



Solutions for government

STRATA - JOINT EXECUTIVE COMMITTEE

Date: Wednesday 22 April 2015

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 Sarah Selway, Democratic Services Manager (Committees) Telephone 01392 265275 or email sarah.selway@exeter.gov.uk.

Entry to the Civic Centre can be gained through the Customer Service Centre, Paris Street.

Membership -

Councillors Christophers, Divani and Edwards

Non-voting Members Nicola Bulbeck, Karime Hassan and Mark Williams

Agenda

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

1 Apologies

To receive apologies for absence from Committee members.

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

It is considered that the Committee would be unlikely to exclude the press and public during consideration of any of the items on the agenda, but if it should wish to do so, the following resolution should be passed:-

RECOMMENDED that, under Section 100A(4) of the Local Government Act 1972, the press and public be excluded from the meeting for the consideration of the particular item(s) on the grounds that it (they) involve(s) the likely disclosure of exempt information as defined in the relevant paragraphs of Part 1, Schedule 12A of the Act

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 **Minutes**

To sign the minutes of the meeting held on 3 March 2015. (Pages 5 - 6)

5 **Progress Report on Strata Implementation Plan- April 2015**

To consider the report of the Chief Operating Officer. (Pages 7 - 16)

6 **Progress Report on Post Commencement Tasks**

To consider the report of Duncan Moors, Solicitor to Teignbridge District Council. (Pages 17 - 20)

7 **Shared Project Process - Opportunities to look for new ways of working**

To consider the report of the Chief Operating Officer. (Pages 21 - 24)

8 **Strata Performance Indicators**

To consider the report of the Chief Operating Officer. (Pages 25 - 34)

Date of Next Meeting

The next scheduled meeting of the Executive will be held on **Wednesday** 10 June 2015 at 5.30 pm in the Civic Centre.

A statement of the executive decisions taken at this meeting will be produced and published on the Council website as soon as reasonably practicable.

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

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STRATA - JOINT EXECUTIVE COMMITTEE

Tuesday 3 February 2015

Present:-

Councillors Christophers, Divani and Edwards

Non-Voting Members - N Bulbeck K Hassan and M Williams

Also Present

The Chief Operating Officer, Director (DH), Director (SD) and Democratic Services Manager (Committees)

1 **CHAIR**

Councillor Edwards was elected Chair.

2 **DECLARATIONS OF INTEREST**

No declarations of interest were made.

3 **PROGRESS REPORT ON STRATA SERVICE SOLUTIONS IMPLEMENTATION PLAN**

The Chief Operating Officer report was submitted to inform Members of the progress of Strata and a review of the technology decision making process.

The Chief Operating Officer gave a presentation to update on the following:-

- implementation status of Strata as at February 2015
- what is being done to reduce costs and risks, and increase capacity and capability for change
- progress of the resilient data centres in Exeter and the Single Service Desk
- utilisation of a greater pool of skilled staff
- increasing capacity by the simplification of software
- increasing capability by using common approach and design for all three websites; common HR and payroll software; transformation and channel shift initiatives
- business case would also be created to explore changing from blackberries to smartphones.

The Director (DH) advised that in respect of any capital or revenue expenditure not contained within the approved budget and business plans, the Strata Board had delegated authority to vire expenditure up to £100,000, where it could be funded within existing resources. Any virements over that amount would be brought to the Joint Executive Committee for approval. Any expenditure which required additional funding would need to be approved by all three Councils.

The Chief Operating Officer advised one of the dependencies to achieving the Strata business case was Councils agreeing to use common technology and common business applications. At the time of Strata going live, Exeter approved a channel shift business case which included the procurement of new technology for

a “customer portal” and a “dial-by-voice” system. This technology does not currently exist amongst the three Councils. Whilst Strata did not want to hold up Exeter’s business case it had a duty to ensure that any new technology was suitable for use across all three Councils. Whatever technology platforms emerged would be considered as the common technology platform for all the Councils.

Members discussed the procurement of new technology for a ‘customer portal’ that would be required to support the channel shift business case that Exeter City Council had approved. Whilst recognising Exeter’s need to move forward with this new technology, there were some questions raised with regards to the technology Strata purchased or developed to support Exeter’s channel shift case and that this could pre-determine the systems that the other Councils would need to implement at a future date.

It was agreed that a presentation of the technology elements of Exeter’s business case be made to the Joint Scrutiny Committee on 12 March 2015.

RESOLVED that the progress of implementation of Strata be noted.

4

STRATA ANNUAL BUSINESS PLAN FOR 2015/16

The report of the Chief Operating Officer was submitted to update Members on the Annual Business Plan for 2015/16 for Strata Business Solutions Ltd.

Members were advised of the anticipated business cases to be developed for the IT systems within the next 12 months and of the Revenue and Capital budgets for 2015/16. The provisional budget payments had been agreed by the three Councils and these would be confirmed or amended subject to annual Council budget approval during February 2015.

RESOLVED that the Annual Business Plan for 2015/16 be approved.

5

APPOINTMENT OF ALTERNATE DIRECTORS TO THE STRATA BOARD

The report of the Solicitor to Teignbridge District Council was submitted to advise the Joint Executive Committee of the need for the shareholding councils to appoint alternate directors to the Strata Board. The Chief Executives of each of the Councils were requested to appoint an alternate director in line with the proposals as set out in the report.

RESOLVED that:-

- (1) the report be noted; and
- (2) the request that the Chief Executives of each of the Councils appoint an alternate director as follows, be approved:
 - East Devon District Council – Karen Jenkins, Strategic Lead - Organisational Development and Transformation
 - Exeter City Council – Mark Parkinson, Deputy Chief Executive
 - Teignbridge District Council – Duncan Moors, Solicitor to the Council.

(The meeting commenced at 5.30 pm and closed at 6.40 pm)

Chair

REPORT TO Strata Joint Executive Committee

Date of Meeting: 22 April 2015

Report of: Chris Powell

Title: Progress Report on Strata Implementation Plan- April 2015

Is this a Key Decision? No

Is this an Executive or Council Function? No

1. What is the report about?

Update on progress of Strata

2. Recommendations:

To note the progress of implementation of Strata.

3. Reasons for the recommendation:

Progress report.

4. What are the resource implications including non financial resources.

All included within the Strata business case.

5. What are the legal aspects?

None

6. Report details:

Progress Report on Strata Implementation Plan – April 2015

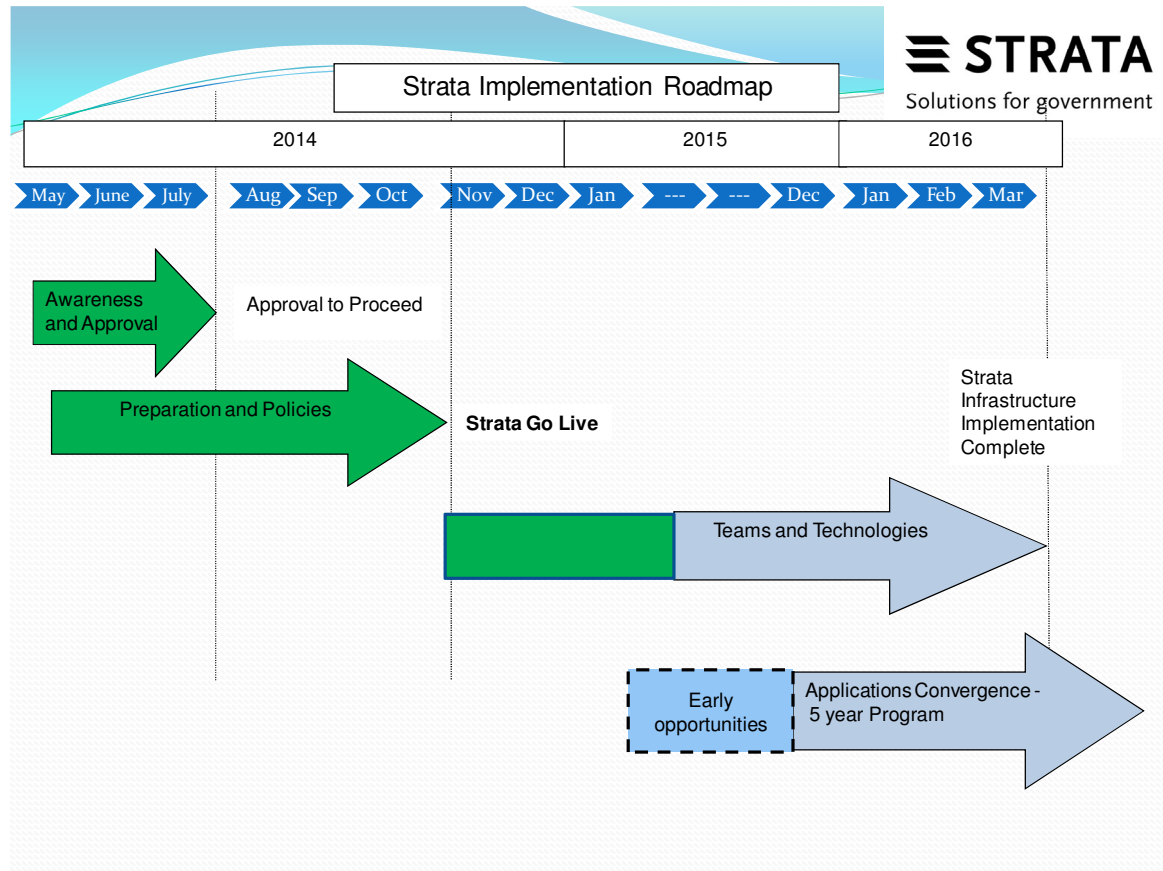


Fig 1 High level plan

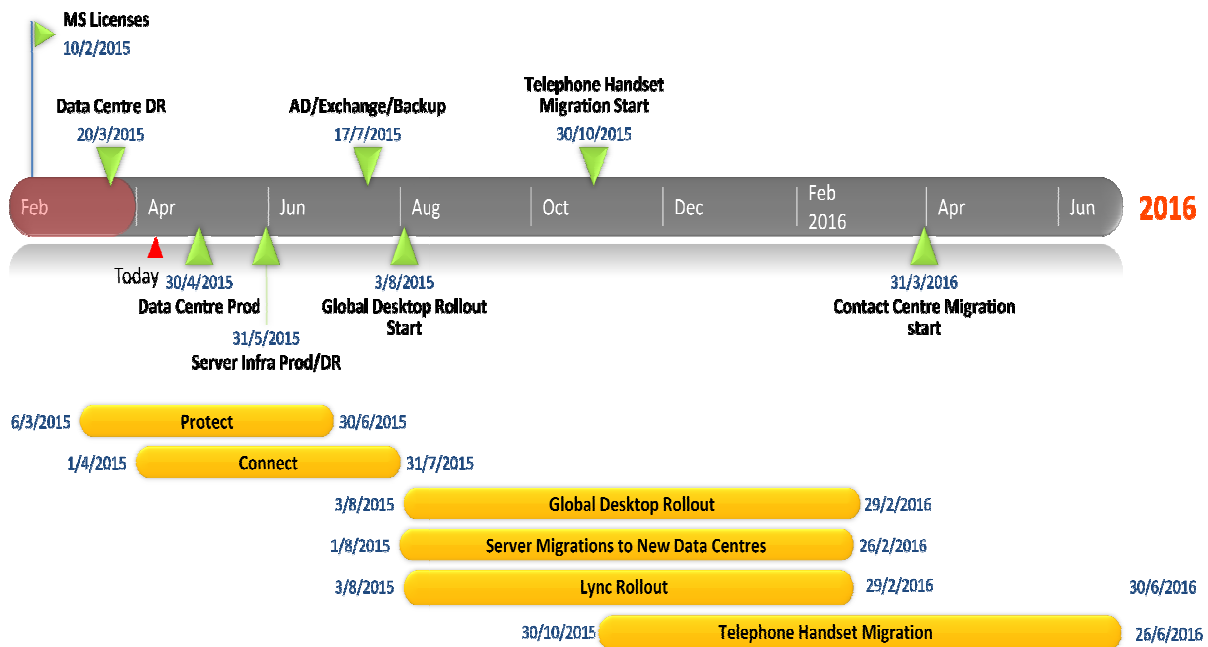
6.1 Highlights

1. The IT infrastructure plans are still expected to come in on schedule by the end of the year but are currently running about four weeks later than anticipated in the business plan. . The reasons for the delay are:
 - a. Problems with providing the electrical supply to the Civic Centre data centre
 - b. Main equipment tender requiring extra selection processes.
2. All main infrastructure tenders have been awarded and are being implemented (data centre fit out; servers, storage and Virtual Desktop Infrastructure (VDI); data network; Microsoft Office Licences). Only one big surprise so far resulting from incorrect licence specification for the telephony element of Microsoft Lync - could eventually add £30K to the business case costs.
3. The configuration of the VDI and the associated servers is in progress. This is complex and a wrong decision at this point will be difficult to undo later on. Advice is being sought wherever possible but choices will soon need to be made so that work can begin.

4. The five redundant management posts status are:
 - a. Two posts were existing vacancies
 - b. Two staff have left Strata employment in the last four weeks
 - c. One staff retained on temporary contract as Special Projects Manager to assist with telephony (cost being taken from the Transformation Challenge Award grant)
5. The Compliance and Security Manager post has been filled by Robin Barlow who joins us after leaving South Hams/West Devon. Robin will now pull the small team together, one of his first tasks being to update and release a common Information Security Policy within the three councils.
6. A process for investigating joint “opportunities for new ways of working” has been drafted and is being brought to this JEC for approval (separate report). The intention is to funnel all the likely triggers for starting reviews of potential sharing opportunities, including the Application Convergence plans, into a single transparent and consultative process which can be owned and managed by the JEC.
7. Ongoing and new project work from around the three councils has been identified and is being brought together into a single management process. This has proved tougher to achieve than expected due to the variety of processes amongst the councils. The first reports from this process are due out in early April.
8. A number of presentations have been made to senior management teams at the three councils as part of ongoing engagement activities. The most recent presentation included:
 - a. Contacts between Strata and councils
 - b. How to “book” project resources and manage priorities
 - c. How Strata manages its resources
9. The Strata Programme and Resources Manager has begun IT Service Reviews with individual service managers across the three councils. Good customer feedback has been received from managers saying they appreciate the regular scheduled meetings.
10. One of the big challenges and risks in this programme is to carry out business-as-usual (BAU) while implementing a major redesign. In the past month maintaining the existing infrastructure at council sites has taken up a lot of time. This is especially true at the Teignbridge site where several problems have occurred at once. One particular problem has caused Strata to invest in a new data back up system in order to remove the source of failure. We need to reduce the problems for customers and also reduce the amount of time required for BAU maintenance.
11. BAU also takes the form of projects that were already in progress when Strata came on the scene. Where possible Strata is developing IT solutions that are common to all but sometimes this is not possible. This is essentially bringing forward the Application Convergence Workstream a year to take advantage of any opportunities that arise now. This work is having to be done at great pace to try and meet existing service plans. Examples of potential common IT solutions, although not common projects, are:
 - a. Website design, using .Gov principles and potentially the same content management system, an open source product called Umbraco.

- b. Customer portal – initiated by Exeter's business case Strata is developing a comprehensive strategy that can be applied to all three councils
 - c. In-cab technology – Exeter already have a successful IT system in place; East Devon are mid way through implementing a different system and Teignbridge are just about to select a system. If a common system could be purchased then there is great potential for savings.
 - d. Planning systems – Strata is working closely with Exeter to investigate if it is possible to configure the IDOX system, Uniform, which is common to East Devon and Teignbridge, to deliver the innovative work processes designed by Exeter. Again, if this is possible it will have major benefits for the three partners.
 - e. Member IT systems – where the likely system is O365 which in place at East Devon and is being proposed for Teignbridge, and later Exeter.
 - f. Mobile device policy – where common mobile frameworks and devices will reduce costs for the partners and make support easier.
 - g. Audio Visual – Teignbridge have a project to refresh the audio visual equipment in their Committee Rooms and East Devon are looking to procure for their new Council offices.
12. One of the consequences of this level of BAU project work is that contract virement discussions and negotiations with suppliers is suffering. This is a key part of early savings in the business case and a review will be carried out to try and recover the situation.
13. The overdue Time and Attendance system for Strata went live at the beginning of April and is now having the glitches sorted out.
14. The first Joint Scrutiny Committee met on March 12 and elected its chairperson
15. Although Strata staff are still mainly supporting and working with their previous councils there is increasing cross support. Recent examples are:
- a. Martin Millmow, the Document Centre Manager, developing a postal strategy paper with the Teignbridge BID team
 - b. Street Name and Numbering support at Teignbridge from ex East Devon and ex Exeter staff.
 - c. Mobile Working expertise from ex East Devon staff supporting Teignbridge's mobile working strategy generation
 - d. JBase (programming language) support from ex Teignbridge to Exeter
16. The Strata Board have approved the hire of two apprentices to join the Service Desk with Sue Langston. These will use the two vacancies for two higher level posts.
17. The person responsible for Street Name and Numbering within Teignbridge has resigned. The Board have agreed to replace the 0.6 FTE with a full time post. This also provides the opportunity to reshape the team and try and co-locate where they can provide mutual support. This will require the three councils ideally to agree on a single Street Name and Numbering Policy and charging scheme.

6.2 Implementation Timeline - Details



Protect - The centralization and safeguarding of infrastructure.

Server Infrastructure Strata have finalised the hardware design detail with Computer World. On site installation planned to begin 5th May with Strata and Computer World working in partnership with Phase 1 of new infrastructure ready to receive services (such as Exchange) still anticipated to be mid June 2015.

Data Centres – The Civic and Oakwood Data Centres

The Oakwood Data Centre is undergoing remedial engineering works on the new Air conditioners next week as a result of snagging checks.

The Civic Data centre full building power down had to be moved back to the 8th April due to complications getting the Civic Centre powered of at the previously targeted Saturday. This completed successfully allowing testing of the electrical installation to also be completed in the following days. The power down delays effected the availability of the Air Conditioning engineers to commission the cooling systems. This final step is now pushed back until 30th April, with hand over planned for 1st May.

AD – Active Directory. This is the system responsible for all access control and cataloguing of systems people and services in the new infrastructure. It is the foundation stone of the software environment.

Strata have begun preliminary discussions with both Computer World and selected other vendors to bring together detailed plans on migration strategy and execution. Meetings are planned for week commencing 13th April to agree how to structure the AD security and how to engage 3rd Party consultants. Primarily to ensure that all aspects of the AD migration are covered either in the tendered pool of days or assigned elsewhere.

Backup – This component encompasses all the technologies Strata will use to ensure that systems and data are available subsequent to a variety of failures. A majority of the design work will be completed in conjunction with Computer World and the Security team. The hardware element is delivered by Computer world in conjunction with Strata. The technical methodology of which flavours of backup and recovery is in the design phase using the Strata Security team. We plan to deliver the backup, restore and failover environment by end of June 2015.

Connect – The joining of all the council's networks.

Virgin Media Business have begun on site surveys, the results of which will determine the exact timescales each of the sites can connect to the new WAN. Anticipated date is July 2015 for full inter site connectivity. Having the WAN in place enables migration of the existing Application servers from each council to the new Strata Data centres.

Strata are planning ways to accelerate the installation of upgraded internet connection and how that can be distributed.

Global Desktop – Single user desktop platform

The anticipated date for a first production pilot of the new desktop to eventually be used by all staff is start of August 2015. Meeting this date depends on the successful transformation of all our pilot group's desktop software to the new platform. A key deliverable is the introduction of Microsoft Office 2013 to the global desktop.

Application Packaging – The packaging team are working on the Exeter applications. Notably they have delivered the first version of Microsoft Office 2013 into the test Global Desktop which we be used by all council users when they migrate to the Global Desktop.

Progress for the packaging team is steady as they lay the foundations for standardization and control of the processes for Strata staff to follow in the future. Last week they were given the top 10 most complex and important business applications to package, completing these will be a major milestone in the ECC packaging process. They were able to complete 2 of these applications ready for the next phase of business UAT.

The projected expectation is that completed application run rate will accelerate over time once processes are bedded in.

Backend desktop infrastructure – Computer World will work with Strata to install and configure the Global Desktop server infrastructure that will power the user desktop experience. We will be configuring this between May and July 2015.

A final decision has been taken in the design to re-use existing hardware in the Strata estate to run the VDI desktop Infrastructure that is available from the Oakwood Data Centre. Early estimations calculate that Strata could support 600 desktops concurrently from Oakwood Data Centre if the need arises.

Server Migration – Interwoven into the migration of staff to the Global Desktop is the migration of existing application servers to the Civic and Oakwood Data Centres.

1st April - Strata met with RKeyTech who specialize in planning large complex live server migrations such as ours. A proposal to buy consultancy from them is under consideration currently. It is felt that experience in migration planning will accelerate the server migration phase and will likely result overall in greater efficiency and a significant reduction in risk. The most risk will be in migrations from either TDC or EDDC. As such ECC can be used as a pilot migration site with very low risk due to the possibility of a speedy roll back.

Lync Rollout and Telephone Handset Migrations – Consisting of a single email system a single telephony solution and a single entry and distribution point for all methods of communication called "Contact Centre"

Exchange – The first user service to be built on the new infrastructure. This is the email backend. Strata are analysing the best consultants to use for configuring this system. A decision will be made after the Server Infrastructure detailed design meeting. We plan to have Exchange ready to take test mailboxes by the end of June 2015.

Lync – Entering into planning phase with both Nexus and Computer World to create the detailed implementation design

Telephony - The first phase is to bring all telephone lines onto a single provider going out to government tender for award in May. Phase two is Migration of telephony infrastructure which is envisaged for August – Sept 2015 with a phase 3 rollout of new phones beginning in October or November 2015. The plans for telephony are currently high level. What we do know is there will need to be resource investment to achieve the user rollout of handsets and training at the desk side.

Contact Centre – Strata will enter into consultation with all parties on the ways that communications into the councils will be routed, this is expected to last for several months and will run concurrently with the migration to a single telephony system. The contact store will come online by the end of Q1 2016.

6.3 Financial Highlights

Budget 2014-15

- Appendix A sets out the Revenue and Capital expenditure to date;

Revenue

- Within Revenue, the income is made up of the Transformation Challenge Awards funds and predominantly salaries budgets transferred to the Company from the three owners;
- During April, an analysis will be undertaken to identify any costs paid for by Strata for which a budget has not been transferred and any costs paid for by the Councils for which a budget had been transferred. An invoice for each amount will be raised;
- There are also commitments in excess of £1 million, however a number of the Commitments will be carried into 2015-16, if the goods have not yet been received;

Capital

Within Capital, the budget represents the initial implementation plan, which was set out in the Business Plan. Progress so far has focused on the Data Centre. The overspend on Data Centre infrastructure will be offset by savings in other elements of the Data Centre project and will provide greater resilience

6.4 Main objectives for the next period

The main challenges and tasks ahead are:

- Complete the portfolio of performance reporting
- Training all Strata staff on new project and business change request processes
- Develop a detailed roadmap for the technology
- Complete data centre fit out and train Strata staff
- Develop a Communications Plan for all consultations over the next year
- Recruit the Principal Analysts
- Reshape the Street Name and Numbering team.

7. What is the impact of the decision on equality and diversity; health and wellbeing; safeguarding children, young people and vulnerable adults, community safety and the environment?

None

8. Are there any other options?

N/A

Local Government (Access to Information) Act 1972 (as amended)

Background papers used in compiling this report:-

None

Contact for enquires:
Democratic Services (Committees)
Room 2.3
01392 265275

STRATA BUDGET MONITORING
31-Mar-15

STRATA SERVICE SOLUTIONS			
	REVENUE BUDGET	ACTUAL TO DATE	BUDGET REMAINING
	£	£	£
EMPLOYEES	856,500	1,043,360	186,860
SUPPLIES & SERVICES	1,117,616	414,703	(702,913)
TRANSPORT	0	4,948	4,948
DEPRECIATION RESERVE TRANSFER	1,712,703	1,712,703	0
INCOME - REVENUE	(1,003,234)	(1,048,234)	(45,000)
INCOME - TCA FUNDS	(970,882)	(970,882)	0
INCOME - CAPITAL GRANTS	(1,712,703)	(1,712,703)	0
INVESTMENT INTEREST	0	(4,483)	(4,483)
Net Expenditure	0	(560,588)	(556,105)

CAPITAL PROJECTS			
	CAPITAL BUDGET	ACTUAL SPENT TO DATE	BUDGET REMAINING
	£	£	£
* Included in Supplies & Services above			
TOTAL CAPITAL BUDGET			0
DATA CENTRE - INFRASTRUCTURE	113,200	135,435	22,235
DATA CENTRE - HARDWARE	500,000	36,100	(463,900)
DATA CENTRE - SOFTWARE	600,000	578,023	(21,977)
DISASTER RECOVERY	163,368	0	(163,368)
AD & EXCHANGE	55,719	0	(55,719)
SERVICE DESK	2,000	0	(2,000)
Telecoms	182,623	0	(182,623)
WAN	93,936	0	(93,936)
SECURITY	87,150	0	(87,150)
Net Expenditure	1,797,996	749,558	(1,048,438)

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REPORT TO Strata Joint Executive Committee

Date of Meeting: 22 April 2015

Report of: Duncan Moors, Solicitor to Teignbridge District Council

Title: Progress report on post commencement tasks

Is this a Key Decision? No

Is this an Executive or Council Function? No

1. What is the report about?

To advise the JEC of the progress that Strata has made in relation to the post-commencement tasks that are identified in the Business Plan, the Shareholder Agreement and the Service Contracts

2. Recommendations:

The Joint Executive Committee (JEC) is recommended to note this report

3. Reasons for the recommendation:

Progress report only

4. What are the resource implications including non financial resources.

None

5. What are the legal aspects?

None

6. Report details:

1. PURPOSE

To advise the JEC of the progress that Strata has made in relation to the post-commencement tasks that are identified in the Business Plan, the Shareholder Agreement and the Service Contracts.

2. BACKGROUND

2.1 Strata commenced operations on 1 November 2014.

2.2 The initial Business Plan (which is the updated business case and implementation plan v1.0 dated 17 June 2014 which was approved by each of the Councils) sets out, amongst other things, the steps that Strata would take in order to progress the numerous technical workstreams and systems convergence work.

2.3 The establishment of the data centre and thin client desktop, networking and establishment of the disaster recovery site are identified in the Business Plan as being the most important and integral work upon which the other workstreams will depend.

2.4 The Shareholder Agreement (entered into by the three Councils) contains certain obligations regarding agreeing Business Plans and Service Plans. For clarity the

Business Plan is the strategic plan detailing how the ICT services shall be provided by Strata to the Councils for each year. The Service Plan is an annual operational plan setting out how the ICT services will be provided within the parameters of the Business Plan.

- 2.5 Each of the Councils has entered into a separate Service Contract with Strata, which are identical in their terms and conditions. The Service Contracts set out the terms and conditions upon which Strata shall provide the ICT services to the Councils. The Service Contracts contain a number of post-commencement requirements which are required to be completed within different time periods.
- 2.6 This report sets out the requirements from the various sources set out above and provides an update of where Strata is with regard to meeting those requirements.

3. BUSINESS PLAN UPDATE

- 3.1 The Business Plan and its appendices run to 600 pages and its requirements are too numerous to set out in this report. However the headline requirements relating to the establishment of the data centre and thin client desktop, networking and establishment of the disaster recovery site are all on track.
- 3.2 Strata has let contracts for:
- Fit out of the primary and secondary data centres
 - Provision of servers and storage and VDI equipment, software and services
 - Implementation of a new Wide Area Network (WAN) to connect all the councils to the new data centres
 - New Microsoft licences for next three years
- 3.3 The Business Plan provides that Strata will have the data centre established by end of June.
- 3.4 Strata is confident that thin client will be provided in accordance with the Business Plan by end of March 2016
- 3.5 With regard to the disaster recovery centre, the progress is that fit out has been completed and handed over to Strata and that equipment will be installed during May.

4. SHAREHOLDER AGREEMENT UPDATE

- 4.1 Clause 4.5 provides that within eight weeks of the Commencement Date (1 November 2014) the Councils, acting through the JEC shall agree the Business Plan. On 3 February 2015 the JEC approved the Business Plan.
- 4.2 Clause 4.8 provides that once the Business Plan has been approved the Councils shall task the Board with producing annual Service Plans. This work is underway but it is not anticipated that the Service Plan will be materially different to the Business Plans.

5. SERVICE CONTRACT UPDATE

- 5.1 Clause 8.1 provides that within twelve weeks of the Commencement Date, the Councils and Strata shall agree any amendments to the initial Business Plan.
- 5.2 The JEC resolved on 3 February 2015 to approve the Business Plan and so that requirement has been met.
- 5.3 Clause 14.1 provides that Strata shall promptly obtain a series of quotes for comprehensive insurance policies to cover public liability, employers' liability, fidelity guarantee, directors and officers and professional indemnity in respect of the Services to be provided.
- 5.4 Clause 14.2 provides that Strata shall purchase a comprehensive insurance policy to cover the risks set out in clause 14.1.
- 5.5 Strata has obtained insurance cover through Zurich Municipal for public liability, employer's liability, professional negligence, directors and fidelity guarantee. Insurance cover for all computer equipment remains the responsibility of each of the councils in which the equipment is situated.
- 5.6 Clause 18.1 provides that within four weeks of the Commencement Date the Councils and Strata shall agree the final form of the Information Security Policy.
- 5.7 This has not been achieved because recruiting a suitable person to fulfil the position of Compliance and Security Manager took longer than expected. Strata is pleased to say that Robin Barlow has been appointed into the role and he will prioritise agreeing the final form of the policy.
- 5.8 Schedule 3 of the Service Contract sets out examples of the type of Key Performance Indicators (KPI) that will be agreed by the JEC within three months of the Commencement Date. The Board is responsible for drafting the Key Performance Indicators following engagement with the senior management of the Councils and consideration by the Joint Scrutiny Committee.
- 5.9 Members will be aware that they have not yet been asked to consider the KPIs for which the Board apologises but the priorities have been getting the contracts for the infrastructure awarded because of the onerous procurement timetable. The JEC will be considering a report from the Board on the KPIs as part of the same agenda in which this report is being considered. Once the JEC has approved the KPIs in principle, they will be considered at the next meeting of the Joint Scrutiny Committee and if there are no recommended changes, the KPIs will be ratified by the JEC at its next meeting.

6. DATE OF IMPLEMENTATION (CONFIRMATION OF DECISION SUBJECT TO CALL-IN)

The recommendation is to note the report and so there is no decision to call-in.

7. What is the impact of the decision on equality and diversity; health and wellbeing; safeguarding children, young people and vulnerable adults, community safety and the environment?

None

12. Are there any other options?

N/A

Local Government (Access to Information) Act 1972 (as amended)

Background papers used in compiling this report:-

None

Contact for enquires:

Democratic Services (Committees)

Room 2.3

01392 265275

REPORT TO Strata Joint Executive Committee

Date of Meeting: 22 April 2015

Report of: Chris Powell

Title: Shared project process – opportunities to look for new ways of working

Is this a Key Decision? No

Is this an Executive or Council Function? No

1. What is the report about?

A process for investigating joint “opportunities for new ways of working” has been drafted and is being brought to this JEC for approval. The intention is to funnel all the likely triggers for starting reviews of potential sharing opportunities, including the Application Convergence plans, into a single transparent and consultative process which can be owned and managed by the JEC.

2. Recommendations:

To approve the process.

3. Reasons for the recommendation:

So that shared council projects can be managed correctly and at the appropriate level.

4. What are the resource implications including non financial resources.

The process will be coordinated by Strata

5. What are the legal aspects?

None

6. Report details:

Shared project process – opportunities to look for new ways of working

(Read in conjunction with process flow diagram)

1.	A “business change request”, a business case or a project document has originated from within a Council or Strata requesting IT project work. This appears on the Strata “new project list” for the Board to review. It is also provided to SMT/CLTs in the councils. Board member will consult with their Chief Exec on the possibilities.
2.	Chief Exec considers the opportunity presented and provides a steer to the Board member for discussion at Board meeting .
3.	The Board coordinate the feedback from the Chief Execs and confirm that that the project is specific to one Council only and Strata deal directly with the relevant Service Lead in that Council OR that there is potential for a shared project between Councils and brief Strata to initiate a joint council meeting.
4.	Strata and Service Lead work on local project requirements only.
5.	Strata organize the first meeting for the joint Council discussion of the project ensuring all documentation is available. Strata investigate the IT issues surrounding the project and prepare information for the joint service discussion.
6.	The Service Leads begin appropriate information gathering in preparation for a joint discussion on a shared opportunities.
7.	Strata facilitate a review of the possibilities for new ways of working between the three councils based around the initial project request. Potential issues, costs, savings, timings etc are kept at a high level. The intention is to provide the Chief Executives with an indication of the possibilities and opportunities as well as risks at this stage without committing significant resources. An indication of resources required for more detailed analysis will be provided. Strata will produce the report and all parties will agree on its content before publication.
8.	The report is reviewed by the Chief Executives who could decide that the project is worth progressing and task Strata to create a report for the JEC and JSC. Clarification work may also be required or decide to stop the process at this stage.
9.	Strata generate a report for the JEC (9a) and JSC (9b) to consider. The report may identify resources for a more detailed investigation into the shared project.
10	The JEC will take all things into account and make a decision as to how to proceed.
11	If the project is to not proceed the Strata Board will be informed.
12	Detailed investigation will require a joint council project team set up with the relevant resources. If funds are required to produce the detailed investigation then suitable approvals will be sought from within councils. The JEC will be the “customer” for the outcome of the investigation.

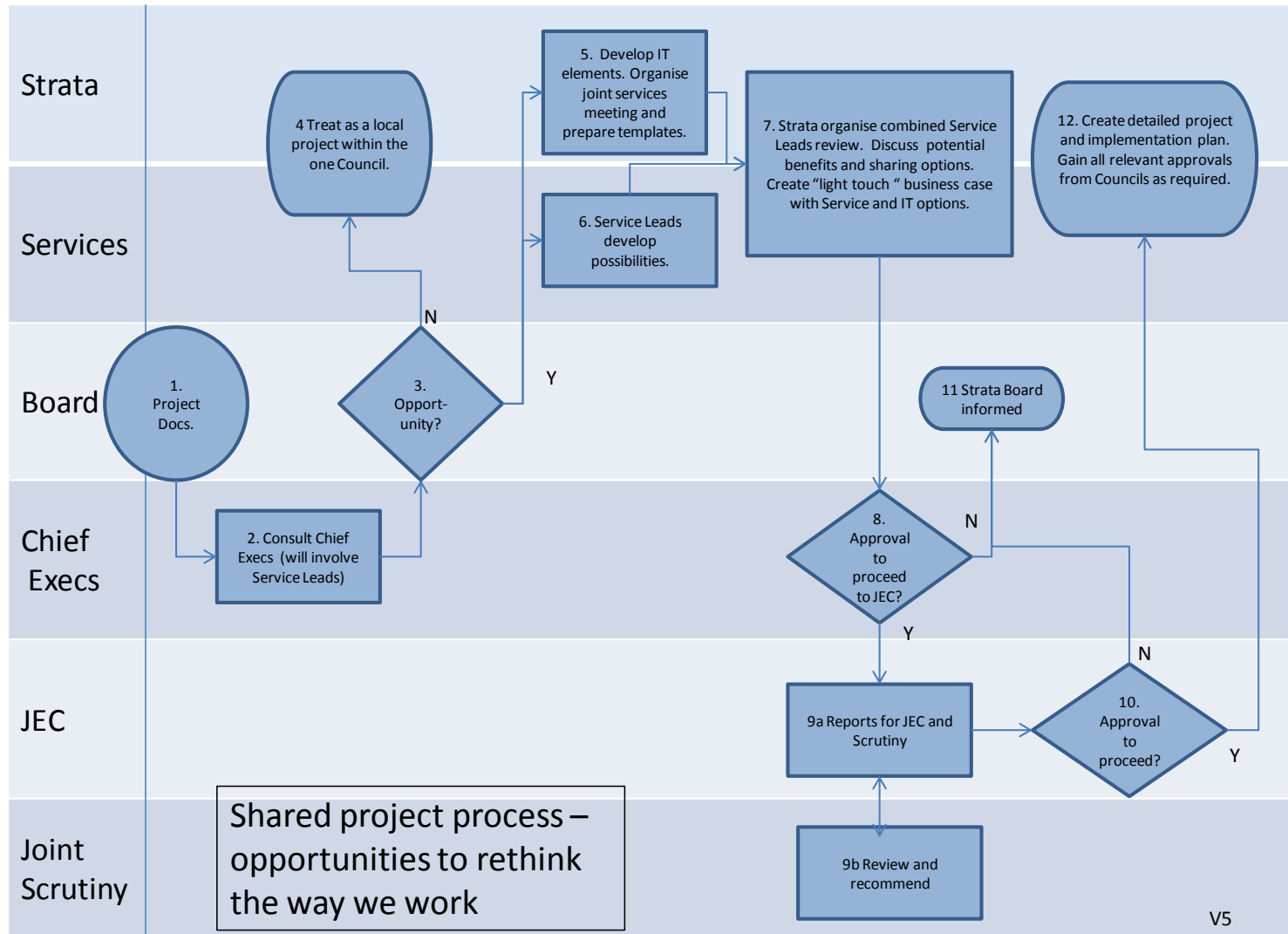


Fig 1 Process flow

7. What is the impact of the decision on equality and diversity; health and wellbeing; safeguarding children, young people and vulnerable adults, community safety and the environment?

None

12. Are there any other options?

N/A

Local Government (Access to Information) Act 1972 (as amended)

Background papers used in compiling this report:-

None

Contact for enquires:
Democratic Services (Committees)
Room 2.3
01392 265275

REPORT TO Strata Joint Executive Committee
Date of Meeting: 22 April 2015
Report of: Chris Powell
Title: Strata Performance Indicators

Is this a Key Decision? No

Is this an Executive or Council Function? No

1. What is the report about?

The report identifies the initial suite of performance indicators that Strata will use to manage its business and to show stakeholders how Strata is performing. These indicators will be added to as the need arises.

2. Recommendations:

That the JEC note the progress towards making the suite of indicators operational; that they approve the indicators in operation; and that they ask for a presentation at the next JEC of a full suite of indicators that have also been approved by the senior management at the three councils.

3. Reasons for the recommendation:

The full suite has not been fully consulted with the senior management at the three councils at this stage.

4. What are the resource implications including non financial resources.

None

5. What are the legal aspects?

None

6. Report details:

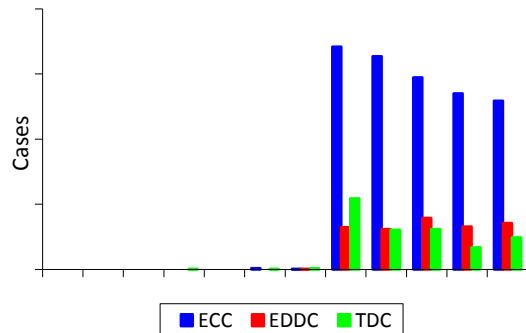
Strata Performance Indicators Month Ending 31st March 2015



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6.1 Number of Incidents occurring in a month

Incidents are a waste and need to be analysed to find out the root cause of their occurrence so they can be eliminated if possible. Note: password resets are treated as an incident.

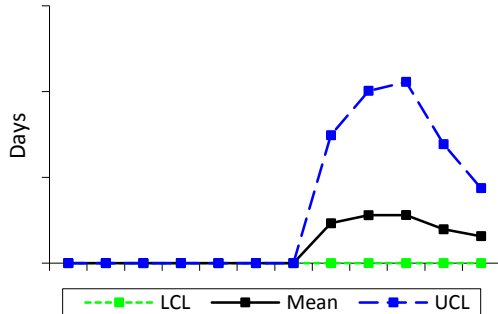


Series Name	Apr 2014	May 2014	Jun 2014	Jul 2014	Aug 2014	Sep 2014	Oct 2014	Nov 2014	Dec 2014	Jan 2015	Feb 2015	Mar 2015
ECC	0	0	0	0	0	2	1	342	327	295	270	259
EDDC	0	0	0	0	0	0	1	65	62	79	66	71
TDC	0	0	0	1	0	1	2	109	61	62	34	49

6.2 Incident end-to-end time

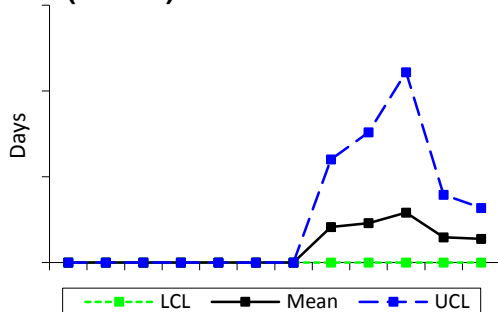
Incidents stop or disrupt work if there is no suitable workaround available, so we need to resolve incidents as a priority.

All Sites Combined



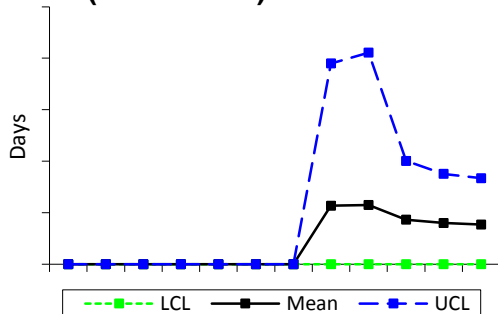
Series Name	Apr 2014	May 2014	Jun 2014	Jul 2014	Aug 2014	Sep 2014	Oct 2014	Nov 2014	Dec 2014	Jan 2015	Feb 2015	Mar 2015
LCL	0	0	0	0	0	0	0	0	0	0	0	0
Mean	0	0	0	0	0	0	0	2.32	2.79	2.8	1.97	1.57
UCL	0	0	0	0	0	0	0	7.45	10.04	10.56	6.93	4.37

ECC (Exeter)



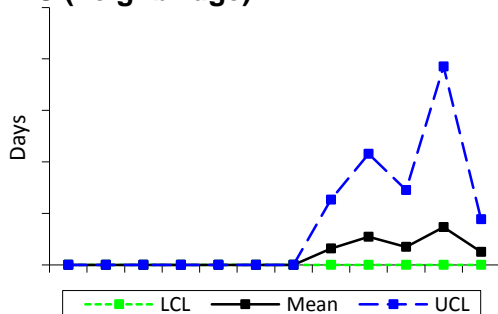
Series Name	Apr 2014	May 2014	Jun 2014	Jul 2014	Aug 2014	Sep 2014	Oct 2014	Nov 2014	Dec 2014	Jan 2015	Feb 2015	Mar 2015
LCL	0	0	0	0	0	0	0	0	0	0	0	0
Mean	0	0	0	0	0	0	0	2.07	2.3	2.91	1.47	1.38
UCL	0	0	0	0	0	0	0	6.01	7.59	11.09	3.95	3.18

EDDC (East Devon)



Series Name	Apr 2014	May 2014	Jun 2014	Jul 2014	Aug 2014	Sep 2014	Oct 2014	Nov 2014	Dec 2014	Jan 2015	Feb 2015	Mar 2015
LCL	0	0	0	0	0	0	0	0	0	0	0	0
Mean	0	0	0	0	0	0	0	2.27	2.3	1.73	1.6	1.54
UCL	0	0	0	0	0	0	0	7.8	8.22	4.01	3.51	3.34

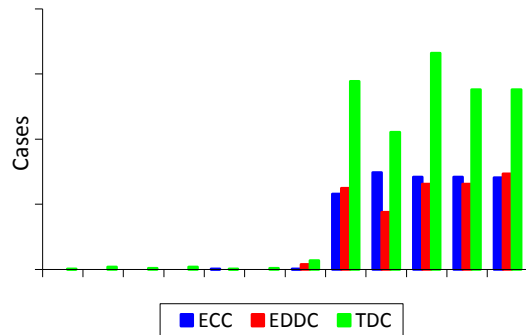
TDC (Teignbridge)



Series Name	Apr 2014	May 2014	Jun 2014	Jul 2014	Aug 2014	Sep 2014	Oct 2014	Nov 2014	Dec 2014	Jan 2015	Feb 2015	Mar 2015
LCL	0	0	0	0	0	0	0	0	0	0	0	0
Mean	0	0	0	0	0	0	0	3.18	5.45	3.49	7.33	2.51
UCL	0	0	0	0	0	0	0	12.66	21.56	14.52	38.52	8.86

6.3 Number of Service Requests in a month

These tend to be a cost of doing business but are worth tracking to manage capacity and to see if there is a burst of unusual activity anywhere.

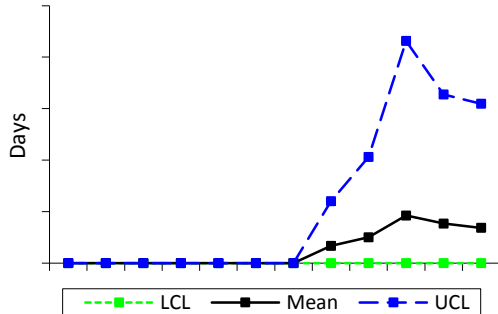


Series Name	Apr 2014	May 2014	Jun 2014	Jul 2014	Aug 2014	Sep 2014	Oct 2014	Nov 2014	Dec 2014	Jan 2015	Feb 2015	Mar 2015
ECC	0	0	0	0	1	0	1	116	149	142	142	141
EDDC	0	0	0	0	0	0	8	125	88	131	131	147
TDC	1	4	2	4	1	2	14	289	211	332	276	276

6.4 Service Request end-to-end time

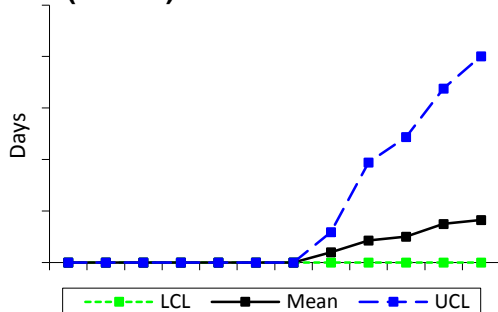
We need to be able to provide customers with a reliable estimate of time to deliver on the various service requests and also to deliver it within a reasonable time.

All Sites Combined



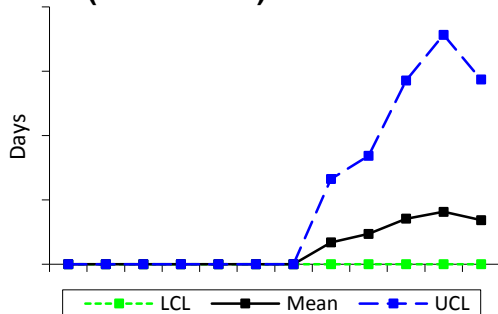
Series Name	Apr 2014	May 2014	Jun 2014	Jul 2014	Aug 2014	Sep 2014	Oct 2014	Nov 2014	Dec 2014	Jan 2015	Feb 2015	Mar 2015
LCL	0	0	0	0	0	0	0	0	0	0	0	0
Mean	0	0	0	0	0	0	0	3.34	5.01	9.23	7.67	6.85
UCL	0	0	0	0	0	0	0	12.02	20.61	43.15	32.75	30.95

ECC (Exeter)



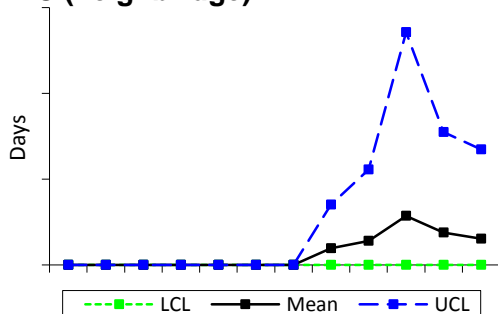
Series Name	Apr 2014	May 2014	Jun 2014	Jul 2014	Aug 2014	Sep 2014	Oct 2014	Nov 2014	Dec 2014	Jan 2015	Feb 2015	Mar 2015
LCL	0	0	0	0	0	0	0	0	0	0	0	0
Mean	0	0	0	0	0	0	0	2	4.28	5.02	7.49	8.26
UCL	0	0	0	0	0	0	0	5.91	19.43	24.38	33.79	40.06

EDDC (East Devon)



Series Name	Apr 2014	May 2014	Jun 2014	Jul 2014	Aug 2014	Sep 2014	Oct 2014	Nov 2014	Dec 2014	Jan 2015	Feb 2015	Mar 2015
LCL	0	0	0	0	0	0	0	0	0	0	0	0
Mean	0	0	0	0	0	0	0	3.39	4.7	7.08	8.13	6.84
UCL	0	0	0	0	0	0	0	13.24	16.84	28.54	35.63	28.7

TDC (Teignbridge)



Series Name	Apr 2014	May 2014	Jun 2014	Jul 2014	Aug 2014	Sep 2014	Oct 2014	Nov 2014	Dec 2014	Jan 2015	Feb 2015	Mar 2015
LCL	0	0	0	0	0	0	0	0	0	0	0	0
Mean	0	0	0	0	0	0	0	3.87	5.6	11.44	7.54	6.1
UCL	0	0	0	0	0	0	0	14.05	22.23	54.24	30.95	26.91

6.5 Number of system outages in a month

A measure of the number of systems that fail during the agreed availability time. Very important to ensure we are analysing root causes and create actions to try to eliminate the failures in a drive towards zero defects.

[This is being recorded but needs work to deliver in a suitable format]

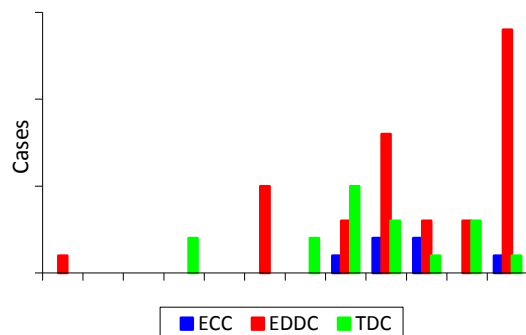
6.6 User hours affected by system outages

This measure attempts to qualify the effect of any particular system outage. It is a calculated measure based on the time a system is down, the notional number of users, and its criticality. It is designed to help focus scarce resources on the most important problems.

[Being recorded but needs work to deliver in a suitable format]

6.7 Number of Security Incidents in a month

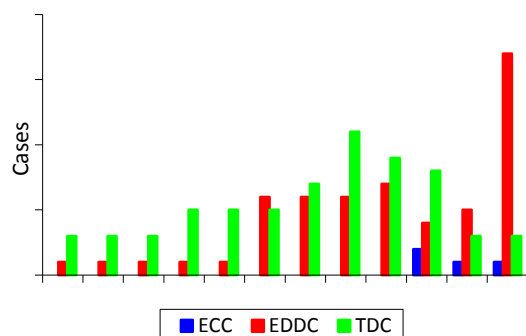
Obvious measure intended to help awareness of security issues and to drive out problems.



Series Name	Apr 2014	May 2014	Jun 2014	Jul 2014	Aug 2014	Sep 2014	Oct 2014	Nov 2014	Dec 2014	Jan 2015	Feb 2015	Mar 2015
ECC	0	0	0	0	0	0	0	1	2	2	0	1
EDDC	1	0	0	0	0	5	0	3	8	3	3	14
TDC	0	0	0	2	0	0	2	5	3	1	3	1

6.8 Number of open Security change requests

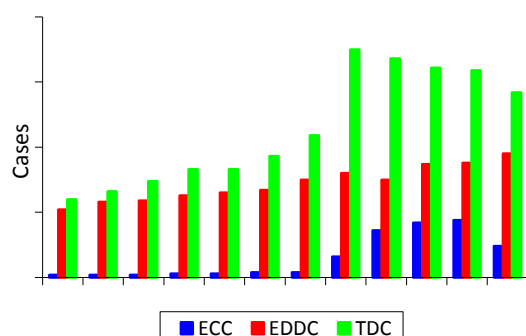
We run scans on our entire infrastructure using security systems that are updated frequently by external security companies to find the latest vulnerabilities. This is a relatively crude measure of how safe our systems are and how well we are reacting to security alerts.



Series Name	Apr 2014	May 2014	Jun 2014	Jul 2014	Aug 2014	Sep 2014	Oct 2014	Nov 2014	Dec 2014	Jan 2015	Feb 2015	Mar 2015
ECC	0	0	0	0	0	0	0	0	0	2	1	1
EDDC	1	1	1	1	1	6	6	6	7	4	5	17
TDC	3	3	3	5	5	5	7	11	9	8	3	3

6.9 Number of customer Business Change Requests (BCR) open

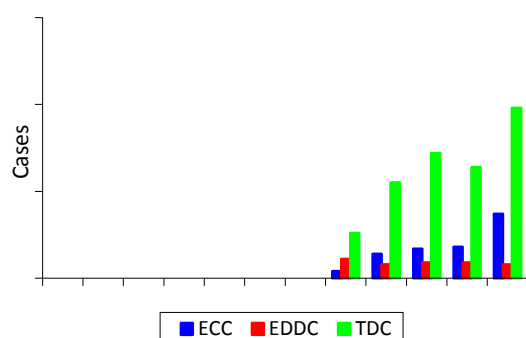
This is a measure of the level of change capacity that customers have requested. It can also be shown by an estimate of the total capacity required in this queue of work.



Series Name	Apr 2014	May 2014	Jun 2014	Jul 2014	Aug 2014	Sep 2014	Oct 2014	Nov 2014	Dec 2014	Jan 2015	Feb 2015	Mar 2015
ECC	2	2	2	3	3	4	4	16	36	42	44	24
EDDC	52	58	59	63	65	67	75	80	75	87	88	95
TDC	60	66	74	83	83	93	109	175	168	161	159	142

6.10 Number of BCRs completed per month

To show how Strata is delivering them alongside the projects.



Series Name	Apr 2014	May 2014	Jun 2014	Jul 2014	Aug 2014	Sep 2014	Oct 2014	Nov 2014	Dec 2014	Jan 2015	Feb 2015	Mar 2015
ECC	0	0	0	0	0	0	0	4	14	17	18	37
EDDC	0	0	0	0	0	0	0	11	8	9	9	8
TDC	0	0	0	0	0	0	0	26	55	72	64	98

6.11 Quality of Completed Projects

This will take some discussion to agree a final format but at each project end we can carry out a check against budget, time, and achievement. This will come from a Post Implementation Review (PIR) report of every closed project.

At present there are no closed projects on which to report.

6.12 Customer Satisfaction

There is no active customer satisfaction measure in place at any of the councils at present and so we will need to create a method that is not onerous on customers and is meaningful. It should be fairly simple to carry out and regular and result in action plans to improve.

The intention is to use two main mechanisms:

- Survey of all customers once each year
- Sample checking once a month via email on the range of services provided by Strata

These measures are not yet in operation.

6.13 Application Convergence

This measures the percentage of software applications that is common amongst all three partners. The format is not yet in operation.

6.14 Financial Measures

This is a range of measures reflecting expectations of the business case. These are not yet in operation

7. What is the impact of the decision on equality and diversity; health and wellbeing; safeguarding children, young people and vulnerable adults, community safety and the environment?

None

8. Are there any other options?

N/A

Local Government (Access to Information) Act 1972 (as amended)

Background papers used in compiling this report:-

None

Contact for enquires:
Democratic Services (Committees)
Room 2.3
01392 265275

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