

STRATA JOINT EXECUTIVE COMMITTEE STRATA JOINT SCRUTINY COMMITTEE

DATE OF MEETING: 28 JANUARY 2026
11 FEBRUARY 2026

PUBLICATION DATE: 7 JANUARY 2026

REPORT OF: BUSINESS PLAN 2026/27

SUBJECT: STRATA BUSINESS PLAN REVIEW 2026/27

1. PURPOSE

1.1 This report set outs key details of the 2026/27 business plan.

2. BACKGROUND

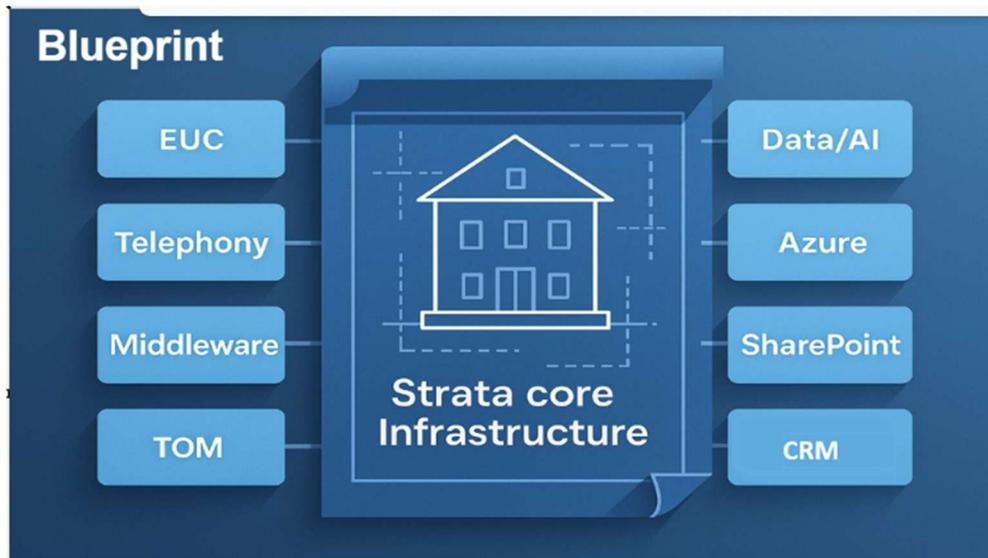
2.1 The partnership has embarked on ambitious plans to set a blueprint for the future of modern councils. This work lays the foundation for future reorganisation ensuring their technology remains scalable and forward thinking in light of LGR.

3. MAIN IMPLICATIONS

The blueprint.

Having a designed enterprise architecture helps position Strata and its partners in the future ensuring that technology is there to transform any council and enable maximum efficiency.

These key pillars defined as the Blueprint set the Architecture that will support the councils transformation throughout 26/27:



Target Operating Model	ITIL-aligned operating model, requirements-led delivery new control boards, improved KPI performance and strong throughput (231 requests, 254 closures).
End user Computing (laptops and Desktops)	Intune-managed devices, reusable app catalogue, cloud-first delivery, building-agnostic working, supports future AVD rollout, rapid onboarding for LGR.
Corporate Telephony	NICE CXone cloud platform, AI routing, real-time Management information, integration, resilience during organisational change, scalable across councils.
Middleware (integration)	Cloud-hosted integration layer, reusable APIs, proactive notifications, reduced technical debt, supports CRM/One & Done model.
Azure (Cloud hosting)	Scalable cloud infrastructure, mobility, resilience, compliance (CAF/PSN), reduced hardware reliance, supports virtual desktops and modernisation.
SharePoint (Document management)	Local Government Classification Scheme aligned document management, automated retention, compliance, collaboration, building-agnostic access.
Data/AI	Microsoft Fabric, Purview governance,(Microsoft data management tools) medallion architecture, predictive analytics, unified data layer, AI-ready ecosystem.
Customer Relationship Management (CRM)/Middleware	Single customer view, unified data flows, reduced hand-offs, consistent multi-channel

	experience, key enabler during reorganisation.
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Themes of projects for 26/27

Strata have consulted with partners, and estimated the ICT resource allocation for 26/27 based on required critical LGR enabling projects. A high level overview of the themes can be seen below:

Service Maximisation	Extending existing platforms (telephony, Uniform, SAM, Legend) across councils, reducing procurement, ensuring standardisation, lowering risk/cost.
Corporate Efficiency	Automation (Disaster Recovery, Cloud optimisation), governance, AI tooling for document redaction, housing AI, CRM exploration, reducing manual workloads.
Data Driven	Data dashboards linking risk/finance/operational data, semantic models, automated pipelines, better decision insight for Members/officers.
Embedding transformation	Ongoing enabler work (SharePoint, notifications), Power Apps automation, Exeter transformation support, improving digital maturity.
Infrastructure	Transition to leased lines, virtual desktops implementation, firewall replacement, cloud network, cloud migration nearing completion, improved resilience and security.
Security/Ops	Build on MHCLGs affirmation of exemplar service, Disaster recovery rehearsals, Cyber Essentials automated patching and backup, secure-by-design architecture, improved cyber posture.

4 RECOMMENDATIONS

- 4.1 That the Joint Scrutiny Committee and Joint Executive Committee note the contents of the Plan and recommend to the Full Councils of the three Partner Authorities for approval.**

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