



Solutions for government

STRATA - JOINT EXECUTIVE COMMITTEE

Date: Wednesday 10 June 2015
Time: 5.30 pm
Venue: Council Chamber, Knowle, Sidmouth

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.

Membership -
Councillors Christophers, Divani and Edwards (Chair)
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 **Minutes**

To sign the minutes of the meeting held on 3 February 2015.

(Pages 5 -
6)

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**

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

5 **Strata Progress Report - June 2015**

To consider the report of the Chief Operating Officer with presentation.

(Pages 7 -
12)

6 **Strata Finance**

Verbal update from Assistant Director Finance Exeter City Council.

7 **Shared Project Process – Opportunities to look for New Ways of Working**

To consider the report of the Chief Operating Officer.

(Pages 13
- 16)

8 **Progress report on Post Commencement Tasks**

To consider the report of: Duncan Moors, Solicitor to Teignbridge District Council.

(Pages 17
- 20)

9 **Strata Performance Indicators Report**

To consider the report of the Chief Operating Officer.

(Pages 21
- 38)

Date of Next Meeting

The next scheduled meeting of the Executive will be held on **Tuesday** 1 September 2015 at 5.30 pm

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: 10 June 2015

Report of: Chris Powell, COO Strata Service Solutions Ltd

Title: Progress Report on Strata Implementation Plan- June 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 – June 2015

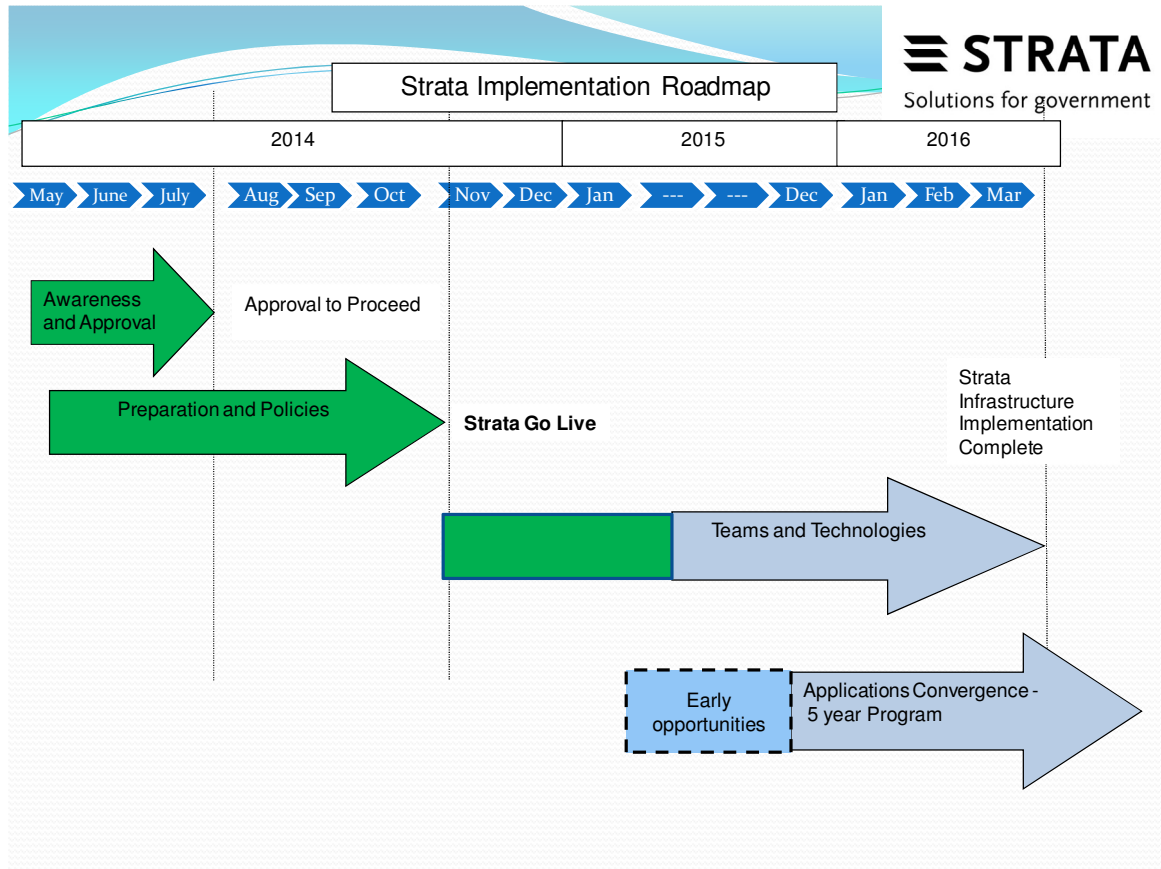


Fig 1 High level plan

Highlights

- With the first phase of infrastructure build more or less complete the second phase has undergone detailed planning. The result is a shifting of expected date for first “global desktop” from August to October. This is an 8 week shift from the original business case some of which may be possible to recover during the desktop roll out phase at the end of the programme. The delay is mainly caused by:
 - a. 4 week delay to the Civic Centre and Oakwood data centre builds
 - b. Main tender requiring extra selection processes
 - c. Supplier needing more time to implement design
 - d. Skills training for Strata staff need to be fitted in
 - e. Application packaging is going more slowly than planned

- The main issues affecting the business case so far are:
 - a. a nasty surprise from incorrect licence specification for the telephony element of Microsoft Lync which could add £30K to the business case costs. This fortunately is being offset by other tenders coming that are better than the business case estimates eg WAN lower by £40K on average
 - b. the process to turn the business applications into a form suitable for the thin-client desktop is proving slower and more difficult than estimated We are urgently evaluating a very new product that may solve this problem.
 - c. Difficulties in freeing up key staff from business-as-usual activities to work on the new infrastructure. This is creating stress in the team but the re-planning will help alleviate.

- Organisation changes:
 - a. Of the five redundant management posts identified in the business plan, one member of staff has been retained on temporary contract to assist with telephony projects (cost being taken from the Transformation Challenge Award grant)
 - b. Two staff resigned from Strata employment in April/May. One from the Teignbridge document centre and the other the Teignbridge Street Name and Numbering resource. The latter has created an opportunity to investigate co-locating the majority of the resources in Exeter.
 - c. Three Principal Analyst posts appointed in May. These posts have a portfolio of business applications and service customers to support.

- A process for investigating joint “opportunities for new ways of working” has been drafted The intention is that we will have a single process for starting and carrying out reviews of potential sharing opportunities, including the Application Convergence plans, in a single transparent and consultative manner which can be owned and managed by the JEC and JSC.

- Ongoing and new project work from around the three councils has been identified and is being brought together into a single project management process for reporting to the Councils. This reporting tool has been received well by customers.

- A number of presentations have been made to senior management teams at the three councils as part of ongoing engagement activities. One of the next events planned is a “customer forum” where IT-savvy customers can be involved in some of the design aspects of such things as file formats; Outlook settings; network issues etc.

- 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.

- One of the big challenges is to carry out business-as-usual (BAU) support while implementing a major IT infrastructure redesign. The Teignbridge site infrastructure is

considered fragile and many instances of downtime are occurring which we are looking to prevent through some careful investment of time and money.

- 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 partners and this means essentially bringing forward the Application Convergence Workstream by a year to take advantage of any opportunities that arise now. This work is having to be done at great pace to fit in with existing service plans. Examples of common IT solutions, although they are not shared projects at this stage, are:
 - a. Website design, using .Gov principles using the same content management system, an open source product called Umbraco. Exeter and East Devon are in progress and Teignbridge are considering.
 - b. Customer portal – initiated by Exeter’s business case Strata is developing a comprehensive set of IT solutions which can be applied to all three councils without delaying the implementation at Exeter.
 - c. In-cab technology – negotiations have taken place to enable Teignbridge to use Exeter’s system at a very advantageous cost. East Devon are considering the same system for their new waste contract in April 2016. .
 - d. Member IT systems – the O365 system in place at East Devon and currently being rolled out at Teignbridge will also be proposed to Exeter later in the year.
 - e. Mobile device policy – where common mobile frameworks and devices will reduce costs for the partners.
 - f. 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.
 - g. Planning systems – Strata is working closely with Exeter to investigate possibility of using the IDOX system (Uniform), which is common to East Devon and Teignbridge, to deliver the innovative work demand processes designed by Exeter. This is an important decision as it has big implications for the Application Workstream part of the Strata business case

- One of the consequences of a high level of BAU project work is that contract virement negotiations with suppliers is suffering. This is another key part of savings in the business case and we need to recover the situation by refocusing resources within Strata.

- Although Strata staff are still mainly supporting and working with their previous councils there are increasing examples of cross support eg:
 - 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 (a programming language) support from ex Teignbridge staff to Exeter
 - e. A group of analysts from the three councils working together to design the Exeter customer portal.

- A case for recruitment of three apprentices for the Service Desk is to be made to the Strata Board. Their costs will use the budgets from vacancies for two higher level posts.
- The person responsible for Street Name and Numbering within Teignbridge has resigned. The Strata Board have agreed to replace this 0.6 FTE post with a full time post as capacity was on the edge of being insufficient for the work. This also provides the opportunity to reshape the team and try and co-locate where they can provide mutual support. Moving to a single Street Name and Numbering Policy and charging scheme is needed for the effective operation of this unit.
- The timeline for the implementation of the Strata infrastructure after re-planning.

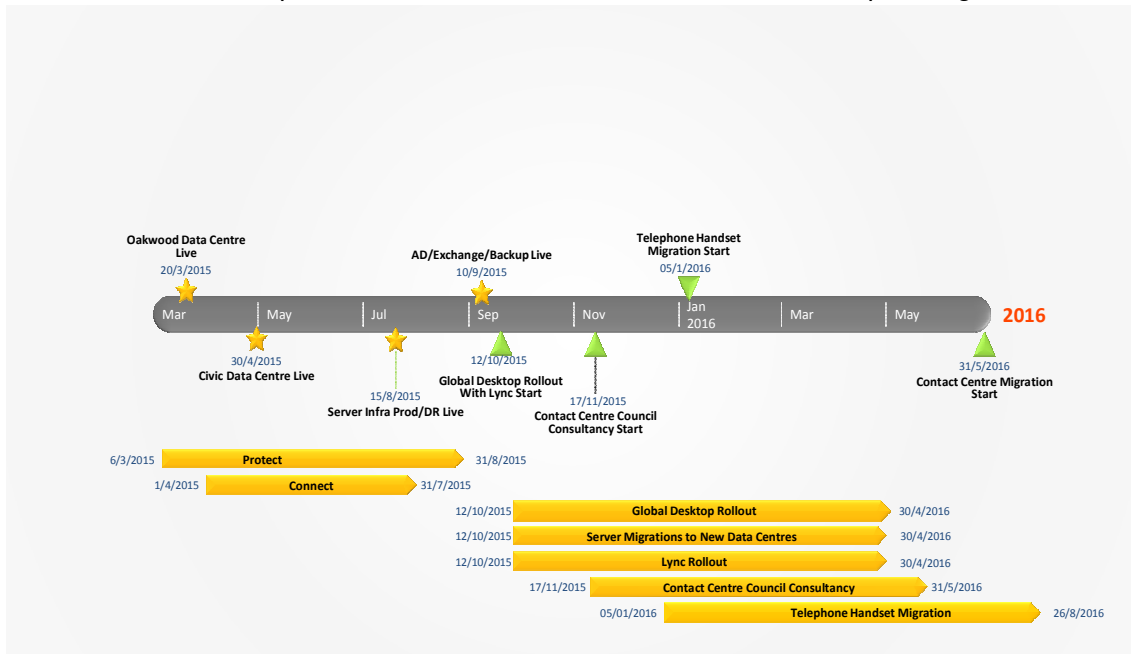


Fig 2 Strata Timeline

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: 10 June 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 and JSC.

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.

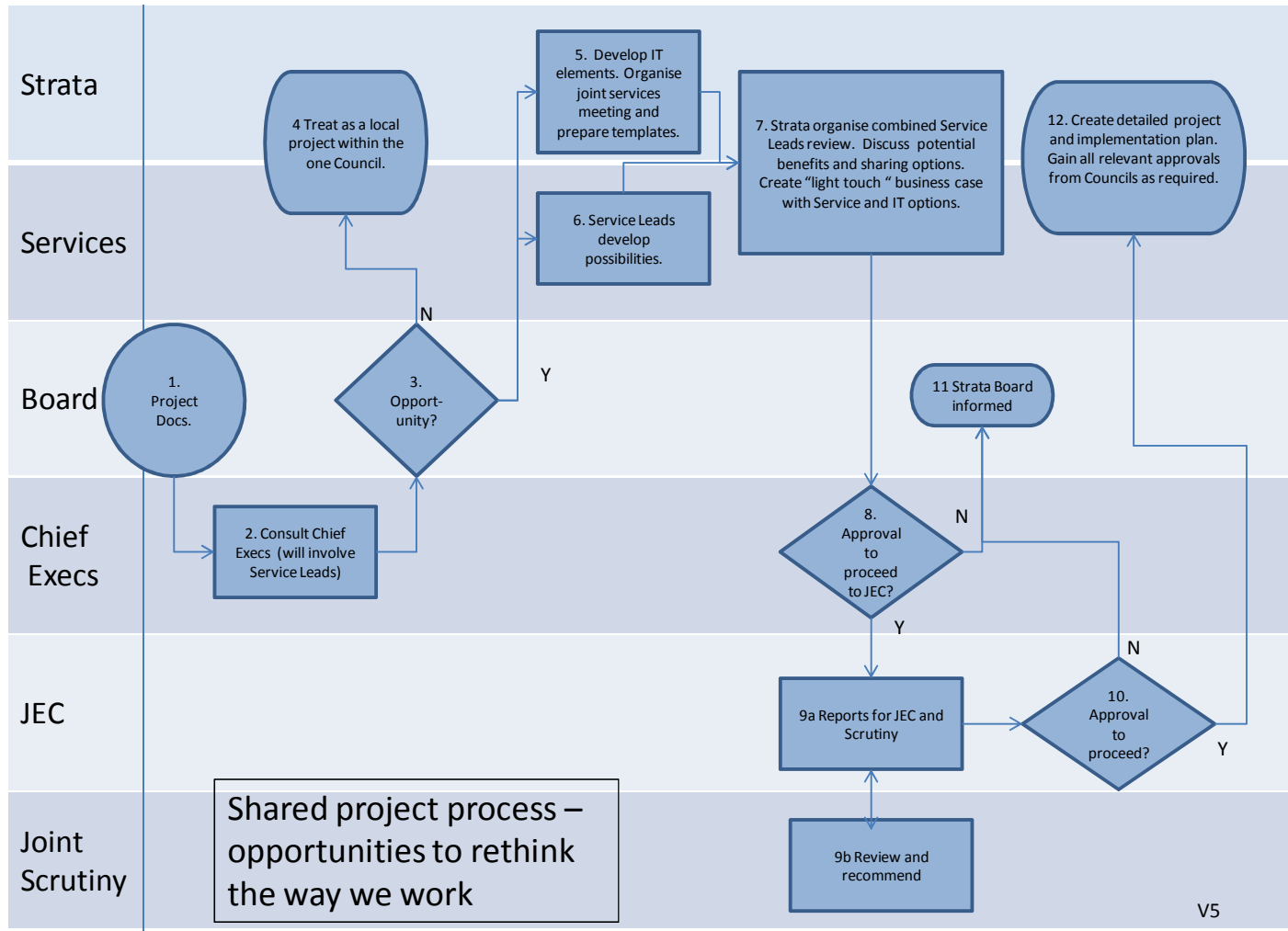


Fig 1 Process flow

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: 10 June 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

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:
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REPORT TO Strata Joint Executive Committee
Date of Meeting: 10 June 2015
Report of: Chris Powell
Title: Strata Performance Indicators Report

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 performance measures in the report have been presented to the senior management team of councils and are in the process of being evaluated.

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

None

5. What are the legal aspects?

None

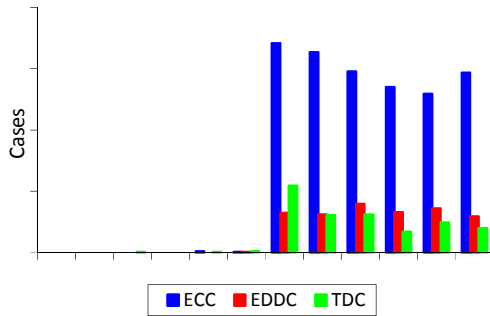
6. **Strata Indicators**
Month Ending 30th April 2015



	Page
1. Number of Incidents occurring in a month.....	3
2. Incident end-to-end time	4
3. Number of Service Requests in a month.....	6
4. Service Request end-to-end time.....	7
5. Number of system outages in a month.....	9
6. User hours affected by system outages	10
7. Number of Security Incidents in a month.....	11
8. Number of open Security change requests	11
9. Number of customer Business Change Requests (BCR) open	12
10. Number of BCRs completed per month.....	13
11. Quality of Completed Projects.....	14
12. Customer Satisfaction.....	15
Definitions	16
Monthly Run Chart: Capability.....	16

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	May 2014	Jun 2014	Jul 2014	Aug 2014	Sep 2014	Oct 2014	Nov 2014	Dec 2014	Jan 2015	Feb 2015	Mar 2015	Apr 2015
EC C	0	0	0	0	2	1	34	32	29	27	25	29
ED DC	0	0	0	0	0	1	65	62	79	66	72	59
TD C	0	0	1	0	1	2	10	61	62	34	49	40

We still have some work to do with the three teams to ensure we have a consistent approach to logging calls and categorisation.

Therefore there is some fluctuation within the Incident and Service Request logs.

Incidents:

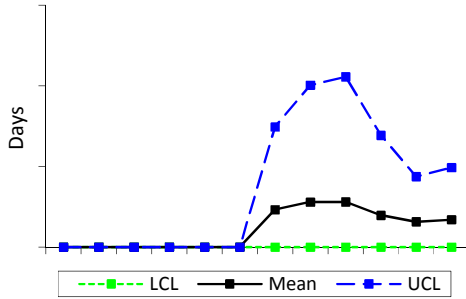
ECC have lately gone through the Windows 7 roll-out and there have been more Desktop software calls than across the other sites where bedding-in of the product is continuing and completion of software installs.

Otherwise the figures are fairly level across the sites, a part from those areas which need consistency on logging to the correct category.

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.

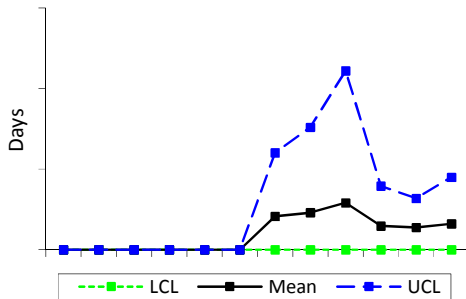
All Sites Combined



Series Name	May 2014	Jun 2014	Jul 2014	Aug 2014	Sep 2014	Oct 2014	Nov 2014	Dec 2014	Jan 2015	Feb 2015	Mar 2015	Apr 2015
LC L	0	0	0	0	0	0	0	0	0	0	0	0
Mean	12.1	0	0	0	0	0	2.32	2.79	2.8	1.97	1.57	1.7
UCL	0	0	0	0	0	0	7.45	10.04	10.56	6.93	4.37	4.93

Monthly run chart: Capability – see Definitions

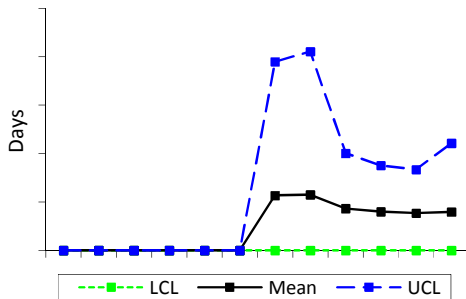
ECC (Exeter)



Series Name	May 2014	Jun 2014	Jul 2014	Aug 2014	Sep 2014	Oct 2014	Nov 2014	Dec 2014	Jan 2015	Feb 2015	Mar 2015	Apr 2015
LC L	0	0	0	0	0	0	0	0	0	0	0	0
Mean	0	0	0	0	0	0	2.07	2.3	2.91	1.47	1.38	1.61
UCL	0	0	0	0	0	0	6.01	7.59	11.09	3.95	3.18	4.49

Monthly run chart: Capability – see Definitions

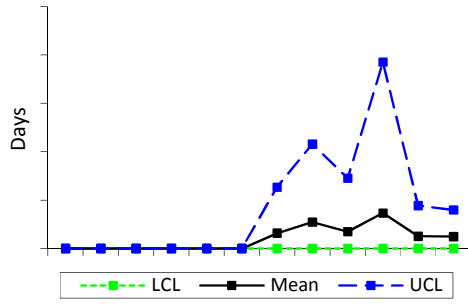
EDDC (East Devon)



Series Name	May 2014	Jun 2014	Jul 2014	Aug 2014	Sep 2014	Oct 2014	Nov 2014	Dec 2014	Jan 2015	Feb 2015	Mar 2015	Apr 2015
LC L	0	0	0	0	0	0	0	0	0	0	0	0
Mean	0	0	0	0	0	0	2.27	2.3	1.73	1.6	1.54	1.59
UCL	0	0	0	0	0	0	7.8	8.22	4.01	3.51	3.34	4.43

Monthly run chart: Capability – see Definitions

TDC (Teignbridge)

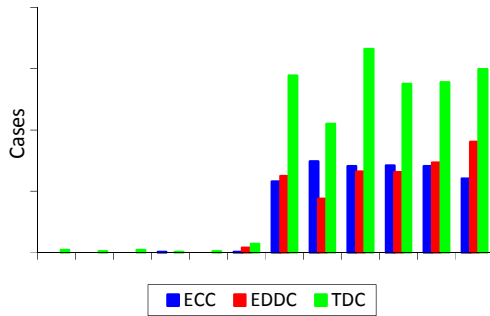


Series Name	May 2014	Jun 2014	Jul 2014	Aug 2014	Sep 2014	Oct 2014	Nov 2014	Dec 2014	Jan 2015	Feb 2015	Mar 2015	Apr 2015
LCL	0	0	0	0	0	0	0	0	0	0	0	0
Mean	0	0	0	0	0	0	3.18	5.45	3.49	7.33	2.51	2.46
UCL	0	0	0	0	0	0	12.66	21.56	14.52	38.52	8.86	7.98

Monthly run chart: Capability – see Definitions

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	May 2014	Jun 2014	Jul 2014	Aug 2014	Sep 2014	Oct 2014	Nov 2014	Dec 2014	Jan 2015	Feb 2015	Mar 2015	Apr 2015
EC C	0	0	0	1	0	1	11	14	14	14	14	12
ED DC	0	0	0	0	0	8	12	88	13	13	14	18
TD C	4	2	4	1	2	14	28	21	33	27	27	29
							9	0	2	5	8	9

Service Requests:

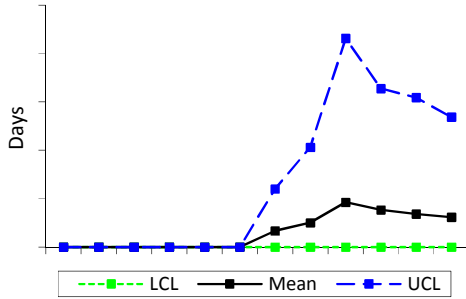
Again very consistent part form a couple of areas:

- EDDC and TDC customers have a higher turnover of purchases.
- TDC have a higher demand (4x) on Assistance type calls.

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.

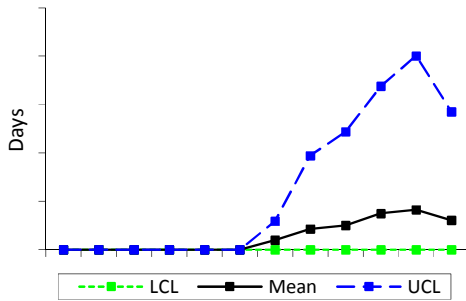
All Sites Combined



Series Name	May 2014	Jun 2014	Jul 2014	Aug 2014	Sep 2014	Oct 2014	Nov 2014	Dec 2014	Jan 2015	Feb 2015	Mar 2015	Apr 2015
LC	0	0	0	0	0	0	0	0	0	0	0	0
Mean	0	0	0	0	0	0	3.34	5.01	9.23	7.67	6.84	6.16
UCL	0	0	0	0	0	0	12.02	20.61	43.15	32.75	30.9	26.87

Monthly run chart: Capability – see Definitions

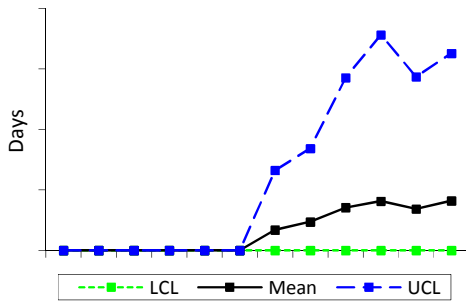
ECC (Exeter)



Series Name	May 2014	Jun 2014	Jul 2014	Aug 2014	Sep 2014	Oct 2014	Nov 2014	Dec 2014	Jan 2015	Feb 2015	Mar 2015	Apr 2015
LC	0	0	0	0	0	0	0	0	0	0	0	0
Mean	0	0	0	0	0	0	2	4.28	5.02	7.49	8.26	6.08
UCL	0	0	0	0	0	0	5.91	19.43	24.38	33.79	40.06	28.51

Monthly run chart: Capability – see Definitions

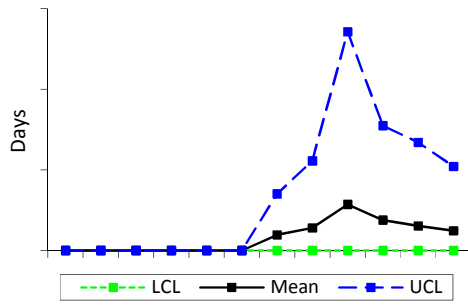
EDDC (East Devon)



Series Name	May 2014	Jun 2014	Jul 2014	Aug 2014	Sep 2014	Oct 2014	Nov 2014	Dec 2014	Jan 2015	Feb 2015	Mar 2015	Apr 2015
LC	0	0	0	0	0	0	0	0	0	0	0	0
Mean	0	0	0	0	0	0	3.39	4.7	7.08	8.13	6.84	8.2
UCL	0	0	0	0	0	0	13.24	16.84	28.54	35.63	28.7	32.57

Monthly run chart: Capability – see Definitions

TDC (Teignbridge)



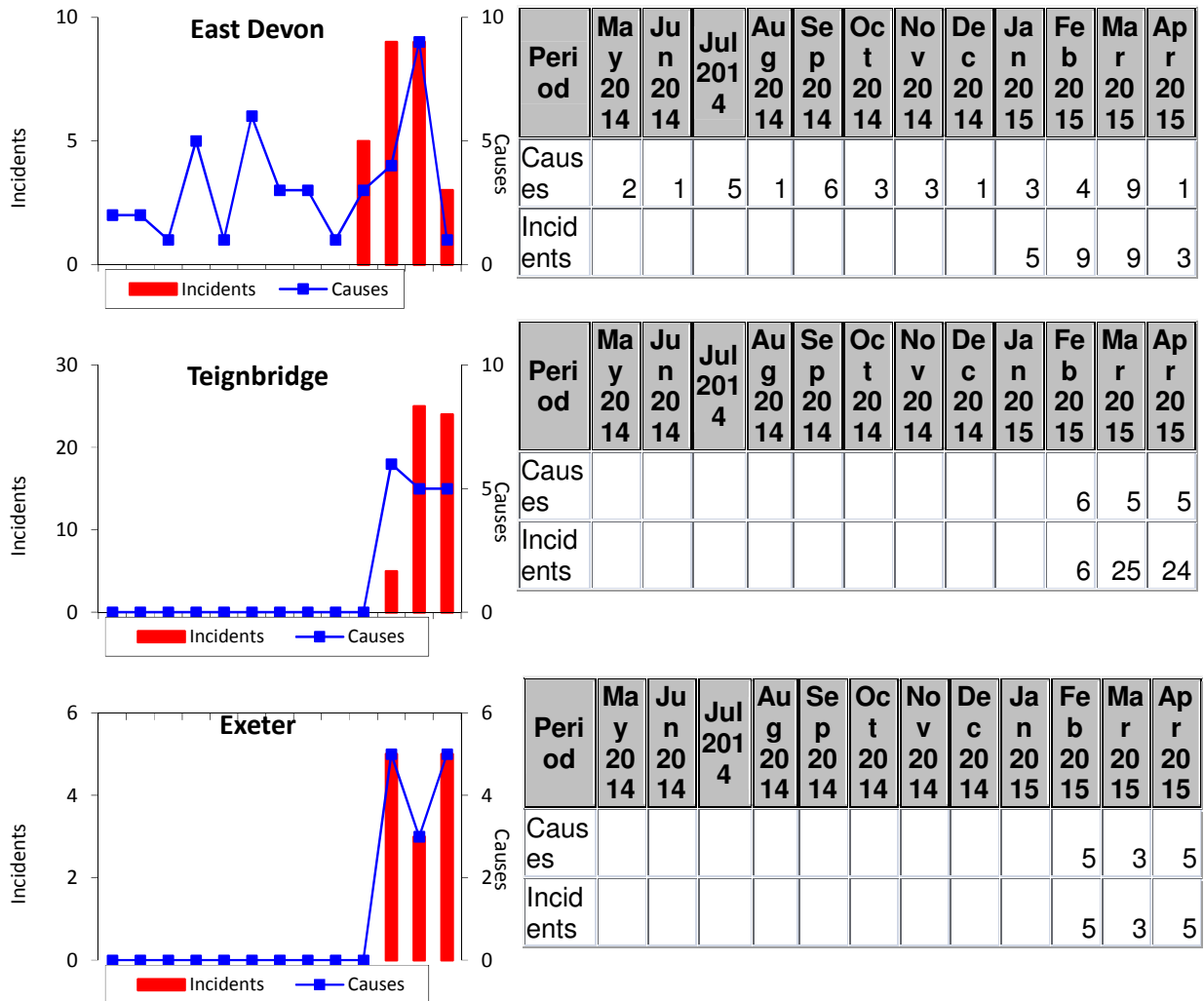
Series Name	May 2014	Jun 2014	Jul 2014	Aug 2014	Sep 2014	Oct 2014	Nov 2014	Dec 2014	Jan 2015	Feb 2015	Mar 2015	Apr 2015
LCL	0	0	0	0	0	0	0	0	0	0	0	0
Mean	0	0	0	0	0	0	3.87	5.6	11.44	7.54	6.09	4.88
UCL	0	0	0	0	0	0	14.05	22.23	54.24	30.95	26.81	20.85

Monthly run chart: Capability – see Definitions

5. Number of system outages in a month

With the dependence on the IT systems to support the council functions it is imperative that the systems are available during the agreed times. It is therefore imperative that unplanned outages are minimised, and that proactive monitoring and maintenance, along with thorough analysis of all root causes of actual outages are undertaken to drive towards a level of zero defects.

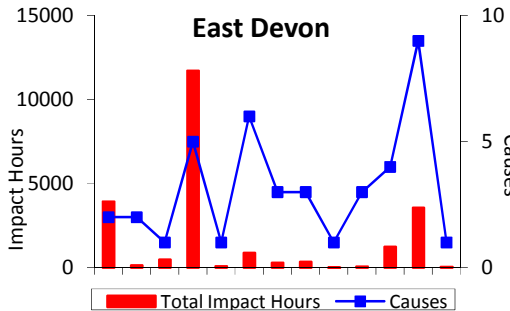
The charts below show both the number of outage incidents and the number of root causes behind these.



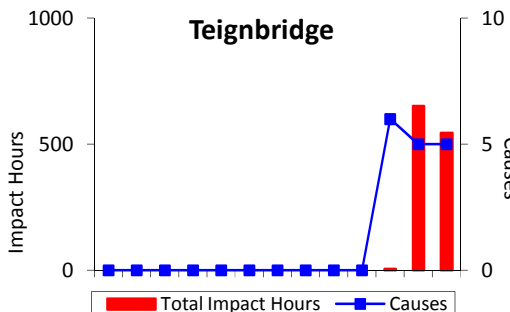
The level of outage incidents is consistent with the complexity of the current systems, except for Teignbridge where the data backup system was the root cause of 23 of the outage incidents. An alternative backup solution was installed at the end of April, and even though the system has only been operating for a week in May, no further backup related outages have occurred.

6. User hours affected by system outages

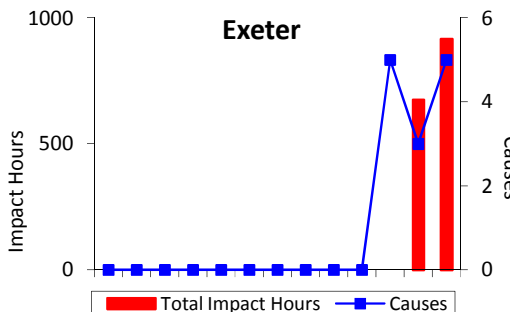
This measure attempts to quantify the impact of system outages. It is a calculated measure based on the time a system is down, the notional number of users, and its criticality. It is designed to help focus scarce resources on the most important problems and the identification of solutions to the root causes.



Period	May 2014	Jun 2014	Jul 2014	Aug 2014	Sep 2014	Oct 2014	Nov 2014	Dec 2014	Jan 2015	Feb 2015	Mar 2015	Apr 2015
Causes	2	1	5	1	6	3	3	1	3	4	9	1
Hours	144	491	11732	83	873	282	333	1818	70	1239	3568	55



Period	May 2014	Jun 2014	Jul 2014	Aug 2014	Sep 2014	Oct 2014	Nov 2014	Dec 2014	Jan 2015	Feb 2015	Mar 2015	Apr 2015
Causes										6	5	5
Hours										66	61	545

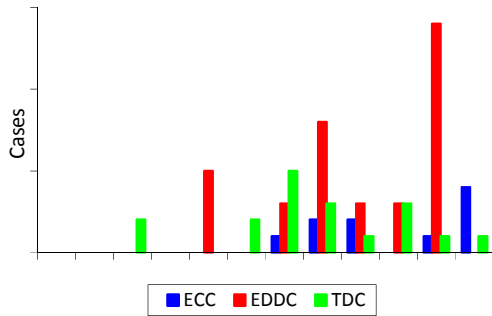


Period	May 2014	Jun 2014	Jul 2014	Aug 2014	Sep 2014	Oct 2014	Nov 2014	Dec 2014	Jan 2015	Feb 2015	Mar 2015	Apr 2015
Causes										5	3	5
Hours											675	917

For both Teignbridge and Exeter the assessment of the impact needs further refinement, which will be implemented through the rollout of the IMPACT process

7. Number of Security Incidents in a month

This provides a measure of the level of threats that cause an impact to the Councils, and can focus the available resources to mitigate these.

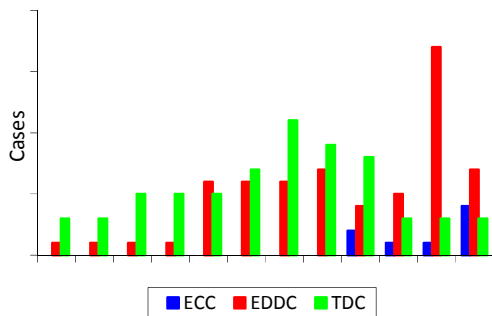


Series Name	May 2014	Jun 2014	Jul 2014	Aug 2014	Sep 2014	Oct 2014	Nov 2014	Dec 2014	Jan 2015	Feb 2015	Mar 2015	Apr 2015
ECC	0	0	0	0	0	0	1	2	2	0	1	4
EDDC	0	0	0	0	5	0	3	8	3	3	14	0
TDC	0	0	2	0	0	2	5	3	1	3	1	1

The high number of incidents recorded in East Devon was the result of a security assessment, however these were vulnerabilities that could be exploited only by highly skilled individuals rather than actual incidents. The approach to the recording of these will be reviewed in future months as this information may obscure the heartbeat measure of true incidents.

8. Number of open Security change requests

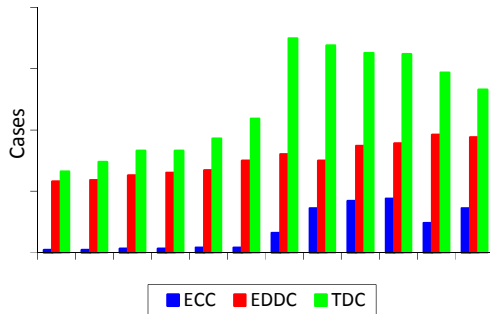
We run scans on our entire infrastructure using security systems that are updated frequently by external security companies to find the latest vulnerabilities. This is a relatively crude measure of how safe our systems are and how well we are reacting to security alerts.



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

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	May 2014	Jun 2014	Jul 2014	Aug 2014	Sep 2014	Oct 2014	Nov 2014	Dec 2014	Jan 2015	Feb 2015	Mar 2015	Apr 2015
EC C	2	2	3	3	4	4	16	36	42	44	24	36
ED DC	58	59	63	65	67	75	80	75	87	89	96	94
TD C	66	74	83	83	93	109	175	169	163	162	147	133

Business Change Requests are items of work requested by our customers which result in a non standard change to a business system.

The trend in BCR mirrors that of the Service Requests in that Teignbridge have significantly more BCRs than either EDDC or ECC.

Initial analysis of Teignbridge BCRs show that these are genuine requests but are primarily focussed on the in-house finance and HR systems. Of the 133 open BCRs for Teignbridge 45 (or 1/3rd) relate to the In house finance and HR system. The nature of these changes varies, but can be collated into 3 main groups:

- Administrative changes that end users are unable to perform themselves due to restrictions in the system
- Legislative changes
- Reports on data.

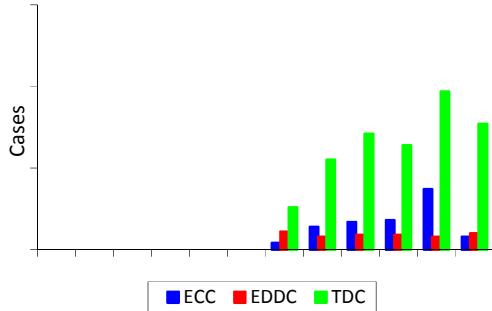
A commercial system will remove the need for most of these changes and free up considerable capacity within the team.

In general there has been a downward trend in the number of Teignbridge BCRs from the initial spike in November '14, to the current position of 133 BCRs outstanding. This decline can be attributed to a focus on moving large "project" based BCRs to projects and a focus on reducing the overall number.

BCR rates in ECC and EDDC have remained fairly consistent since November with a slight increase in open BCRs in EDDC. Within EDDC the number of completed BCRs each month has remained consistent leading to the conclusion that the rise is as a result of an increase in the number of BCRs being submitted by customers – more analysis on this will be undertaken prior to the next set of reports in June.

10. Number of BCRs completed per month

To show how Strata is delivering them alongside the projects.



Series Name	May 2014	Jun 2014	Jul 2014	Aug 2014	Sep 2014	Oct 2014	Nov 2014	Dec 2014	Jan 2015	Feb 2015	Mar 2015	Apr 2015
ECC	0	0	0	0	0	0	4	14	17	18	37	8
EDDC	0	0	0	0	0	0	11	8	9	9	8	10
TDC	0	0	0	0	0	0	26	55	71	64	97	77

The general trend in completed BCRs reflects that of the Open BCRs with Teignbridge completing significantly more than EDDC or ECC. Further analysis once again shows that of the 77 completed in Teignbridge over half (39) can be attributed to in house systems. The nature of these is similar to those identified in section 9, with some additional ones being attributed to the End of Year process.

Again a commercial system will remove the need for many of these BCRs and free up resource to work on more value added projects.

The number of completed BCRs within East Devon and Exeter remains consistent.

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.

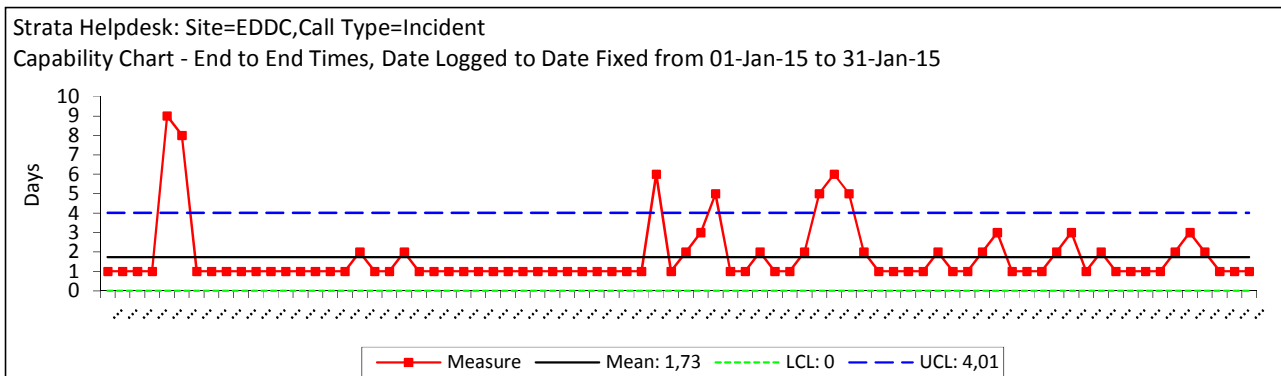
12. Customer Satisfaction

There is no active 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.

Definitions

MONTHLY RUN CHART: CAPABILITY

End to end times achieved by a way (or system) of working are an indication of that systems capability. Capability charts are used to represent the end to end times achieved on a series of tasks and show the mathematical average (mean) time taken and an indication of the “predictability” within the system.



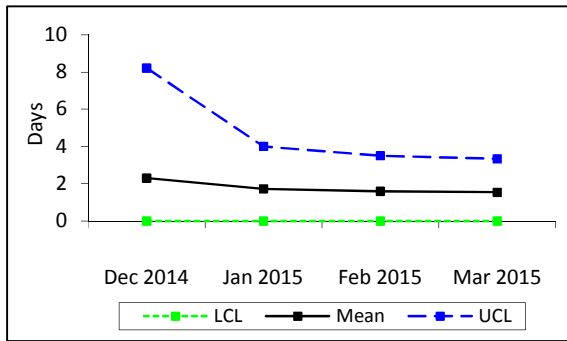
The above example is a capability chart of end to end times of all cases classified as an Incident that were resolved during the month of January. It can be seen the end to end time of each case (the red line) varies and ranges from within 1 day up to 9 days on one of the cases.

The average (or “mean” time) of this set of cases is 1.73 days; however it can clearly be seen that some cases have taken significantly longer to resolve than this mean time and therefore merely indicating the average time to a customer may not be a fair comment on what the customer should expect.

To provide the customer with a more likely timescale within which their case might be resolved, we need to assess the level of predictability within the results. By sorting the cases chronologically by their date of closure, we can perform a statistical measure of variance on the sample. This measure of variance is then added to, and subtracted from, the mean to provide the Upper Control Limit (UCL) and Lower Control Limit (LCL). So based on the above sample of cases, we can more realistically advise our customer that an Incident may take up to 4 days to resolve (4.01 is the precise UCL value).

Several of the measures within this document are presented as a Monthly Run Chart: Capability.

By calculating the mean, UCL and LCL for each month in turn, and then plotting these monthly figures in a Run Chart, we can then assess any trends in performance.



The run chart opposite shows a plot of the mean, UCL and LCL for the months of December, January, February and March.

Run charts help us to spot trends such as the effect of the traditional holiday season or the impact on performance of business events such as year-end or election duties.

The ideal trend is a lowering of the average time (the mean) and also a closing of the gap between the UCL and LCL indicating that performance is becoming more predictable.

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