

STRATA JOINT SCRUTINY COMMITTEE

Date: Thursday 28 May 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 Howard Bassett, Democratic Services Officer (Committees) Telephone 01392 265107 or email howard.bassett@exeter.gov.uk.

Membership -
To be confirmed

Agenda

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

1 To confirm the appointment of the Chair

2 Apologies

To receive apologies for absence from Committee members.

3 Minutes

To sign the minutes of the meeting held on 12 March 2015.

4 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.

5 **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 I, Schedule 12A of the Act.

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

To consider the report of Chris Powell, Chief Operating Officer Strata Service Solutions Ltd.

(Pages 5 -
12)

7 **Shared Project Process**

To consider the report of Chris Powell, Chief Operating Officer Strata Service Solutions Ltd.

(Pages 13
- 16)

8 **Progress report on post commencement tasks**

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

(Pages 17
- 22)

9 **Strata Performance Indicators Progress Report**

To consider the report of Chris Powell, Chief Operating Officer Strata Service Solutions Ltd.

(Pages 23
- 36)

Date of Next Meeting

The next scheduled meeting of the Executive will be held on **Thursday** 23 July 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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REPORT TO Strata Joint Scrutiny Committee

Date of Meeting: 28 May 2015

Report of: Chris Powell, COO Strata Service Solutions Ltd

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

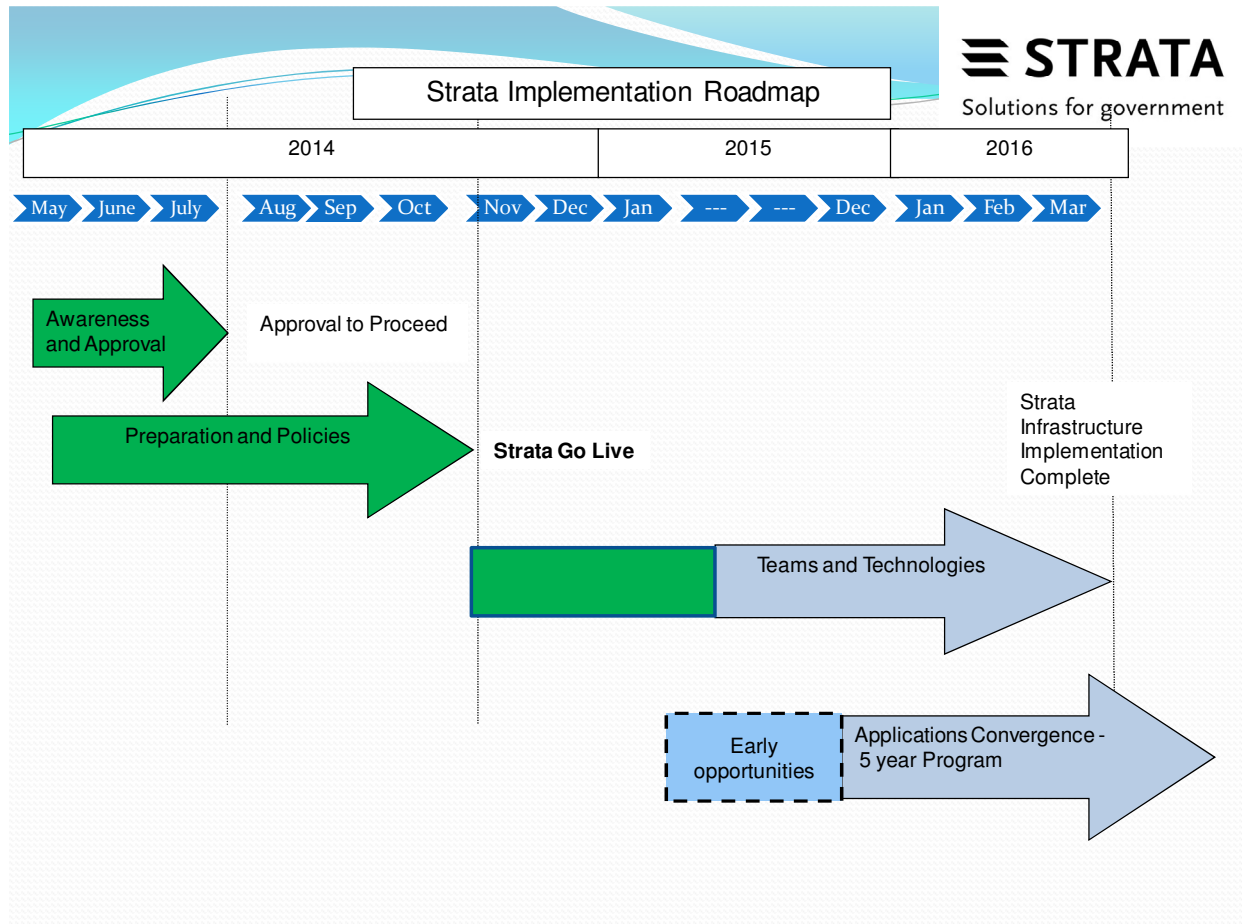


Fig 1 High level plan

Highlights

1. The IT infrastructure plans are currently running about four weeks behind schedule but are still expected to come in on schedule by the end of the year. 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 nasty surprise so far resulting from incorrect licence specification for the telephony element of Microsoft Lync which could eventually add £30K to the business case costs. This is being offset by other tenders coming in better than the business case estimates.

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 and choices will soon need to be made so that work can begin.
4. The five redundant management posts status identified in the business plan are:
 - a. Two posts were existing vacancies
 - b. Two staff have left Strata employment in April.
 - 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. One of Robin's first tasks will be 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 JSC (separate report). 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.
7. Ongoing and new project work from around the three councils has been identified and is being brought together into a single project 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 were produced for review by the Senior Management Teams of the three councils in 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 is to carry out business-as-usual (BAU) support while implementing a major IT infrastructure redesign. This is especially true at the Teignbridge site where the infrastructure is considered fragile and many instances of downtime are occurring. Strata has needed to invest in new data back up software to remove the source of failure.
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 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 try and meet 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.
- 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 – 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. 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 processes designed by Exeter. Again, if this is possible it will have major benefits for the three partners.
- e. Member IT systems – the O365 system in place at East Devon and currently being rolled out at Teignbridge will also be proposed to Exeter.
- f. Mobile device policy – where common mobile frameworks and devices will reduce costs for the partners.
- 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 new Time and Attendance system for Strata went live at the beginning of April and is now having the glitches sorted out.

14. Although Strata staff are still mainly supporting and working with their previous councils there is increasing cross support. Recent examples are:

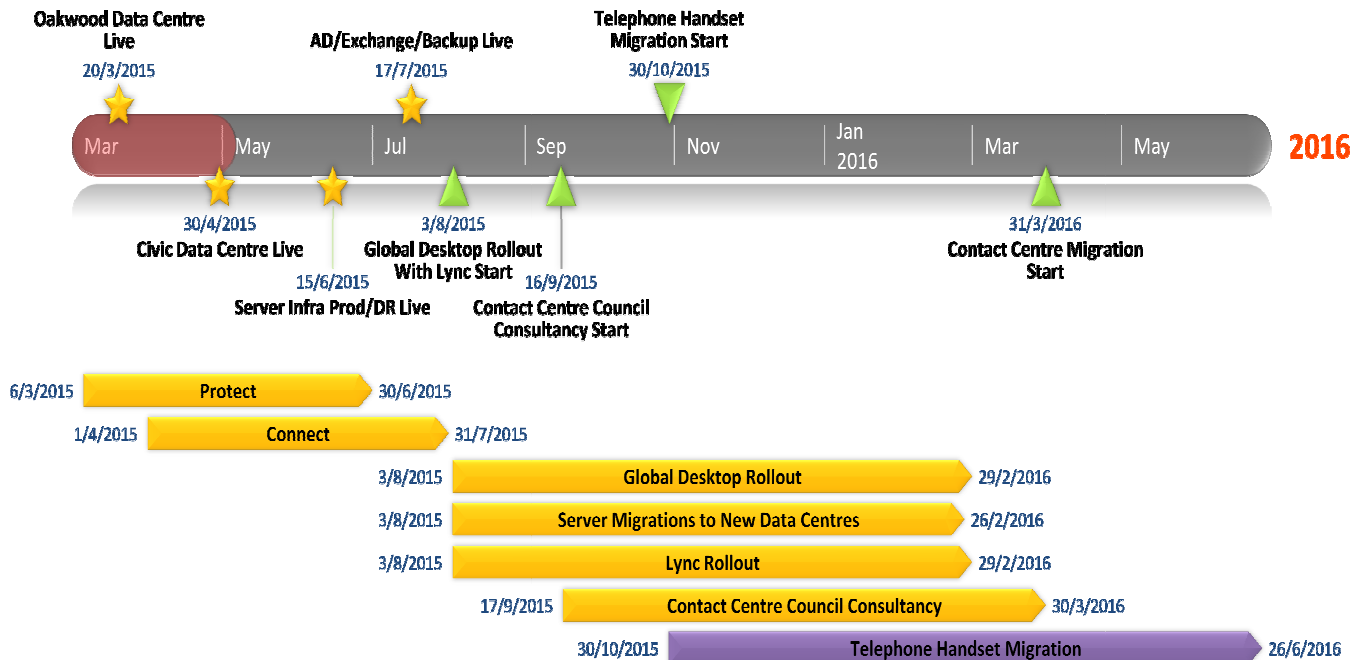
- a. Martin Millmow, the Document Centre Manager, developing a postal strategy paper with the Teignbridge BID team
- b. Street Name and Numbering support at Teignbridge from ex East Devon and ex Exeter staff.
- c. Mobile Working expertise from ex East Devon staff supporting Teignbridge’s mobile working strategy generation
- d. JBase (a programming language) support from ex Teignbridge staff to Exeter

15. The Strata Board have approved the hire of two apprentices to join the Service Desk. These will use the budgets from vacancies for two higher level posts.

16. 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 vital for the effective operation of this unit.

New Strata Infrastructure - progress



Protect- the centralization and safeguarding of infrastructure.

Server Infrastructure Computer World have been working with Strata all week racking and cabling all the server hardware we have bought. The detailed plans for the next 6 weeks has been written and Strata will be working alongside Computer World to configure them, ensuring effective transfer of skills to Strata.

Data Centres – The Civic and Oakwood Data Centres

Both Data centre rooms are now complete and handed over for production use. Final Air con setup completed successfully on 30th April.

AD – Active Directory. This is the system responsible for all access control.

Strata have agreed with Computer World to analyse test migrations with a couple of days planned in to test user and object migrations in June/early July.

Backup – Hardware is now onsite ready to be installed in conjunction with Computer World and Dell in June. The Security & Compliance team have been working on which tiers of system availability to place each application server and the specific methods to used for backup and restore in each case.

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

Virgin Media Business has completed the site surveys. Strata are waiting on installation dates. Oakwood house will incur a small increase in installation costs and requires a short dig inside council land to bring in a new fibre cable. BT Openreach are waiting for wayleave approval from ECC for the dig.

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

Repair work is arranged for damaged fibre under the Princesshay area of Exeter to bring greater capacity between Data Centres.

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.

Application Packaging – The packaging team are working on the Exeter applications. This past week the software Bartec, Teminos and CCTV systems have been packaged amongst others.

The project needs to start getting the Strata internal Application Support team to packaging applications, or the deadline for ECC will not be met. There will also be a lack of knowledge transfer from the contract packagers to package future applications or the remaining two council's software.

Progress for the packaging team is under close review to ensure that progress remains on target.

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. This will be configured this between June 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.

Following the proposal to buy in consultancy resource to plan the migration it was decided to run the ECC site using internal resource before committing any costs to plan such a venture in EDDC and TDC. Due to the very low risk as there is a possibility of a speedy roll back in ECC.

Unified Comms – 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.

Computer World has been selected to assist in Exchange build and to assist in migrating all users onto this new system.

We plan to have Exchange ready to take test mailboxes by the end of June 2015.

Lync – Strata, Nexus and Computer World are working in partnership to build out the Lync systems. The agreed plan is to have Lync available to users as they migrate over to the Global Desktop from the start of August.

Telephony - Phase 1 is to bring all telephone lines on to a single provider. Strata are now running this tender as a Mini Competition for a maximum 1 year contract. 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.

Contact Centre – Strata will enter into consultation with all internal user groups 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. We plan to begin consultation in Sept 2015. The contact Centre migration itself will start at the end of Q1 2016.

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

REPORT TO Strata Joint Strategy Committee

Date of Meeting: 28 May 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 JSC for review. 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.

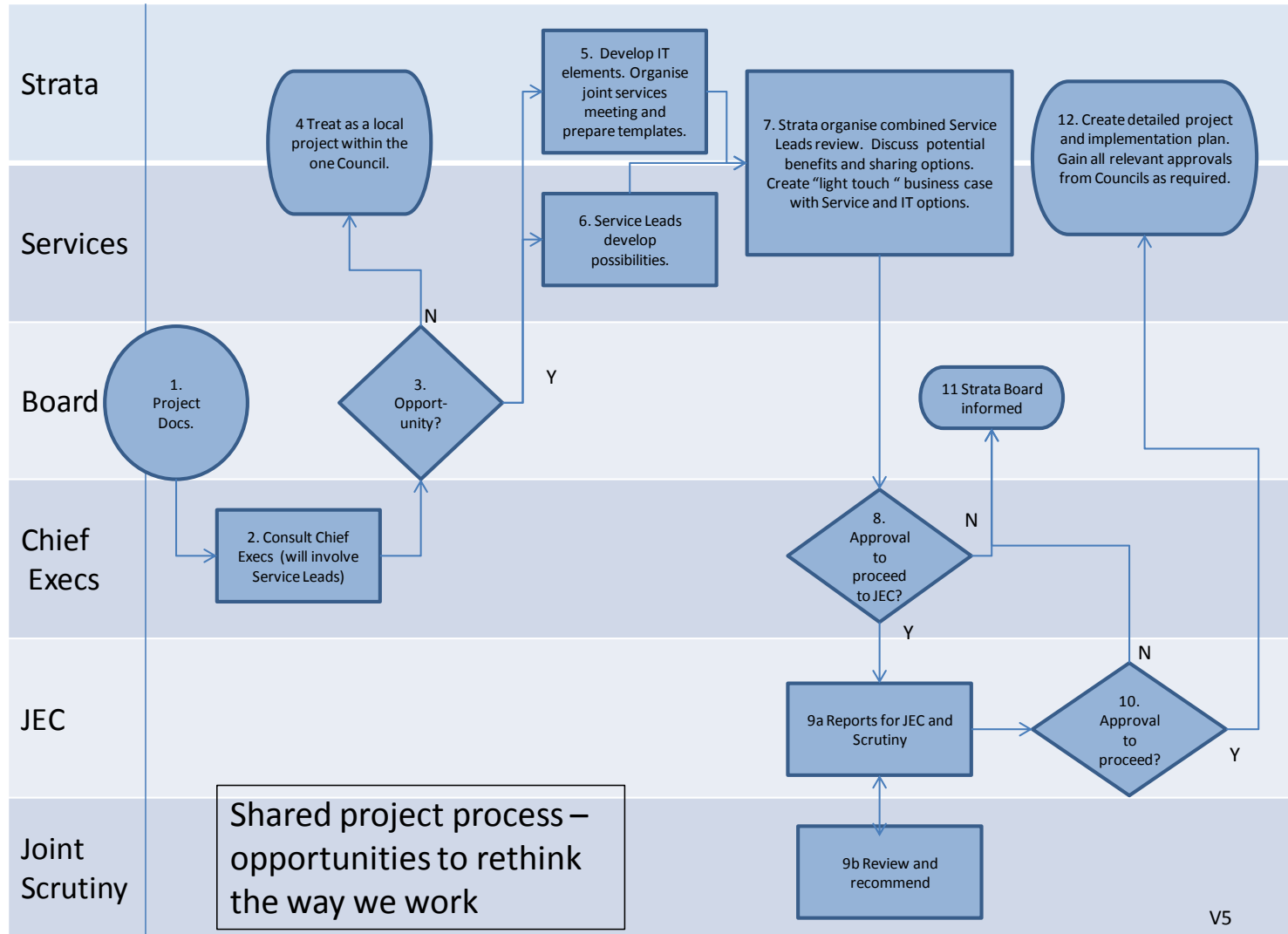


Fig 1 Process flow

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 Scrutiny Committee

Date of Meeting: 28 May 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

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REPORT TO Strata Joint Scrutiny Committee
Date of Meeting: 28 May 2015
Report of: Chris Powell
Title: Strata Performance Indicators Progress 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 JSC 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

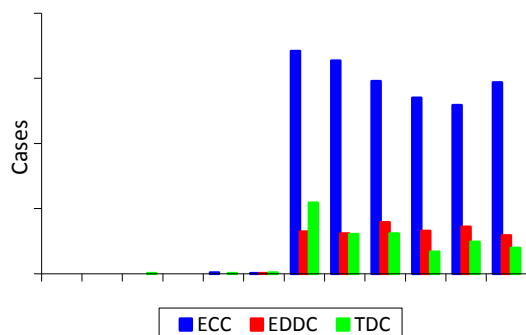
Month Ending 30th April 2015



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

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
ECC	0	0	0	0	2	1	342	327	296	270	259	294
EDDC	0	0	0	0	0	1	65	62	79	66	72	59
TDC	0	0	1	0	1	2	109	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:

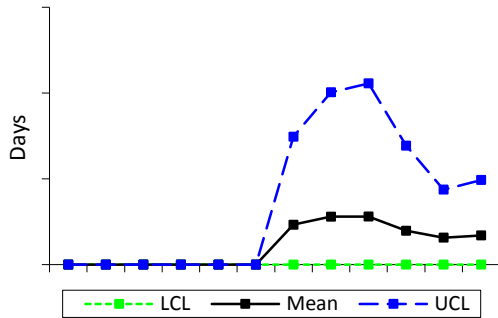
ECC have lately gone through the Windows 7 roll-out and there have been more Desktop software calls than across the other sites where bedding-in of the product is continuing and completion of software installs.

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.

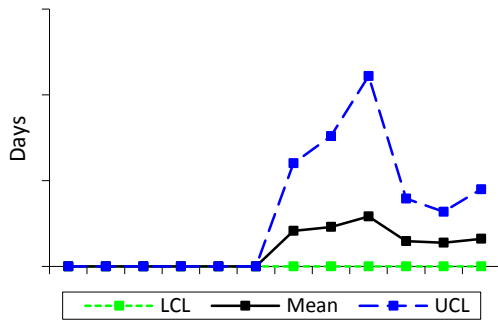
All Sites Combined



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
LCL	0	0	0	0	0	0	0	0	0	0	0	0
Mean	121	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

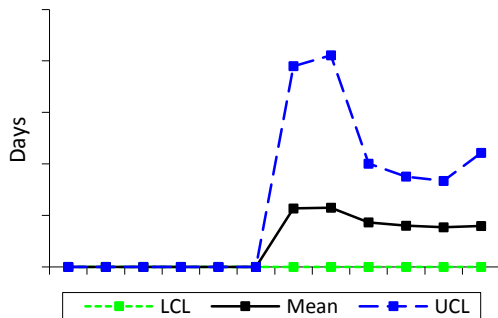
ECC (Exeter)



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
LCL	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

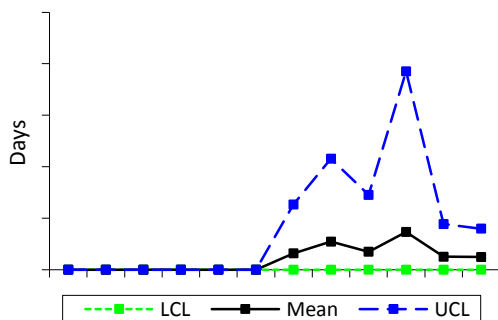
EDDC (East Devon)



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
LCL	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)

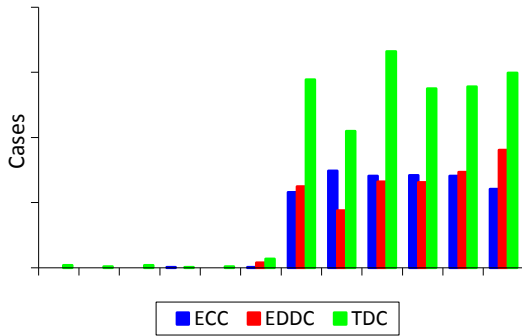


Series Name	May 2014	Jun 2014	Jul 2014	Aug 2014	Sep 2014	Oct 2014	Nov 2014	Dec 2014	Jan 2015	Feb 2015	Mar 2015	Apr 2015
LCL	0	0	0	0	0	0	0	0	0	0	0	0
Mean	0	0	0	0	0	0	3.18	5.45	3.49	7.33	2.51	2.46
UCL	0	0	0	0	0	0	12.66	21.56	14.52	38.52	8.86	7.98

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
ECC	0	0	0	1	0	1	116	149	141	142	141	121
EDDC	0	0	0	0	0	8	125	88	132	131	147	181
TDC	4	2	4	1	2	14	289	210	332	275	278	299

Service Requests:

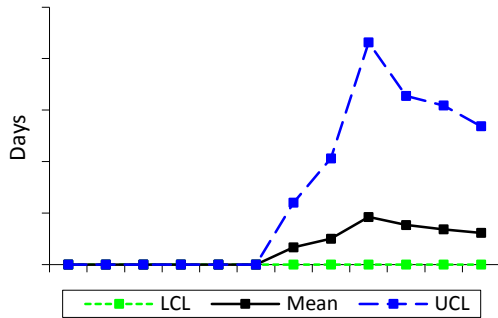
Again very consistent part form a couple of areas:

- 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.

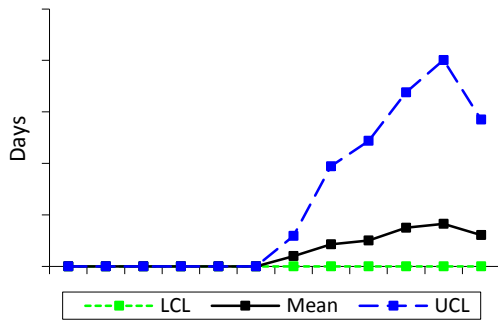
All Sites Combined



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
LCL	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

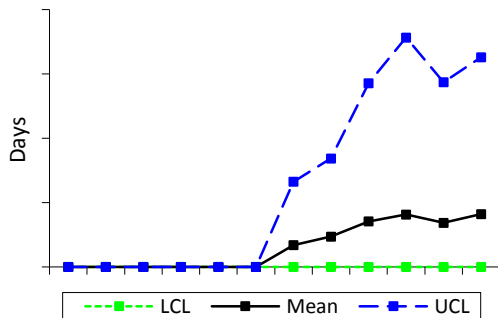
ECC (Exeter)



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
LCL	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

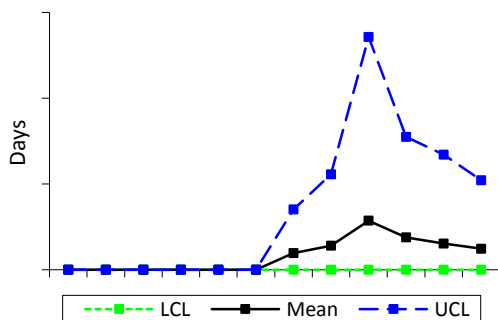
EDDC (East Devon)



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
LCL	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)



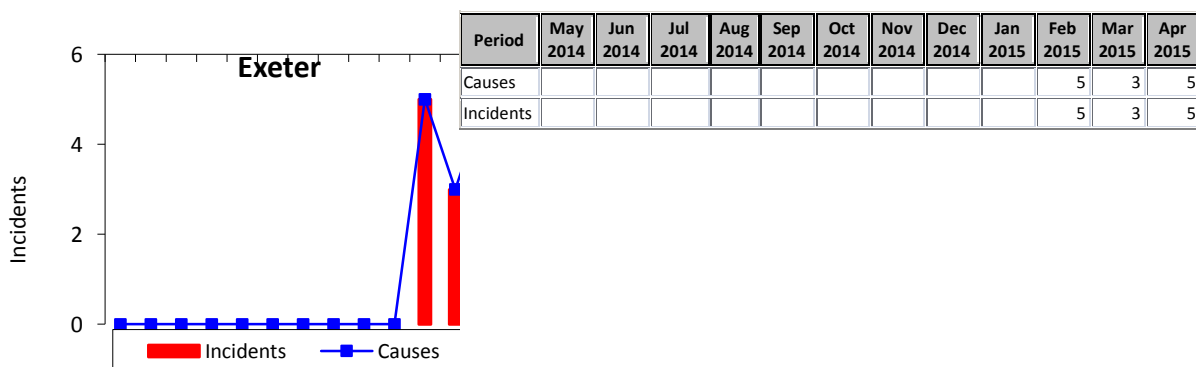
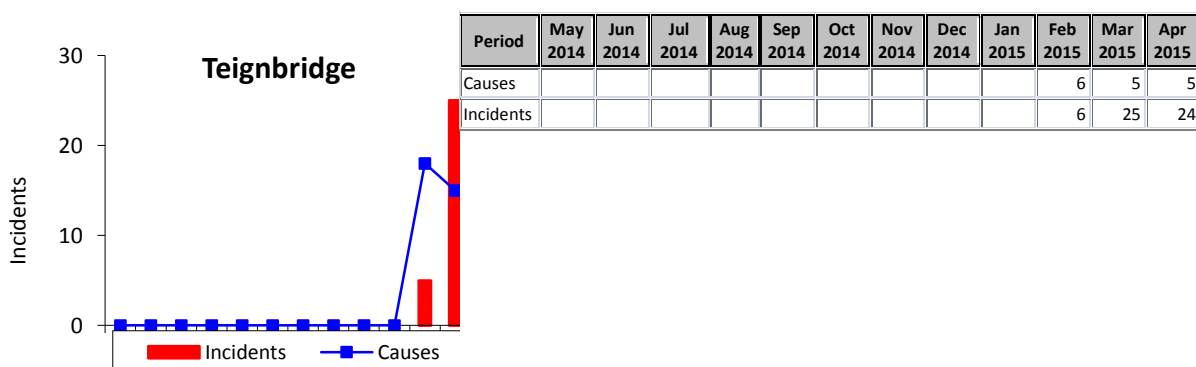
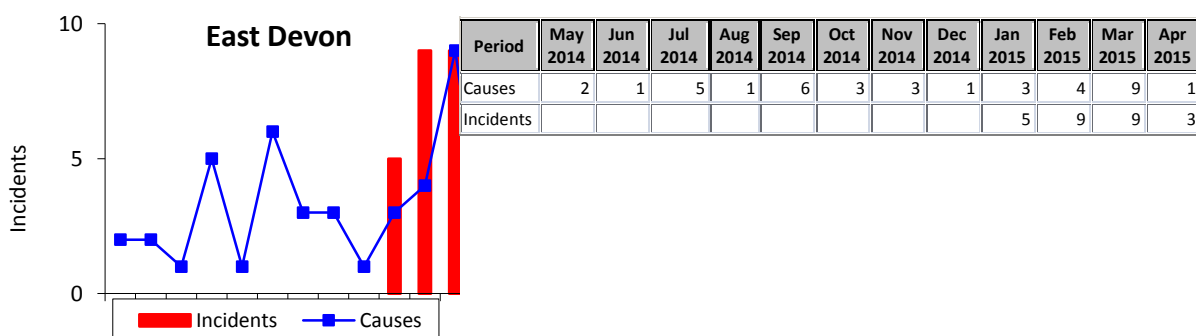
Series Name	May 2014	Jun 2014	Jul 2014	Aug 2014	Sep 2014	Oct 2014	Nov 2014	Dec 2014	Jan 2015	Feb 2015	Mar 2015	Apr 2015
LCL	0	0	0	0	0	0	0	0	0	0	0	0
Mean	0	0	0	0	0	0	3.87	5.6	11.44	7.54	6.09	4.88
UCL	0	0	0	0	0	0	14.05	22.23	54.24	30.95	26.81	20.85

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.

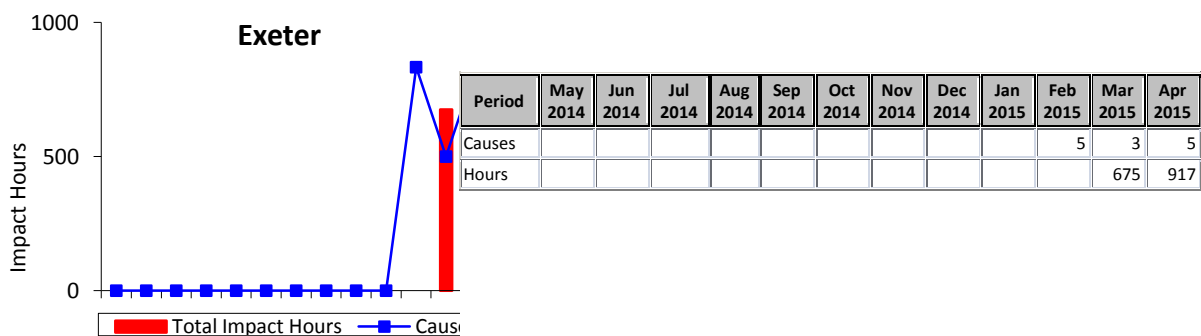
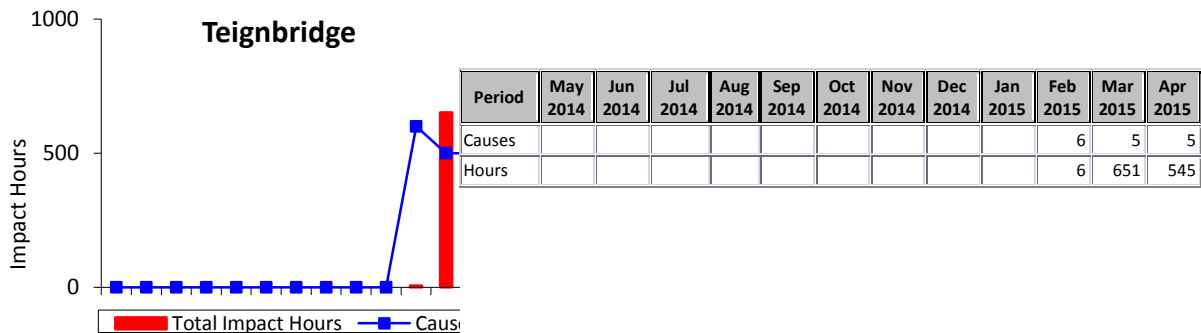
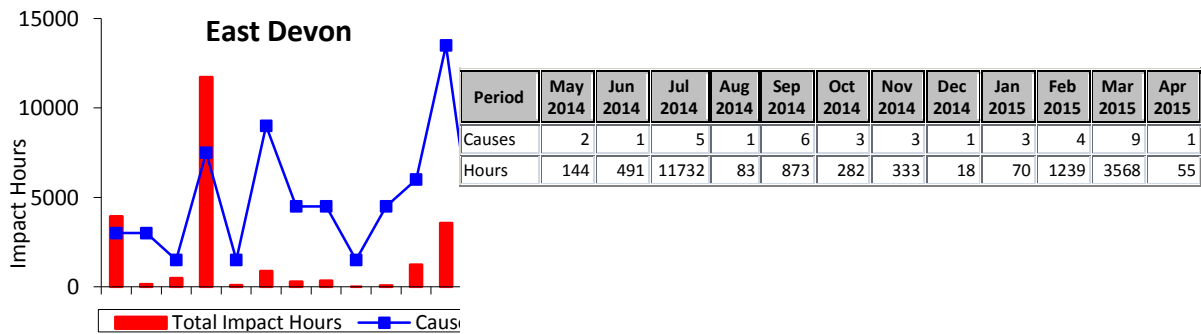


The level of outage incidents is consistent with the complexity of the current systems, except for Teignbridge where the data backup system was the root cause of 23 of the outage incidents. An alternative backup solution was installed at the end of April, and even though the system has only been operating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

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6. User hours affected by system outages

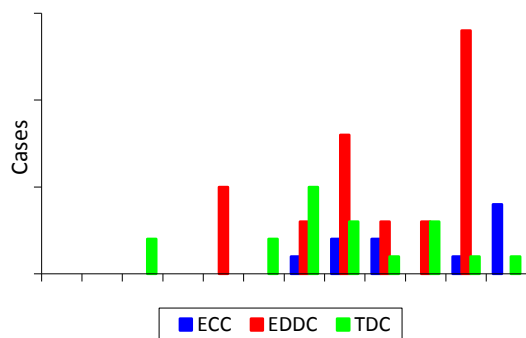
This measure attempts to quantify the impact of system outages. It is a calculated measure based on the time a system is down, the notional number of users, and its criticality. It is designed to help focus scarce resources on the most important problems and the identification of solutions to the root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



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.

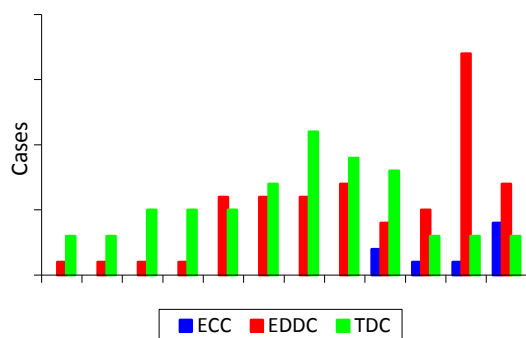


Series Name	May 2014	Jun 2014	Jul 2014	Aug 2014	Sep 2014	Oct 2014	Nov 2014	Dec 2014	Jan 2015	Feb 2015	Mar 2015	Apr 2015
ECC	0	0	0	0	0	0	1	2	2	0	1	4
EDDC	0	0	0	0	5	0	3	8	3	3	14	0
TDC	0	0	2	0	0	2	5	3	1	3	1	1

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

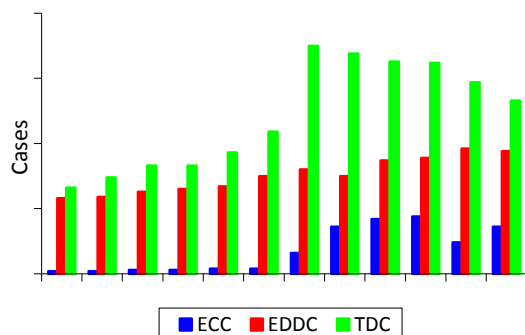
We run scans on our entire infrastructure using security systems that are updated frequently by external security companies to find the latest vulnerabilities. This is a relatively crude measure of how safe our systems are and how well we are reacting to security alerts.



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
ECC	2	2	3	3	4	4	16	36	42	44	24	36
EDDC	58	59	63	65	67	75	80	75	87	89	96	94
TDC	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.

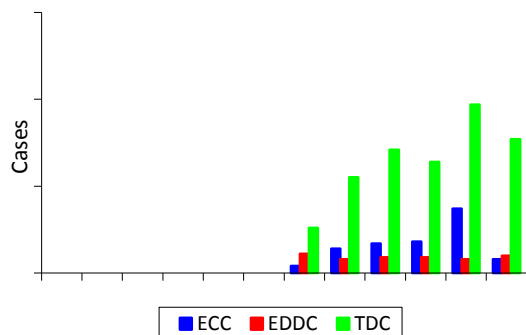
A commercial system will remove the need for most of these changes and free up considerable capacity within the team.

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.

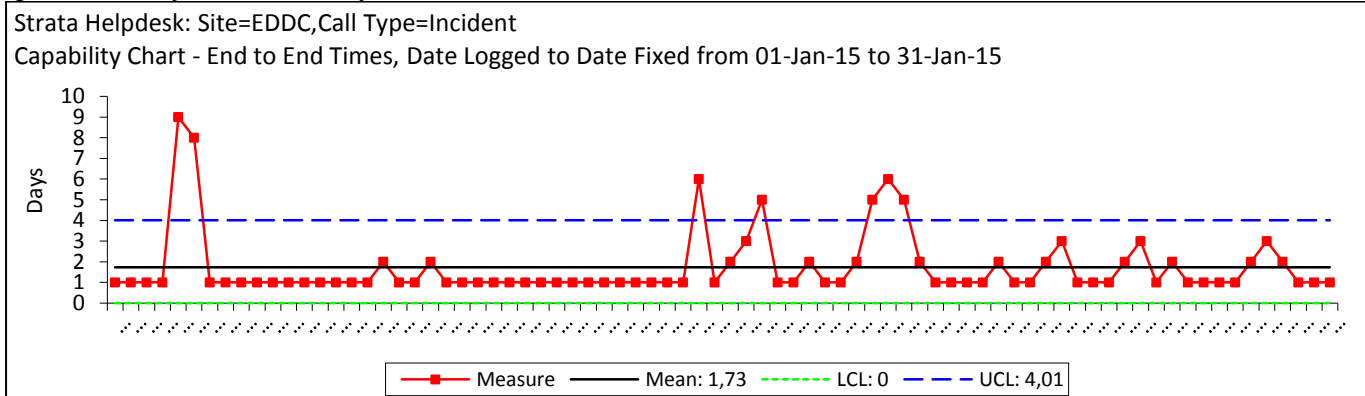
12. Customer Satisfaction

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.

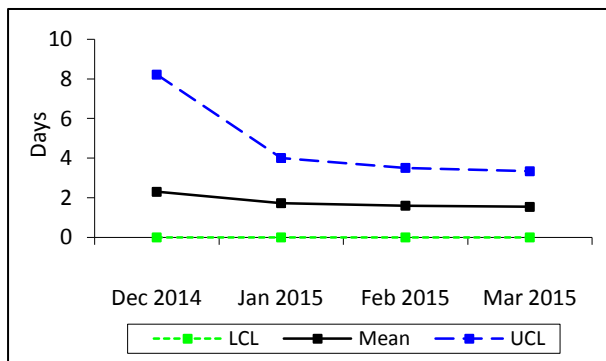


The above example is a capability chart of end to end times of all cases classified as an Incident that were resolved during the month of January. It can be seen the end to end time of each case (the red line) varies and ranges from within 1 day up to 9 days on one of the cases. The average (or “mean”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