



STRATA JOINT SCRUTINY COMMITTEE

Date: Thursday 16 March 2017

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, Leadbetter, Lyons, Prowse, Dent, Jung, Howe and Musgrave

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

7 Progress Report - To Follow

To consider the report of the Strata Board.

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8 Business Case - New Telephone System - To Follow

To consider the report of the Strata Board

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18)

Date of Next Meeting

The next scheduled meeting will be held on **Thursday** 15 June 2017 at **5.30 pm** .

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STRATA

DATE OF MEETINGS: JSC 10 March and JEC 17 March 2017

REPORT OF: Strata Board and Strata Managers

SUBJECT: Progress Report including changes to Global Desktop Plan.

1. PURPOSE

JSC and JEC is being asked to note the progress of key Strata projects and activities together with the change of plan for the roll out of the Global Desktop.

This report covers:
Infrastructure delivery
Business as usual
Convergence

2. Key Strata Infrastructure Projects – progress and plans.

Global desktop

Since Christmas the Global desktop roll out has progressed well with all the Strata teams putting in a tremendous effort. We have completed the roll out at TDC with 454 users now migrated, we are now into the normal process of snagging. Feedback as with Exeter has been positive specifically around the ability to work flexibly. We expect to see continuing improvements applications speed once all the servers are migrated to the new datacentres.

Training and Refresher sessions at East Devon have now been completed for the majority of staff and Clive Newton our Trainer has now finished his fixed term contract with Strata.

As of the 10th March we have now migrated 197 users at East Devon, with 275 left to go, however the last few weeks for all us in Strata have been particularly challenging, especially last week where large factors beyond our control have been taking up significant time and resources. The managers and board are aware of the strain this has been putting on all employees and it is too much to continue with. This morning (7 March) a revised roll out plan was agreed by SMT at East Devon.

We have agreed to implement a two week break of the roll out of the global desktop, work will obviously continue behind the scenes to support the roll out, but the majority of staff will be returning to their normal place of work so we can take stock and get everything back on track and relieve the pressure on staff.

Communication will be starting today with the East Devon staff effected by the change in dates. The revised roll out, now looks like this:

w/c 13th March --- BREAK WEEK ---

w/c 20th March --- BREAK WEEK ---

Week 5 – w/c 27th March

- Legal , Elections, Customer Services, Countryside & Leisure = 54 users

Week 6 – w/c 3rd April

- Landlord Services (part of dept who don't use OH), Audit, Streetscene = 52 users

w/c 10th April --- BREAK WEEK ---

Week 7 – w/c 17th April (Easter Monday)

- Housing

Week 8 – w/c 24th April

- Revs & Bens

Telephony

Single Supplier Consolidation:

Virgin Media Braodband have surprised us this month by revealing around 30 additional accounts (each containing one or more phone lines) that belong to ECC that were previously unknown. It appears even VMB 'lost' them. We've had to spend a long time checking through each invoice however at the time of writing we haven't had it confirmed if these invoices have been coming through previously or not. This piece of work is proving to be far more problematic than it should be and this is due to the state of the Exeter accounts and the difficulties with dealing with Virgin Media. By the end of this piece of work the Exeter accounts should be more in line with EDDC and TDC (i.e., tidy and easy to understand – this makes it far easier to then track costs and find savings, plus less labour intensive) though the issues with VMB are ongoing.

Another piece of work here is to upgrade Exeter's DASS circuits to Q931. This order has been raised with VMB and we are waiting for a date. Likely to be early April. This will then allow us to bring the connectivity at Exeter in line with EDDC and TDC, though there will be multiple stages of work to get there.

Migration of lines from old technology of ISDN to new technology of SIP:

The SIP Trunk is still proving to be difficult to get in but at least now we have VMB and Nexus talking regularly to get things in place. VMB are being very strict and any anomaly they are picking up on and asking us to resolve before we can go live

We will be porting a small batch of numbers to SIP to start with to test the process and quality before doing the rest in a big bang approach, aiming for mid-April.

Implementation of Skype for Business:

53 members of Strata are now up and running on Skype with a headset and BusyLight. Feedback continues to be positive and we have been slowly introducing new functionality and getting a good response. Extension numbers for EDDC and TDC are now implemented and working as expected but due to line issues ECC hasn't been started yet. ECC configuration expected May\June pending line port to Q931.

We are working on changing the way we handle audio in the VDI Desktop as currently there is an issue listening to Desktop audio. For example we cannot easily listen to voicemails or call recordings as it stands. This change is expected to occur w/c 6/03/17. Once this has been we begin rollout of Voicemail to Strata staff for testing and use.

"Persistent Chat" has also been introduced to Strata staff, currently used in various ways including for alerting Strata staff to faults and important information. Still in testing at the moment but it is proving to be surprisingly useful and may become a recommended feature for our council sites, though it will be pending discussion around data retention and usage policies. Decisions on the way Skype is used will rest with the individual Councils.

Migration to new telephony platform Skype for Business:

Gathering of information for EDDC has stopped again due to the Global Desktop rollout, unfortunately there is too much going on to be able to manage this. This will be starting again soon.

Selection and migration to new standard Contact Centre platform:

Anywhere365 business case has been written and submitted, and is awaiting approval from the relevant parties.

Other updates

Over the last few weeks we have begun the migration of servers from the TDC and EDDC datacentres, once complete we will be able to cease the rental of hardware at Teignbridge and re-allocate large amounts of hardware from East Devon to the secondary datacentre at Oakwood.

Strata has also completed its office move within Exeter, we are now located on the first floor room 1.8. This move has paved the way for Exeter City Council to let the offices to Stagecoach to assist in the bus station redevelopment. The move have been received positively by all staff and has created an excellent open plan environment for the team to all work together.

2 Business as Usual

No previous progress report to committee has included a "business as usual" section.

Prior to the arrival of the new IT Director on the 10 April the Strata managers and the Board have been dealing with the day to day issues. The team have pulled together this progress report.

The Board feel that while the focus has rightly been on the transformation projects which have resulted from the creation of Strata little emphasis has been given to the business as usual on-going elements of the company's work. The business as usual provided by Strata includes help desks to support the 1800 users across the three councils, business change requests to update or modify current inherited systems and project work to deliver new system which are not part of the convergence plan approved by the three councils.

Some interesting numbers for members are

102 scheduled projects including 26 planned convergence projects

389 open Business Change Requests (BCRs) ... requests for non-standard changes and enhancements

243 open Service Requests ... requests for standard Strata services

935 software products supported

Security is another key part of "business as usual" and the three Councils annual re-certification to use the government's secure network approaches. This is called PSN CoCo compliance. The system is used to access government systems to process benefits for customers such as housing benefits – so is essential.

PSN CoCo compliance for the three councils needs to be re-attained by the beginning of July 2017, with the process starting on the 20th March where an external specialist will review and test the shared Strata environment. Any issues then need to be addressed in advance of July.

The government's intention is provide an alternative secure email service to replace the PSN by the end of March 2017. To this end Strata implemented new secure email standards in preparation. However, Crown Commercial Services have now advised no alternative will be provided in that timescale and it is likely that PSN will continue being provided by a commercial operator. Costs increases are anticipated. When the detail is known we will inform partner councils.

The key requirement is to ensure that each council can continue to deliver those services that depend on the PSN, and ensure that Strata makes the priority decisions to ensure the necessary remediation work is completed in time.

There have been some recent non security incidents which will be reported to members in Part 2 of the agenda. These support the need for a formal out of hours policy as identified as an action in the approved business case 17/18. It is very likely that there will be additional costs for the partner council's depending on the level of support they need. This will be progressed by the Board.

3 Convergence

After the delivery of the infrastructure projects (Global desktop and telephony) a greater emphasis will be given to systems convergence. Systems convergence will result in more shared systems being used at each council.

Convergence will deliver on Strata's 3 key objectives:

Cost savings,
Risk reduction,
Increasing capability to change.

Convergence will reduce on going costs and maintenance. It will also build greater resilience and some projects will offer opportunities for Council's to increase efficiency.

Not all savings will accrue to Strata. There is a possibility that Strata may incur costs over and above those in the approved business plan that could nonetheless result in bigger savings/transformation opportunities in the Councils.

A few systems are already being converged and business cases approved by the three Councils and progress has started

Project	Target	Progress
iTrent HR/Payroll system	Originally planned to commence in 2017, however started in 2016 in response to business risk and need. The contract on the incumbent Exeter system, Northgate ResourceLink, will need renewing in June 2018 so this imposes a deadline for the Exeter implementation.	Already operational in East Devon, the plan is to implement in Teignbridge and Exeter. Teignbridge will be going Live with Payroll and core HR by June followed by phase 2 of the Teignbridge work delivering additional HR functionality such as staff self service. Planning for the Exeter implementation is due to commence by June 2017.
Door Access and Time & Attendance	Originally part of the programme for HR & Payroll, this element separated out to enable iTrent to happen sooner than the originally planned 2017 start.	Supplier demos and selection has been completed and a PO awarded this month to HFX who are the incumbent supplier for Exeter.

		Implementation will be carried out at Exmouth first in readiness for the first phase of the East Devon relocation, then Teignbridge, and then an upgrade of the incumbent HFX system at Exeter. This work will span all of 2017.
UNiform suite – Planning, Building Control, Environmental Health, Estates, and Licensing	Planned to commence Planning and Building Control in 2016, Environmental Health in 2017, and Estates and Licensing in 2018.	The Exeter implementation for Planning and Building Control is progressing well with training, configuration, and data migration testing. The go-live is current planned for July.
Council Websites	Exeter website went live in 2016, the Teignbridge website is planned to go live in April.	The Teignbridge website is progressing well. After launch of the main council site in April, work will commence on redesigning the Devon Building Control and Old Forde House sites during April to June.

STRATA

DATE OF MEETINGS: JSC 10 March and JEC 17 March 2017

REPORT OF: Adrian Smith

SUBJECT: Business Case – Customer Contact System.

Recommendation

That these actions be endorsed.

1. PURPOSE

To inform the JSC and JEC of the next steps in completion of Phase 2 of the Infrastructure delivery with the installation of a customer contact centre system for each Council.

2 BACKGROUND.

A business case has been prepared for the purchase and installation of a new customer contact system. It is attached.

Funding is available in the Strata Budget and the decision is one for the Board. However, the Board are keen to share progress with the project.

The approved 2017/18 Business Case deals with this and covers the move from analogue to digital telephony, including Call Centre technology.

Once the Global Desktop is in place digital telephony is the next target. Telephony is a major separate project that is running in parallel to, and is dependent upon, the Global desktop. The basic telephony system will be Skype-for-Business and a detailed plan has been created with a major Microsoft partner, Nexus, to implement this across the three councils. The plan is on track to be delivered to East Devon starting in May 2017. This fits with East Devon's planned building relocation dates.

This project aims to replace all three aging PABX's and their main analogue lines with resilient digital connections at the Strata data centres. The many contracts for "call time" have also been replaced and are being provided by one supplier, VMB, with only specialised alarm lines staying with BT.

The three councils use three different call centre technologies, all of which are in need of upgrade or replacement. The plan is to have a single call centre system that

is tightly integrated with Skype that can be used and administered independently by each of the three councils.

This system has been selected jointly by Strata and the councils aiming for implementation by end 2017.

Monies are available in the approved Council budgets.

The Strata Board

Business Case

 **STRATA**

Solutions for government

 **Teignbridge**
DISTRICT COUNCIL
South Devon

 **Exeter**
City Council

 **East Devon**
www.eastdevon.gov.uk

Contact Centre Replacement

Author:	Peter Johns
Date:	14/02/2017
Owner:	Adrian Smith
Version:	1.1

Current Situation and Issues

Skype for Business is being introduced to the partner Councils as their new corporate telephone systems, as per the original Strata business case. Skype represents a big shift forwards in technology and is in some cases replacing systems that are over twenty years old, however it does not include a Contact Centre element. This business case is for converging on a single contact centre platform that is compatible with Skype for Business.

The three Councils are currently running separate contact centre systems, each of them are integrated into the local telephone system in different ways. The systems are of differing ages but are all considered old and some will soon become impossible to maintain alongside their respective phone systems. This means that we must refresh the systems.

Users and maintainers of the current systems have a number of criticisms that they would like solved with the new systems:

- Difficult to grow into other services due to licence, and hence cost, restrictions
- Poor reporting of contact centre activities
- Cannot track call reporting to back office
- Lack of flexibility with where agents can work from
- Complicated to operate and support
- Lacking in functionality

Currently staff at each site are 'fixed' at certain desks in order to use the contact centre system, which severely impacts the flexibility we can provide. Although not all of the contact centre teams are embracing the possibility of home working at this time, they all agreed it would be useful in certain situations (for example if staff are unable to travel to the office) and once the possibility for home working is technically possible it is expected to become more popular. In East Devon's case with the building move, this telephony solution is essential to ensure staff are able to move between sites whilst keeping their telephone number and telephony functionality.

If left unchecked, each of the systems currently in place will have needed to be replaced within a few years along with their respective core phone systems. The detailed situation at each site:

- ❖ **East Devon:** The telephone system and contact centre are provided by separate vendors. The underlying phone system is around 20 years old and is hard wired into the Knowle, thus when the Council moves offices this aged phone system cannot move with them. The contact centre is wired into the phone system and is at maximum capacity. We cannot increase licences without major infrastructure costs (of the contact centre, the phone system and the links in between). Also, this system does not work well with Skype. The way this supplier interfaces with Skype for Business (the new underlying phone system) is very clumsy, which will result in interoperability issues between the systems.

- ❖ **Exeter:** Telephone system and contact centre are integrated and supplied by Siemens (maintained by Beckett Telecom). The underlying core phone system reached 20 years old in January 2017, and is becoming difficult to maintain due to its age. New parts are no longer manufactured and the system officially goes End of Serviceable Life in March 2017 (a contract has been signed with Beckett to continue maintenance with their stock of spare parts for the time being). As the contact centre is part of the same solution this would need to be replaced at the same time.
- ❖ **Teignbridge:** The phone system and contact centre are entirely separate. Both are poorly implemented so the interaction between the two is complicated, clumsy, and unreliable. This is the youngest of the systems across the Councils. The solution appears to be causing more problems than at the other councils and is holding back Teignbridge.

Proposed Situation / Solution

The best solution around at present that works well with Skype for Business is a product called Anywhere365, produced by a company called WorkStream People. This product fits our requirements the best due to the following reasons:

- 100% compatible with the underlying phone system, Skype for Business. This is one of the few products on the market fully qualified to do so. This means the contact centre and underlying phone system are the same, hugely reducing the chances of configuration issues between the systems.
- The licensing model allows for unlimited agents and groups/contact centres – this creates huge flexibility and is the only product on the market to be licensed in this way. This gives the three unlimited use of the contact centre system.
- Anywhere365 was the cheapest system out of the ten that were investigated by a considerable margin, and the only product to fall under OJEU.
- Solves all the common issues with the existing systems
- The company specialise only in this product and are based in Europe
- The product is continually improving and the company are excellent to work with

Since the beginning of January we have had a Proof of Concept up and running within Strata that has allowed us to test and demo the system within our own environment. This has allowed us to gather a lot of information about the strengths and weaknesses of the product.

The ability to grow the system as wide as we want allows us to offer contact centre functionality to far more staff than we've ever had the chance too before. This allows separate parts of the business the ability to use wallboards to display incoming calls, have call recording functionality and much better reporting functionality. We will also be able to easily track a call from the contact centre to the back office, which is currently not possible.

The final major benefit to this solution, combined with the Global Desktop and Skype for Business, is that Councils could have the ability to share calls if wanted. For example, a member of staff or team at one council could start answering calls from another Council with just a few clicks, and this could be performed by a contact centre supervisor rather than needing to have Strata involved.

The licence included with this purchase includes all of the functionality required, however there are certain elements that will require additional configuration. This configuration could be done by Strata but it is likely we would need to buy resource from the supplier. Much of this functionality,

such as email routing, is in addition to what functionality is currently provided and thus the costs haven't been included. Where configuration is required in order to best match existing functionality, estimated costs have been provided within the business case.

Anywhere365 is also able to link into many back office CRM applications, known as CTI or Computer Telephone Integration, and the supplier is willing to link into any system for a flat fee of €5000 per system, plus an annual fee of €1050. This is of course dependent on the third party supplier being 'open' to system integration and this will need to be investigated on a case-by-case basis if and when requests are brought forward. We must also be mindful that the third party supplier may have their own fees for integration, so the €5000 integration fee is only from one side.

Costs have been included for one CRM CTI integration to match the current situation, where the existing Macfarlane contact centre has an integration into existing CRM Lagan. However, although we have costs from Anywhere365 for their work we have not received a quote from Lagan for providing this integration at the time of writing, so we have estimated an additional £10,000 integration fee from Lagan. More CRM integrations are anticipated in the future, for example with FirmStep in Exeter and Teignbridge and OpenHousing in East Devon, and these costs are not factored into this business case.

Each council will see benefits to this product, some perhaps more than others depending on their current status. Anywhere365, like all the systems reviewed, is not perfect but it has good supplier momentum behind it, and the issues that have been raised with the supplier have been acknowledged and they are already working on improving.

The company doubled in size in 2016 to around 60 staff dedicated to this one product, and their customer base also doubled. They've gained some large customers (such as DHL, BMW, and McDonalds) and have been selected by at least two major vendors to be the contact centre in converged "telephone system in a box" solutions.

Anywhere365's list price increased considerably in Q4 2016, together with more restrictive use of licences. However the company have reserved the original pricing for us until the end of March 2017. If we do not purchase before this date we will have to use the new price list which will almost double the cost of the product.

Strata strongly recommend purchasing and implementing this product before the end of March as:

- Meets all technical requirements
- Improves on all current functional use of existing centres
- Enables unprecedented flexibility of use of contact centre functionality
- There is Limited time to take advantage of the lower costs

Note that the quotes we have received for the system were presented in Euros and then converted to Pound for this business case, and thus actual costs will likely differ from what has been presented here.

Other Options that were Considered and Dismissed

Multiple systems have been looking at, involving discussions and demos with various suppliers. They have been dismissed for various reasons:

- Cisco – compatibility with Skype for Business (no costs provided)
- Avaya – compatibility with Skype for Business + Cost
- Mitel – product withdrawn from sale, confusion about future

- ComputerTalk – do not provide strong enough UK support
- LuWare – do not provide strong enough UK support
- Genesys – compatibility with Skype for Business + Cost
- BT – Cost
- Netcall – concerns over compatibility with Skype for Business + cost.
- EngHouse Interactive – closest match to Anywhere365, but more expensive and licensed per agent (costs would increase as we grew product)

High-level Risks of Proposal

Risk	Impact	Mitigating actions
Some of the functionality of the system could be improved	Medium	The issues and concerns raised from the Proof of Concept have been fed back to the developer. The comments we have received back are encouraging, suggesting that multiple customers of theirs have been requesting these improvements and that work is already underway to make the improvements. We do not have a timescale as to when these improvements will be available but are aware that minor upgrades are available through the year and major upgrades tend to be yearly.

Strategic Benefits

Item	Benefit
1	Flexibility to allow staff to work from anywhere and still receive their required telephony functionality
2	Enables any part of the council to use wall board, call recording and contact centre functionality
3	Fully integrates with Skype for Business and core technologies that form the basis of our Infrastructure
4	Ability for Councils to take each other's calls if required
5	

Other Standard Considerations

Item	Benefit	Impact (High, Med, Low, None)
1	Systems Administration Can largely be performed by system administrators within business – less reliance on technical Strata staff	Medium
2	Equality & Diversity Supports more communication channels – Voice, Email, Instant Messaging\ Web Chat and Social Media	High

Quality Assurance

	Name	Signature and Date
Support & Infrastructure Manager	Adrian Smith	

Current Costs	Year 1	Year 2	Year 3
Maintenance costs:			
EDDC	£9,225	£9,225	£9,225
ECC (built into phone system maintenance)	£11,626	£11,626	£11,626
TDC	£11,012	£11,012	£11,012
All three councils need to replace in coming years:			
Estimated £60k upgrade cost per council	£60,000	£60,000	£60,000
Total Current Costs	£91,863	£91,863	£91,863

Direct Costs of Proposal	Capital	Year 1	Year 2	Year 3
Anywhere365 Enterprise with Unlimited UCC	£41,624	£9,056	£9,056	£9,056
1 Day training	£4,255			
Failover Licence	£8,341	£1,751	£1,751	£1,751
Extension Window Licence with CRM and Timeline	£4,255	£893	£893	£893
Support Timebucket	£8,511			
Additional SIP Domains	£8,341	£5,255	£5,255	£5,255
Lagan integration at EDDC	£10,000			
Additional configuration	£10,000			£10,000
Total Direct Costs	£95,327	£16,955	£16,955	£26,955
Yearly Costs / Savings(-ve)	£95,327	-£74,908	-£74,908	-£64,908
Cumulative Costs / Savings(-ve)	£95,327	£20,419	-£54,489	-£119,397

Total Proposed Costs	£95,327	£16,955	£16,955	£26,955	£156,192
Total Yearly Costs / Savings(-ve)	£95,327	-£74,908	-£74,908	-£64,908	
Total Cumulative Costs / Savings(-ve)	£95,327	£20,419	-£54,489	-£119,397	

Funding

(Please tick appropriate box)

- Existing Budget
(specify Cost Centre and Budget)
- Pay for itself within a
Year
(specify Cost Centre and Budget)
- Requires new Budget
(provide full details)

Details

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