



Solutions for government

## STRATA - JOINT EXECUTIVE COMMITTEE

Date: Monday 27 March 2017

Time: 11.00 am

Venue: Rennes Room, Civic Centre, Paris Street, Exeter

Members are invited to attend the above meeting to consider the items of business.

If you have an enquiry regarding any items on this agenda, please contact Sarah Selway, Democratic Services Manager on 01392 265275.

### *Membership -*

Councillors Christophers (Chair), Diviani and Edwards

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

## Agenda

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

#### **1 Apologies**

To receive apologies for absence from Committee members.

#### **2 Minutes**

To sign the minutes of the meeting held on 16 January 2017.

(Pages 5 -  
8)

#### **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**

**RESOLVED** that, under Section 100A(4) of the Local Government Act 1972, the press and public be excluded from the meeting during consideration of items 8 and 9 on the grounds that they involve the likely disclosure of exempt information as defined in paragraphs 1, 2, and 3 of Part I, Schedule 12A of the Act.

5 **Questions from the Public Under Procedural Rules**

A period of up to 15 minutes will be set aside to deal with questions to the Committee from members of the public.

Each individual will be restricted to speaking for a total of 3 minutes.

*Where a question does not relate to an agenda item details of questions should be notified to the Proper Officer of the Relevant Council at least two working days prior to the meeting.*

6 **Questions from Members of the Councils under Procedural Rules**

To receive questions from Members of the Councils.

*Where a question does not relate to an agenda item details of questions should be notified to the Proper Officer of the Relevant Council at least two working days prior to the meeting.*

7 **Progress Report**

To consider the report of the Strata Board and Strata Managers.

(Pages 9 -  
14)

**Part II: Items suggested for discussion with the press and public excluded**

No representations have been received in respect of the following items in accordance with the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012.

8 **Business Case - Customer Contact System**

To consider the report of the Infrastructure and Support Manager

(Pages 15  
- 24)

9 **Human Resources Update Report**

To consider the report of the HR lead for Human Resources.

(Pages 25  
- 44)

**Date of Next Meeting**

The next scheduled meeting will be held on **Tuesday** 20 June 2017 at **5.30 pm** .

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.

**Follow us:**

[www.twitter.com/ExeterCouncil](http://www.twitter.com/ExeterCouncil)

[www.facebook.com/ExeterCityCouncil](http://www.facebook.com/ExeterCityCouncil)

**Individual reports on this agenda can be produced in large print on request to Democratic Services (Committees) on 01392 265275.**

This page is intentionally left blank

## STRATA - JOINT EXECUTIVE COMMITTEE

Monday 16 January 2017

### Present:-

Councillor Jeremy Christophers (Chair)  
Councillors Edwards and Moulding

### Non-Voting Members:-

Nicola Bulbeck, Karime Hassan and Mark Williams

### Also Present

Chief Operating Officer, Assistant Director Finance, The Teignbridge Strata Director, Programme & Resource Manager, The Strategic Lead for Human Resources, Strategic Lead Finance (EDDC) - Strata Director, Business Development Manager, Infrastructure and Support Manager, Security and Compliance Manager, Document Centre Manager and Democratic Services Manager (Committees)

### In attendance

Representative from Devon Audit Partnership

### 1 APOLOGIES

Apologies for absence were received from Councillor Paul Diviani – Leader - East Devon District Council.

### 2 MINUTES

The minutes of the meeting held on the 27 September 2016 were taken as read and signed by the Chair as correct.

### 3 DECLARATIONS OF INTEREST

No declarations of disclosable pecuniary interest were made.

### 4 STRATA BUDGET MONITORING DECEMBER 2016/17

The Director (Finance Lead) presented the report advising Members on the financial progress of Strata during the first nine months of 2016-17, including a project outturn assessment against savings agreed in the budget.

Members were advised that at the nine month stage the Board was projecting a revenue saving of about £70,000 against the target of £254,052 in the original business case. At the start of the financial year a revenue saving of only £27,000 was projected due to the approval to move staff to new Strata Terms and Conditions and the main reason that the savings had now increased were that the planned redundancies were now lower than estimated in the Budget.

**RESOLVED** that the report be noted.

5 **LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985 - EXCLUSION OF PRESS AND PUBLIC**

**RESOLVED** that, under Section 100A(4) of the Local Government Act 1972, the press and public be excluded from the meeting during consideration of the following item on the grounds that it involves the likely disclosure of exempt information as defined in paragraphs 1, 2, 3 and 4 of Part I, Schedule 12A of the Act.

6 **UPDATE ON STRATA IMPLEMENTATION PLAN CREATING A REVISED BUSINESS PLAN 2017/18**

The report of the Chief Operating Officer, Strata and Strata Board was submitted which advised Members of the progress that Strata had made in the Implementation Plan, sought approval for changes to the Business Plan and approval for capital expenditure.

The Chief Operating Officer gave a presentation, Members were updated on the following:-

- Main aims of Strata when it was formed in 2014
- Staff restructure
- New Data Centre
- savings target would now be achieved in year 13
- possible risk of Pension liability
- reduced costs to all Councils
- risk reduction
- increase capacity for change
- main work streams
- infrastructure
- issues with software.

The Director (Finance Lead) advised Members of the revaluation of the Pension fund liability and that Strata had been treated as a high risk although the three Councils had given an undertaking to cover the pension liability. The Board would be looking to challenge the recovery of the deficit over the three years as this had implications for the three Councils.

Members discussed the implications of the revaluation and supported the Board in approaching Devon County Council for a review of the recovery of deficit in the Pensions Fund.

The Chief Operating Officer advised Members that Strata Officers had been working with the software provider to address the bugs that had occurred in the system which had cause a delay in the roll out of the Global desk top.

Strata Joint Scrutiny Committee considered the report at its meeting on 16 January 2017 (3pm) and Councillor Howe reported that Scrutiny had raised some concerns regarding paying for the maintenance of software when it was still causing issues in the roll out of the Global Desk Top.

**RECOMMENDED** that the three Councils approve:-

- (1) the Revised Business Plan for Strata;
- (2) the adoption of the revised Business Plan for Strata which includes a revised savings profile; and
- (3) the following additions to their capital programmes to allow the 2017/18 convergence plan and new contact centre software to be delivered

<b>Capital Funding 2017/18 for Software Convergence Plans</b>		
<b>Organisation</b>	<b>Contribution %</b>	<b>Capital Funding</b>
East Devon District Council	36.692	£190,615
Exeter City Council	35.936	£186,687
Teignbridge District Council	27.372	£142,198
<b>Total</b>		<b>£519,500</b>

7

#### **INTERNAL AUDIT OF GOVERNANCE ARRANGEMENTS**

The Teignbridge Strata Director presented the Strata Internal Audit Governance Arrangements 2015/16 report produced by the Devon Audit Partnership.

Members were advised that the Devon Audit Partnership opinion was that the Governance Arrangements were good. The Board would address the actions as identified in the report.

In response to Members, the Teignbridge Strata Director commented that report would be brought to the JSC and JEC regarding the appropriateness and level of reporting.

**RESOLVED** that the report be noted and requested that Strata implement actions as identified.

8

#### **CHIEF OPERATING OFFICER**

As this was Chris Powell's last meeting before his retirement the Committee thanked Chris for his vision in the setting up of Strata and his hard work on the progress that Strata had made. They wished him well for his future.

(The meeting commenced at 5.30 pm and closed at 6.15 pm)

Chair

This page is intentionally left blank

## STRATA

**DATE OF MEETINGS: JSC 10 March and JEC 27 March 2017**

**REPORT OF: Strata Board and Strata Managers**

**SUBJECT: Progress Report including changes to Global Desktop Plan.**

### **1. PURPOSE**

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

This report covers:  
Infrastructure delivery  
Business as usual  
Convergence

### **2. Key Strata Infrastructure Projects – progress and plans.**

#### **Global desktop**

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

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

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

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

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

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

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

Week 5 – w/c 27th March

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

Week 6 – w/c 3rd April

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

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

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

- Housing

Week 8 – w/c 24th April

- Revs & Bens

## **Telephony**

### **Single Supplier Consolidation:**

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

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

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

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

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

### **Implementation of Skype for Business:**

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

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

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

### **Migration to new telephony platform Skype for Business:**

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

### **Selection and migration to new standard Contact Centre platform:**

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

### **Other updates**

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

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

## **2 Business as Usual**

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

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

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

Some interesting numbers for members are

102 scheduled projects including 26 planned convergence projects

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

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

935 software products supported

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

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

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

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

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

### **3 Convergence**

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

Convergence will deliver on Strata's 3 key objectives:

Cost savings,  
Risk reduction,  
Increasing capability to change.

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

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

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

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

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

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 1, 2 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank