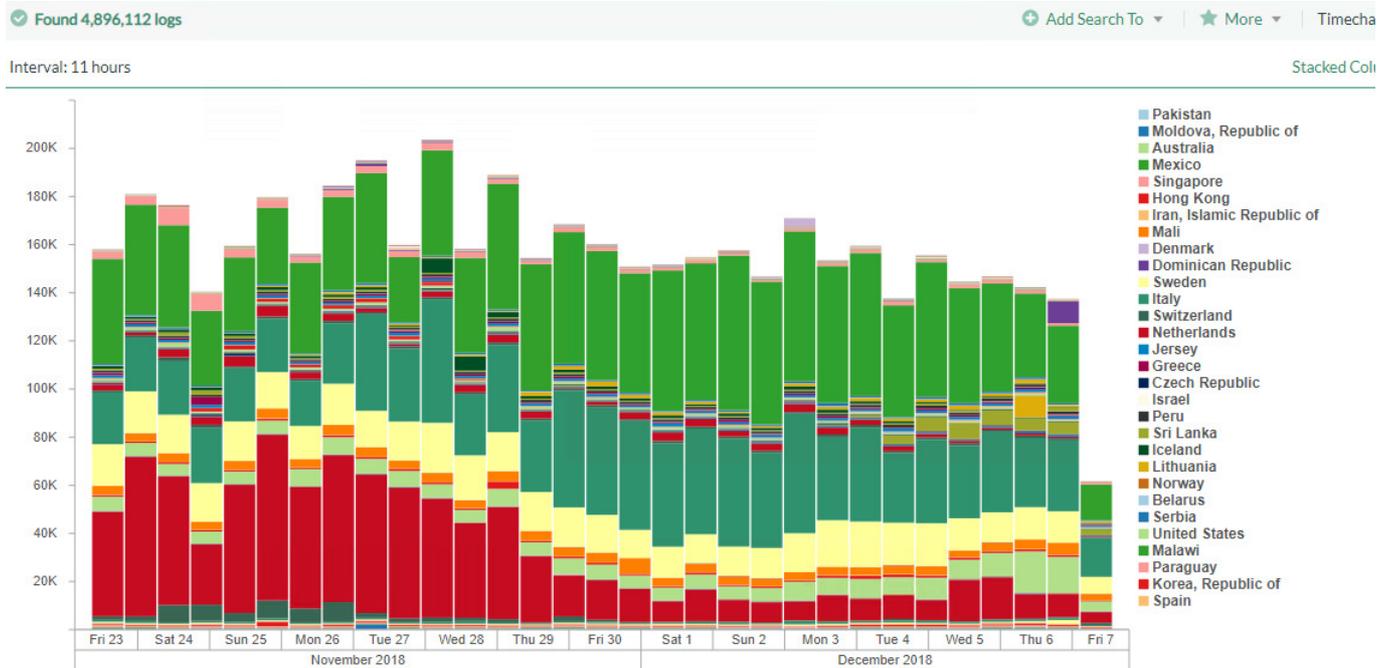
At the moment we manage a maximum of 20 people per day Monday-Thursday, using Friday as a tidy up day. This is working well and keeps the ball rolling nicely. The rollout was stopped on the 17th December and is due to resume again 7th January as part of the Christmas break.

In addition to the rollout, we have partnered with a new supplier, called Modality. They are performing a full health-check of our Global Comms environment. At the time of writing we are still waiting on the official report but anecdotally the feedback we've had has been very complimentary. This, we expect, will bring a whole new level of expertise to our telephony infrastructure.

Compliance and Security Team – Robin Barlow

Security position

The security position remains at a **high level** of alert with continuing threats, which mostly come through the email systems, however the Strata 'Firewalls' that separate the systems from the 'wild west' of the internet are constantly probed for weaknesses.



The graph above shows the main threats coming from China, followed by Russia, with the Netherlands also showing up. This is quite normal, and over this two week period there were nearly 5 million of these probes.

The level of email threats for 'Emotet' spiked around the middle of November, with the organisation behind this campaign moving from financial fraud to providing their systems for hire for other purposes. A Strata technique is currently identifying these and protecting the three partner authorities.

PSN Coco

The PSN CoCo submissions for all three Councils are now being assessed with all actions completed to their timeframe. Certificates have now been provided to all three authorities. Strata are kicking off an exercise in Jan 2019 to review processes to ensure that PSN in 2019 is achieved.

GDPR / DP Act 2018

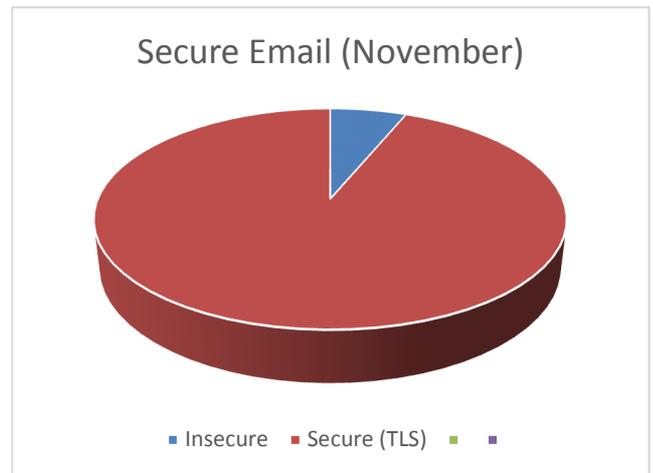
DPIAs are continuing to be worked on, involving Strata where required. The new one being Comensura. The first external Penetration Test that checks for bad design and protection was undertaken for the TDC Modern.Gov implementation. This only identified lower level issues that should be addressed however these are not serious and therefore the system is now being used for live operation. The Data sharing/processing agreements between the Councils and Strata, and Strata and the suppliers has seen some progress however this is held up again in the legal process.

GCSx email removal by March 2019

TDC has now moved all but three users off GCSx, being the first of the three Councils to do so. The Strata Outlook secure email 'plugin' has also been released to support secure email sending. Again **93%** of emails are securely sent 'TLS' (74% of the email domains.)

The top insecure recipient systems are:

btinternet.com; *skinner-construction.com;*
btopenworld.com; *westwardhousing.org.uk;* *boveytracey.gov.uk;* *torridge.gov.uk;* *talk21.com*



Business Continuity

Strata have reported back to the three councils on the progress to configure the designated critical systems that need to be operational first from the Oakwood secondary data centre. A live 'failover' of a single server was tested in the period, which was a success and also created some learning points in what is a complex activity. Many of the recovery plans have also been completed along with a new groupings in the 'SAN' data store to allow these servers to be grouped this way. The work has not progressed as planned as there is currently a resource restraint on completing this work as some details are required from the Strata teams, but these requests are unable to get priority. This will need to be addressed if this continues.

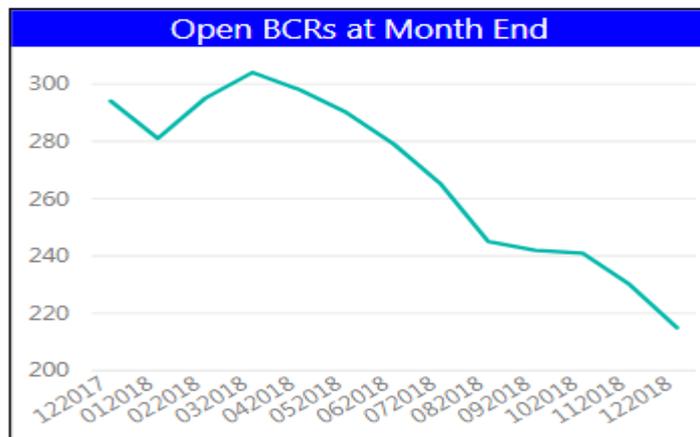
Systems availability

This last period saw a range of independent business systems' issues, similar to other periods (ECC 3, EDDC 9 and TDC 3). Only two issue impacted the three councils, one being slowness with internet access due to a Virgin Media national issue and also slowness of some systems due to an issue that is currently being investigated. EDDC continued to have issues with the Interflex system, which will be retired after the move to BDH.

Business Systems Team – *David Sercombe*

BCRs

The overall decline in BCRs has continued into December. The three IRBs (IT Requirements Boards) are working well, with the process of prioritising and scheduling BCRs showing significant benefit to both the authorities and Strata. The live BCR and performance figures can be found on the Strata Portal.



Data Analyst

Following a *successful recruitment the new Strata Data Analyst*, Keith Watson, will start work on 7th January. Keith has years of experience in this field and has worked for the likes of Babcock. The initial focus will be producing the corporate dashboards requested by the 3 authorities, with departmental dashboards to follow based on a priority determined by the councils. This will also include training for power users to be able to produce their own reports.

Transformation Projects

The transformation projects across all three authorities are now taking centre stage with the priority focus on *delivering these large pieces of work*. OneTeignbridge is progressing well with the initial processes already delivering significant efficiencies and benefits to the customers. The next phase of forms for Environmental Health will be released in January. EX1 is also progressing well, the project team is meeting regularly, the next steps are to finalise the Project Initiation Document (PID). Demos of the EH suite of Uniform products were held on the 19th December, offering service users the opportunity to ask questions regarding the product. The Digital East Devon project is also progressing well. There are numerous roadshows being undertaken for staff at East Devon to raise awareness, and the procurement of the new software should be completed early next year, ahead of the planned start date of April 19.

PSN and server migrations

A core activity over the last month has been work to deliver PSN and migrate the final servers from East Devon and Teignbridge into the Exeter data centre. East Devon server migration is now complete, and Teignbridge migration was due to be completed in December 18.

Document Centre Team – *Martin Millmow*

The document centres are performing well and continue to deliver in line with expectation.



The Ricoh printers also continue to perform well and we look forward to greater reporting functionality once the final devices are installed early next year. An initial report running on the system suggests that printing volumes across TDC and ECC remain at 2016 levels in terms of the volumes of printing being produced on printers around the buildings. Further work is required to understand when this demand is being generated in order to create a print reduction strategy that can be recommended to the three authorities.

New Ricoh devices have been delivered to Camperdown Depot and Manstone Depot and were installed on Dec 12th, the order for EDDC Blackdown House has been placed for delivery on January 8th.

Postage equipment

A deal has agreed with the current supplier of postage equipment to replace the aged devices with new modern machines on favourable terms. The new devices feature enhanced data security as well as increased functionality and reliability, all of the equipment being replaced is at least 5 years of age or older and has become increasingly unreliable. The trend of reducing mail volumes has been reflected in the replacement franking machines which are designed for lower capacity but with additional functions. These replacement devices will set up both TDC and EDDC for the next 5 years in terms of lower annual running costs and removing any requirement for additional capital during this time. The new equipment is expected in January with EDDCs' two devices going straight in to Blackdown House to simplify the relocation of postage services during the transition. TDC new franking machine will be installed to replace the increasing unreliable older machine.

Shared printing

Exeter and Teignbridge printing operation have been providing production printing for EDDC particular for the output of high quality graphic reproductions. EDDC printing capacity will be limited following relocation.

ECC Printing

The ECC Document centre is continuing to support the introduction of Panacea by supplying sample files and print output while processes are being developed.

Strata Design service

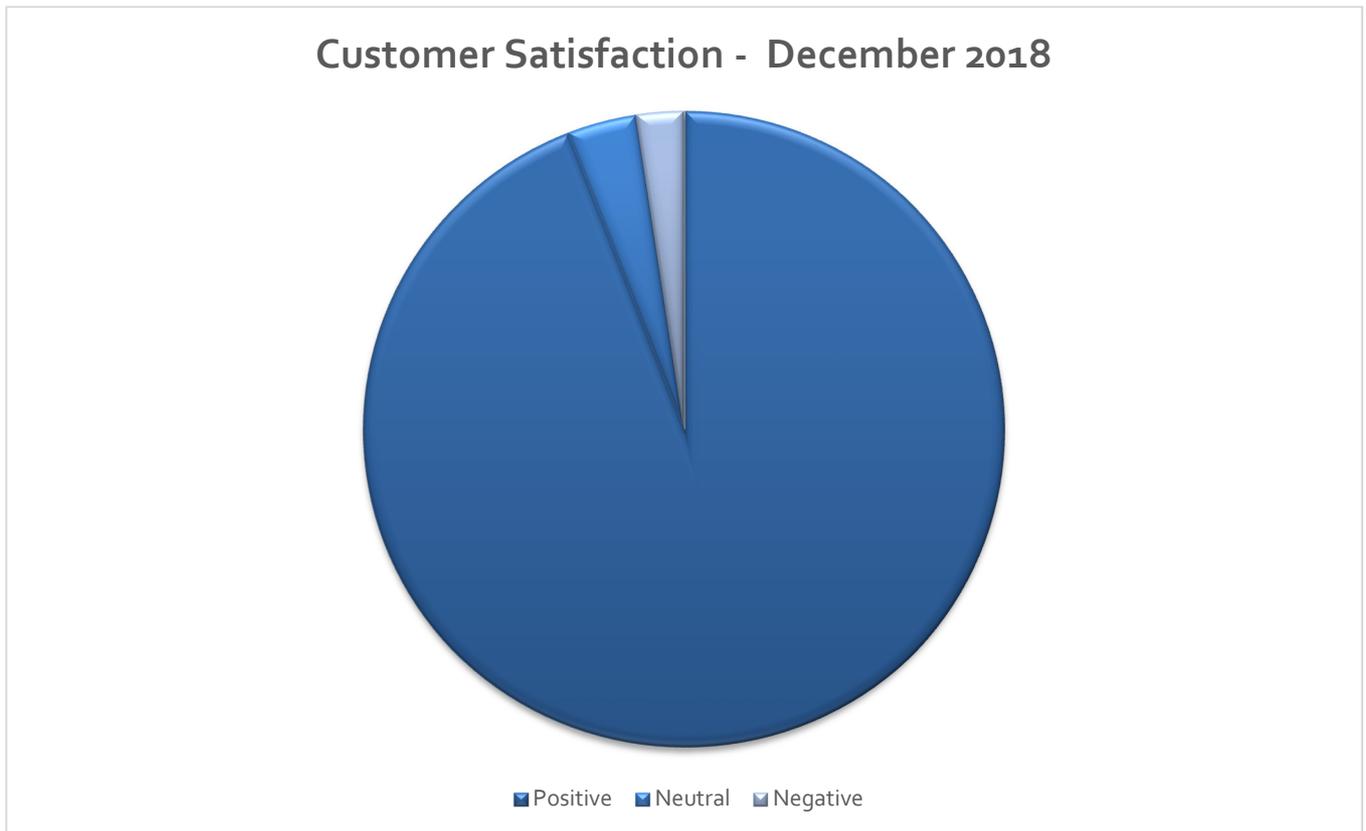
During the final quarter of 2018, a number of large jobs have been completed or moved positively towards important deadlines. The Housing Matters publication has been issued, as well as jobs for Countryside and Streetscene. Strata have supported the procurement of the signage for the New Building in Honiton and the design of the internal and external signs for the Blackdown House nears completion. Design work on the materials for the Woodbury recycling trial has also progressed well in line to meet the required deadlines.

Strata Customer Satisfaction Statistics

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 December 2018 we received 255 responses (lower than usual due to the Christmas closed period) to the customer satisfaction survey, this was made up of 240 positive responses, 9 neutral responses and 6 negative responses. This equates to the following satisfaction percentages:

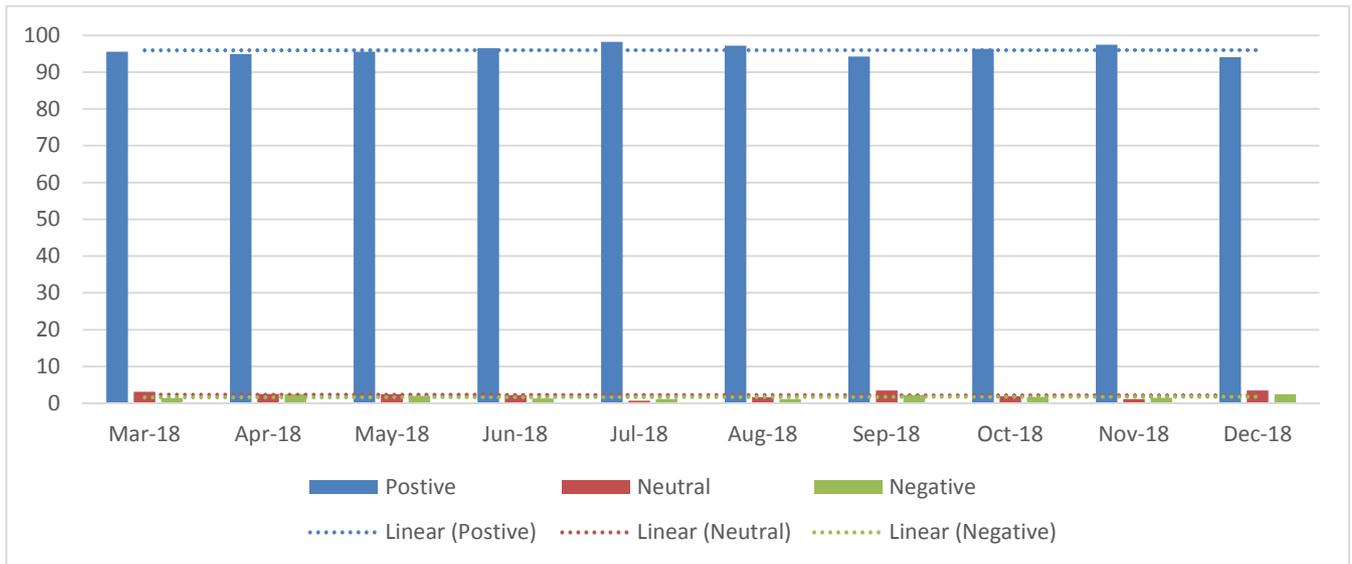
Response Category	Responses Received	Percentage
Positive	240	94.1%
Neutral	9	3.5%
Negative	6	2.4%



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

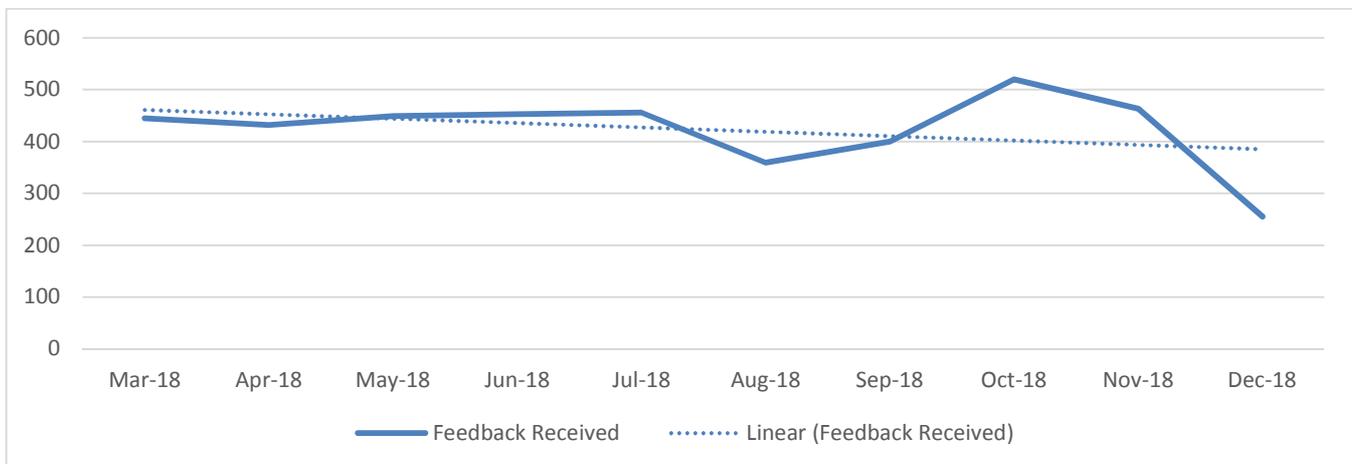
Month on Month Customer Satisfaction Score – March 2018 until December 2018

	Mar 18	Apr 18	May 18	Jun 18	Jul 18	Aug 18	Sept 18	Oct 18	Nov 18	Dec 18
Positive	95.5%	94.9%	95.55%	96.5%	98.25%	97.21%	94.25%	96.3%	97.4%	94.1%
Neutral	3.15%	2.55%	2.45%	2.2%	0.66%	1.67%	3.50%	1.9%	1.1%	3.5%
Negative	1.35%	2.55%	2.00%	1.3%	1.10%	1.11%	2.25%	1.7%	1.5%	2.4%



Quantity of Feedback Received

	Mar 18	Apr 18	May 18	Jun 18	Jul 18	Aug 18	Sept 18	Oct 18	Nov 18	Dec 18
Feedback Received	445	432	449	453	456	359	400	520	463	255



Strata Key Performance Indicators

Over the last six months, Strata have developed a set of Performance Indicators using the PowerBI toolset. These indicators give excellent insight into the operation of the Strata business and enables us to far more accurately view demand channels and to better manage resource levels.

The set of graphics over the following pages show the following measures:

- Business Change Requests
- Incidents
- Service Requests
- Problems

Performance in all areas is good, and the Devon Audit Partnership are impressed with the level of reporting that Strata now offers all users via the Strata portal.

Business Change Requests – the change in the process over the last six months has seen a stabilisation of demand and a focus on real 'value' work. Prioritisation is now in the hands of each authority and now just left to Strata to decide on the priority of a particular request.

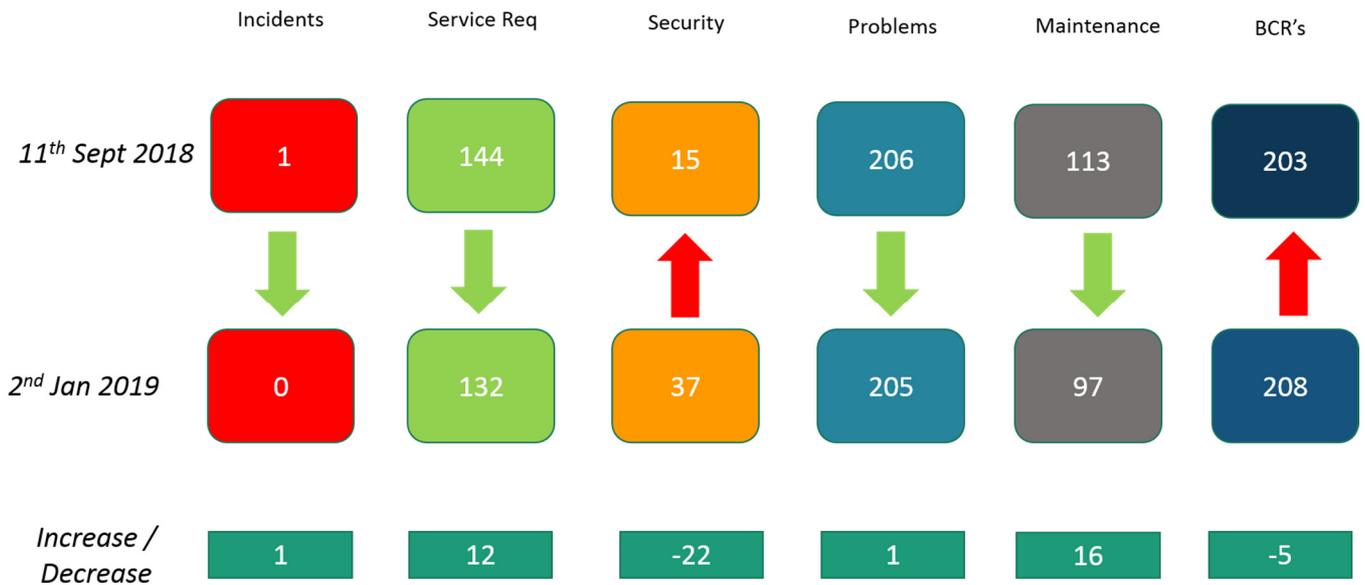
Incidents – these occur when something is broken and a user calls into the service desk asking for assistance in getting them back up and running. Strata now prioritise Incidents as P1, P2 and P3.

- P1 – Multiple sites and multiple user impacted
- P2 – Single site and multiple users impacted
- P3 – Single user impacted

Service Requests – these are requests for new services, i.e. new printer / laptop, etc. These are handled by the service desk 1st and 2nd line team.

Problems – these are complex incidents where a workaround has been found, but a resolution to the underlying incident has not been resolved.

High Level Real Time KPI Measures



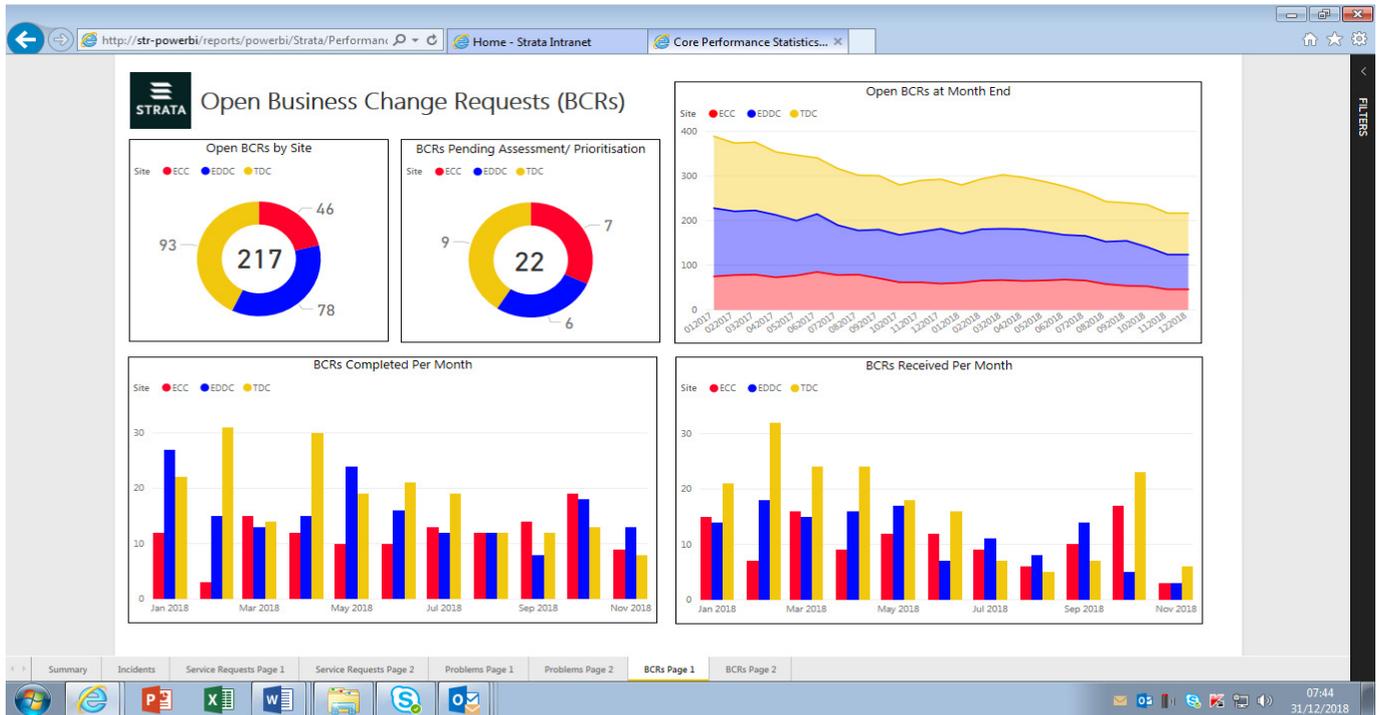
The above graphic shows the difference in high level KPI's since the last round of JEC / JSC meetings. The figures show a stabilisation in Problems, BCR's and Incidents, whilst there has been a decrease in Service Requests being logged with Strata. However, the increase in the Security measure shows the effort which Strata have to put in to ensure levels of security are maintained at the highest levels.

Overall the position in relation to these high level metrics is GOOD and caused no degree of concern.

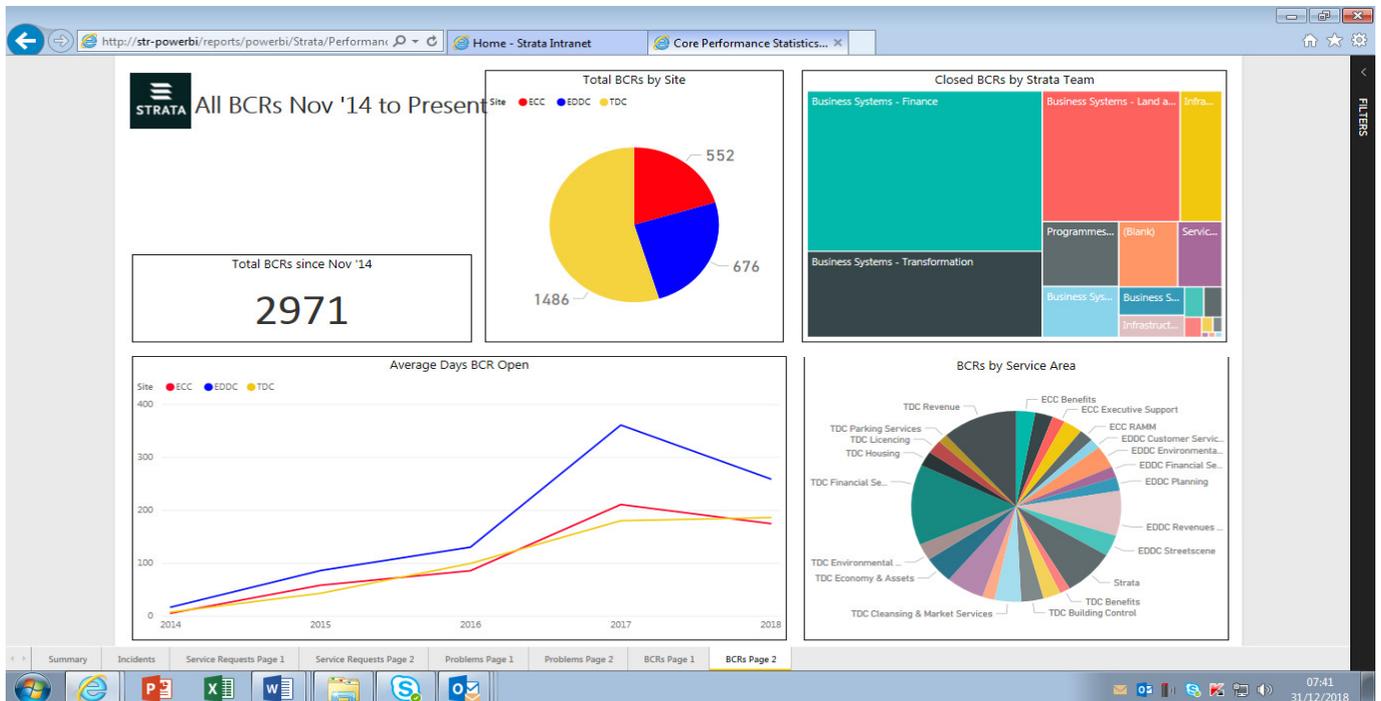
Note : whilst BCR's are stable, it shows that Strata are simply keeping on top of work coming in, additional focus / resource would be required to reduce the level of outstanding BCR's down to below 100 which we feel is desirable. The new process is certainly helping to reduce the spurious BCR requests that had previously blighted the work of the Business and System Analysts.

Strata Service Performance Indicators – BCR's (Business Change Requests)

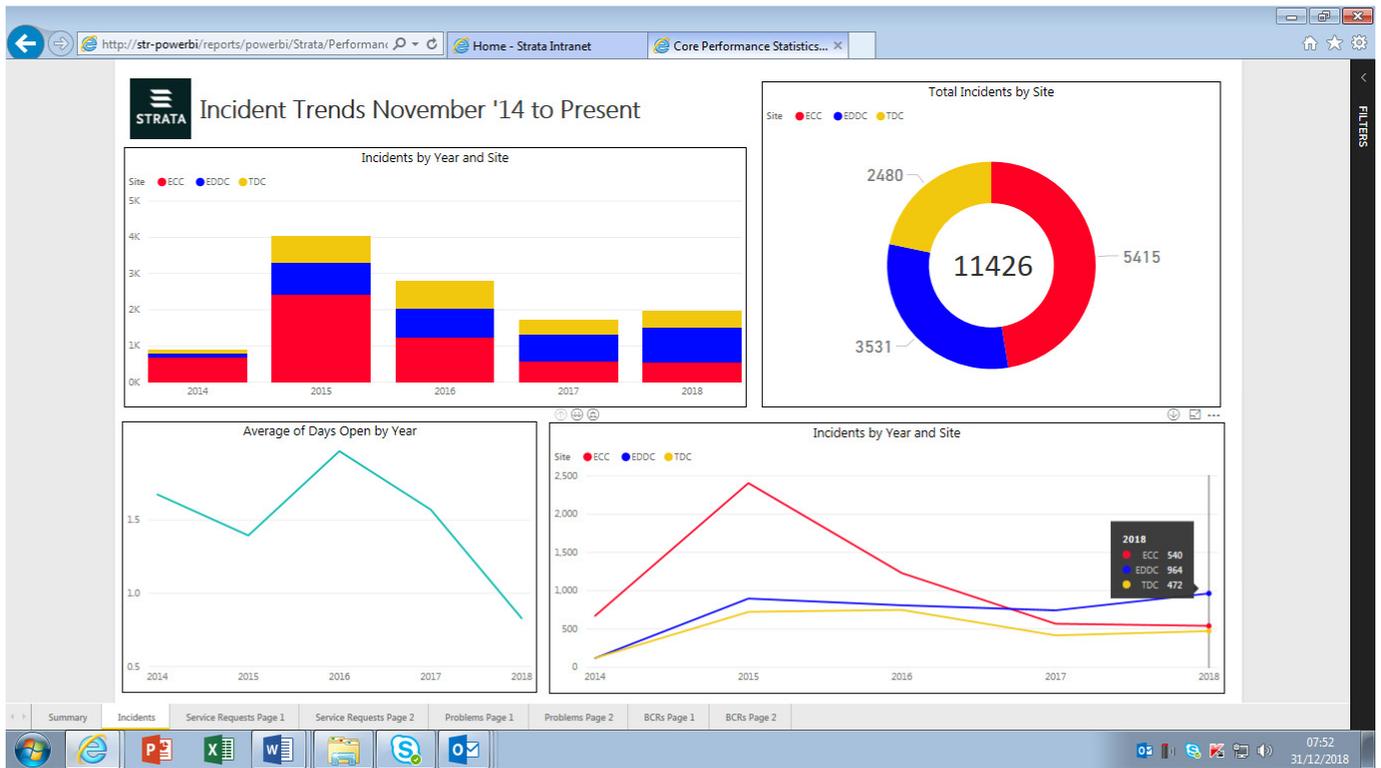
The following graphic shows the BCR queue and demonstrates how the queue has reduced month on month.



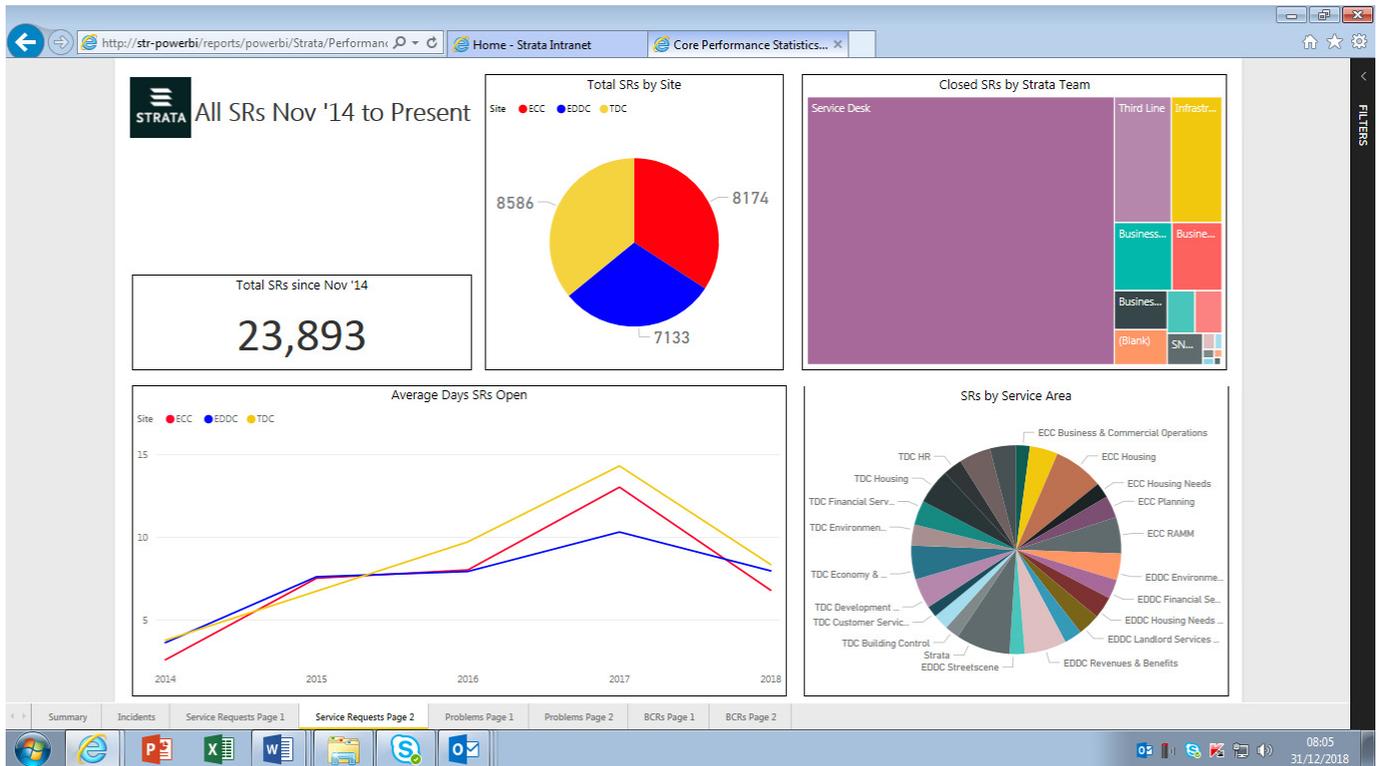
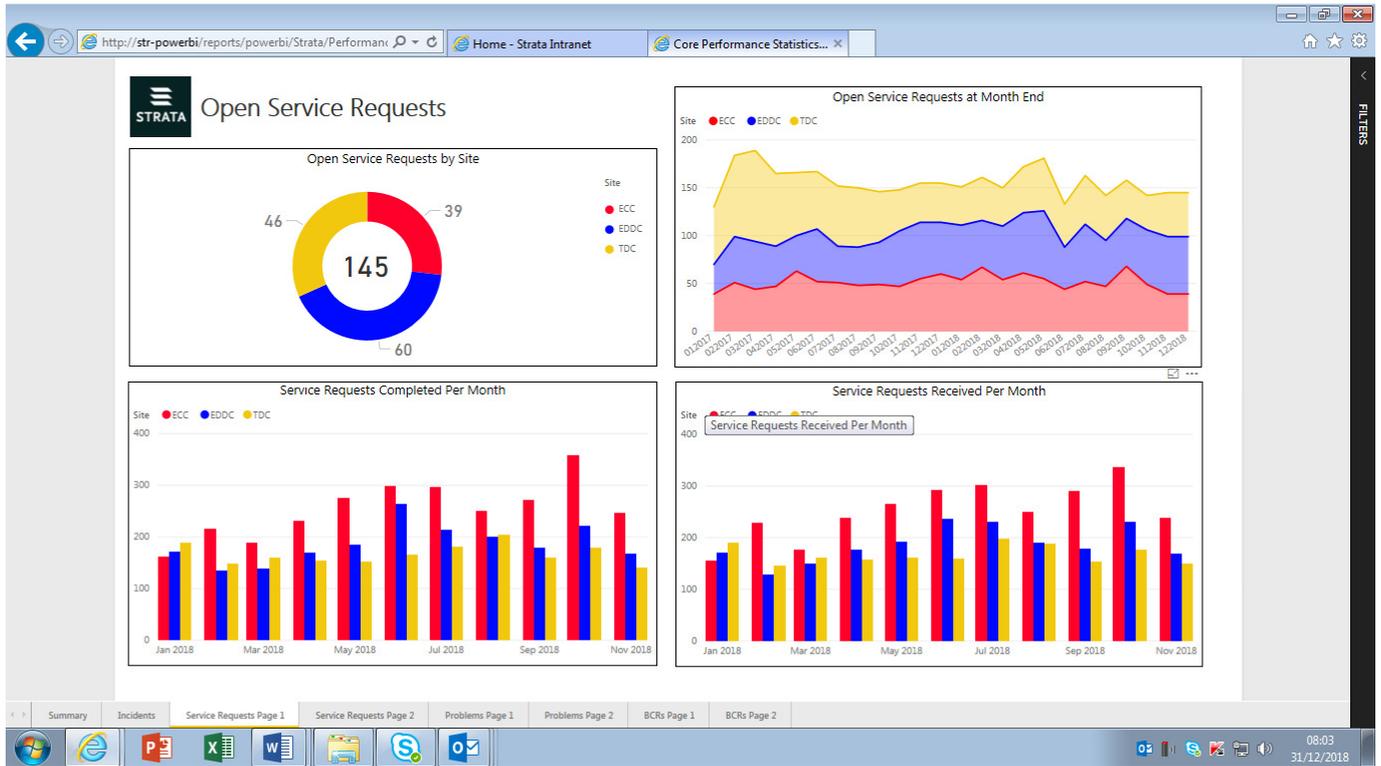
The following graphic shows the split of BCR's by authority and by top 20 requesting departments within the three authorities



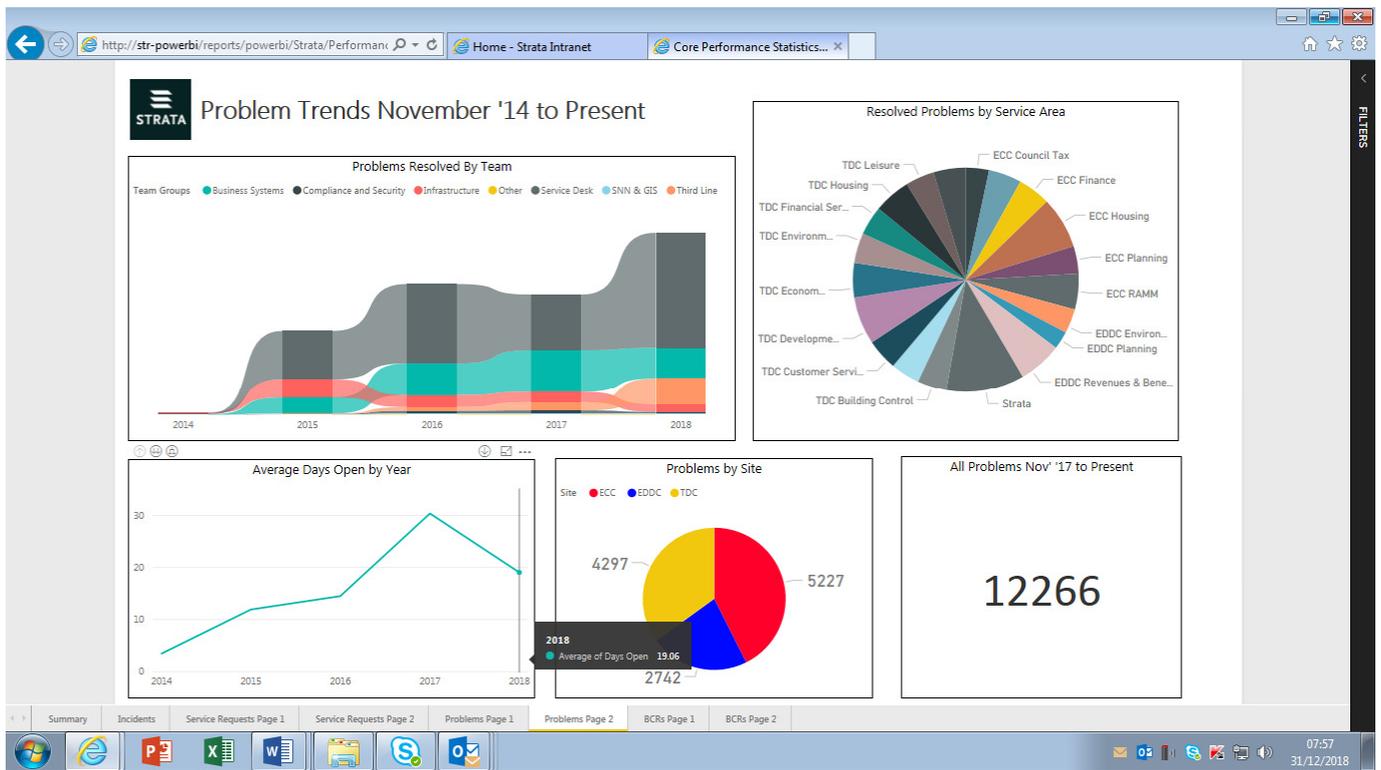
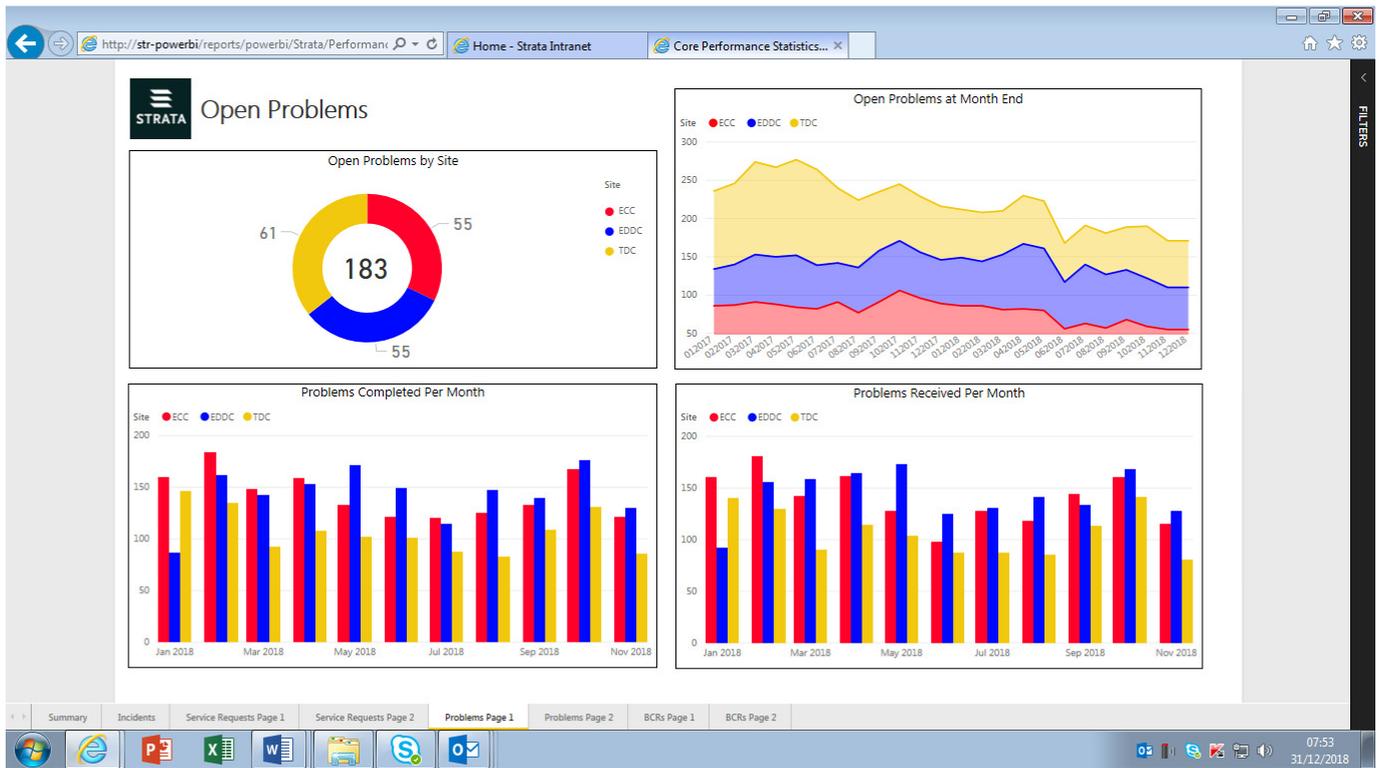
Strata Service Performance Indicators – Incidents



Strata Service Performance Indicators – Service Requests



Strata Service Performance Indicators – Problems



Strata Projects Update

Ongoing Main Corporate Projects

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

Exeter City Council	RISK	<p>HR and Payroll</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.</p> <p>Phase 2 has now commenced. Chris Crook will be managing the project from a Strata perspective. A draft project plan has been created and shared with the project team. The next deliverable is web recruitment. This has now been installed and Strata are working with Midland HR to resolve some final issues with the installation.</p>
	TIME	
	BUDGET	
Exeter City Council	RISK	<p>Uniform – Environmental Health</p> <p>This project is now progressing well. A meeting in early November resolved the uncertainty regarding the use of Uniform. It has now been agreed that this should be adopted. This software, along with Firmstep will be fundamental in successfully rolling out the EX1 pilot in Environmental Health.</p> <p>A Project Initiation Document (PID) is currently being jointly written by ECC and Strata and will be reviewed at the next EX1 board meeting.</p> <p>Dates for the demo have been arranged for 19th December. This will give all the opportunity to ask any questions they may have about the product.</p>
	TIME	
	BUDGET	
Exeter City Council	RISK	<p>Firmstep</p> <p>Several updates to the system have been made this month including:</p> <ul style="list-style-type: none"> • launch of 7 forms to manage Garden Waste subscriptions • Bin Deliveries is now live
	TIME	

	BUDGET	<p>We are continuing to engage Firmstep to introduce the Single Sign On and MyAccounts functionality.</p> <p>Once Single Sign On has been resolved, the first phase of the project will be complete. It has been agreed with Bruce Luxton that Strata will close the project, and then assist with developing new forms and processes via the BCR process.</p>
Teignbridge District Council	RISK	<p><i>Firmstep/ OneTeignbridge</i></p> <p>Project progressing well, with over 4,000 transactions being progressed since September. A Post go live review has been undertaken to assess lessons learned and these will feed into the next phase of the project. EH processes are due to go live at the beginning of January. These include Taxi licensing, Temporary Event Notices and Abandoned Vehicles.</p> <p>Single Sign On with the Civica Revs and Bens Portal is in final stages of testing. The external Penetration security test is scheduled for Mid-January, after which it should be in a position to go live.</p> <p>Full detailed project update can be obtained from the Teignbridge Project Manager for this project.</p>
	TIME	
	BUDGET	
Teignbridge District Council	RISK	<p><i>HR and Payroll</i></p> <p>Things are now progressing with this project. Go live was originally scheduled for November 2018, however this has now slipped again to April 2019.</p> <p>20 additional consultancy days have been booked with Midland to ensure both phase 1 and 2 are implemented successfully.</p> <p>There are still concerns regarding the lack of resource available both in HR and Payroll to implement this project.</p> <p>TDC have appointed Liz Gingell as the project manager. Liz will be reporting into the Transformational Board on a regular basis.</p>
	TIME	
	BUDGET	
Teignbridge District Council	RISK	<p><i>Garden Waste</i></p> <p>Initial Project complete. Now discussing renewals for 2019.</p>
	TIME	

	BUDGET	
Teignbridge District Council	RISK	<p><i>Qmatic/ Reception Management</i></p> <p>Phase one of QMatic is now live and is being successfully used within Reception. Some minor tweaks are being made to improve the booking process and make more options available.</p> <p>A review of the next planned stage – Self Announcement is currently being undertaken to assess if this is necessary.</p>
	TIME	
	BUDGET	
Teignbridge District Council	RISK	<p><i>ModernGov</i></p> <p>Penetration testing is now complete. No serious issues were identified, some minor issues were which are being worked through now.</p> <p>The system went live in November. The next phases will include distribution of iPads to all Councillors in May, following the election.</p>
	TIME	
	BUDGET	
Teignbridge District Council	RISK	<p><i>Granicus</i></p> <p>The Granicus (Formally Gov Delivery) project is being commenced again. The new go live date for this is January '19. Strata will be on hand to assist where necessary.</p> <p>Consideration is being given to integrating Granicus into Firmstep.</p>
	TIME	
	BUDGET	
East Devon District Council	RISK	<p><i>Garden Waste</i></p> <p>Project has progressed well. Nearly 9,000 customers have now signed up.</p> <p>The forms for missed bins and the website has been updated to include Garden Waste bins</p>
	TIME	

	BUDGET	A substantial amount of work has already been undertaken on the renewals process. Strata are now waiting for the supplier to add the necessary functionality to Core to finalise this work.
East Devon District Council	RISK	Honiton HQ 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.
	TIME	The only current concern is the comms lines feeding the building, daily conference calls are being held with Virgin Media and it has been escalated to the highest level. Temporary Strata resource now recruited to support the fit out phase.
	BUDGET	
Exeter City Council	RISK	Global Communications Roll out is continuing at pace and is currently slightly ahead of target. 260 staff members have been successfully migrated to the new system. The remaining staff will be transferred over the coming couple of months.
	TIME	
	BUDGET	
Teignbridge District Council / East Devon District Council	RISK	Car park Convergence The project is continuing well. Still on target to deliver on time, however time is tight
	TIME	
	BUDGET	

Project Update Key

MEASURE	RISK	TIME	BUDGET
GREEN	Project not subject to any serious risks that would leave the delivery compromised	Project is on track to be delivered in line with the original business case	Project is on track to be delivered to budget and in line with original business case
AMBER	There are identified risks that if not mitigated against could lead to the delivery of the project being compromised	There is a possibility that the project will not be delivered in line with the timeframe defined in the original business case	There is a possibility that the project will not be delivered to the budget as defined in the original business case.
RED	There are a number of risks which will lead to the project not being delivered in the required timeframe	The project will not be delivered in line with the time frame defined in the original business case	The project will not be delivered to the budget defined in the original business case

Summary

As we now move forward with the sharing of the draft Strata Business Plan with the three authorities and look to fine tune the Strata offering in line with the needs of the councils, we remain **very confident** in our ability to not only deliver a **high quality service** which meets with the **ever changing demands** of the three authorities, but also to deliver the processes to align ourselves against the **priorities defined within each authorities strategic plans**.

The new Business Plan looks to reset the core objectives to one's that are more designed to deliver a **Customer Focussed service** whilst delivering an **increased level of savings** without impacting on the overall service.

The skills that exist within Strata could be utilised to **develop additional revenue streams** (commercialisation) to decrease the overall cost of the IT service to the three authorities.

2018 was an excellent year for Strata, staff morale was high, savings were above budget, there were a number of key project successes and improved processes have been developed to make the business run more smoothly.

There is still work to be done to **improve the level of engagement** between Strata and the three authorities primarily in the area of middle management, and a plan needs to be drawn up with each authority to agree how best this could be achieved.

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of the Local Government Act 1972.

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