

**REPORT TO Strata Joint Executive Committee**

**Date of Meeting: 22 April 2015**

**Report of: Chris Powell**

**Title: Progress Report on Strata Implementation Plan- April 2015**

**Is this a Key Decision? No**

**Is this an Executive or Council Function? No**

**1. What is the report about?**

Update on progress of Strata

**2. Recommendations:**

To note the progress of implementation of Strata.

**3. Reasons for the recommendation:**

Progress report.

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

All included within the Strata business case.

**5. What are the legal aspects?**

None

## 6. Report details:

### Progress Report on Strata Implementation Plan – April 2015

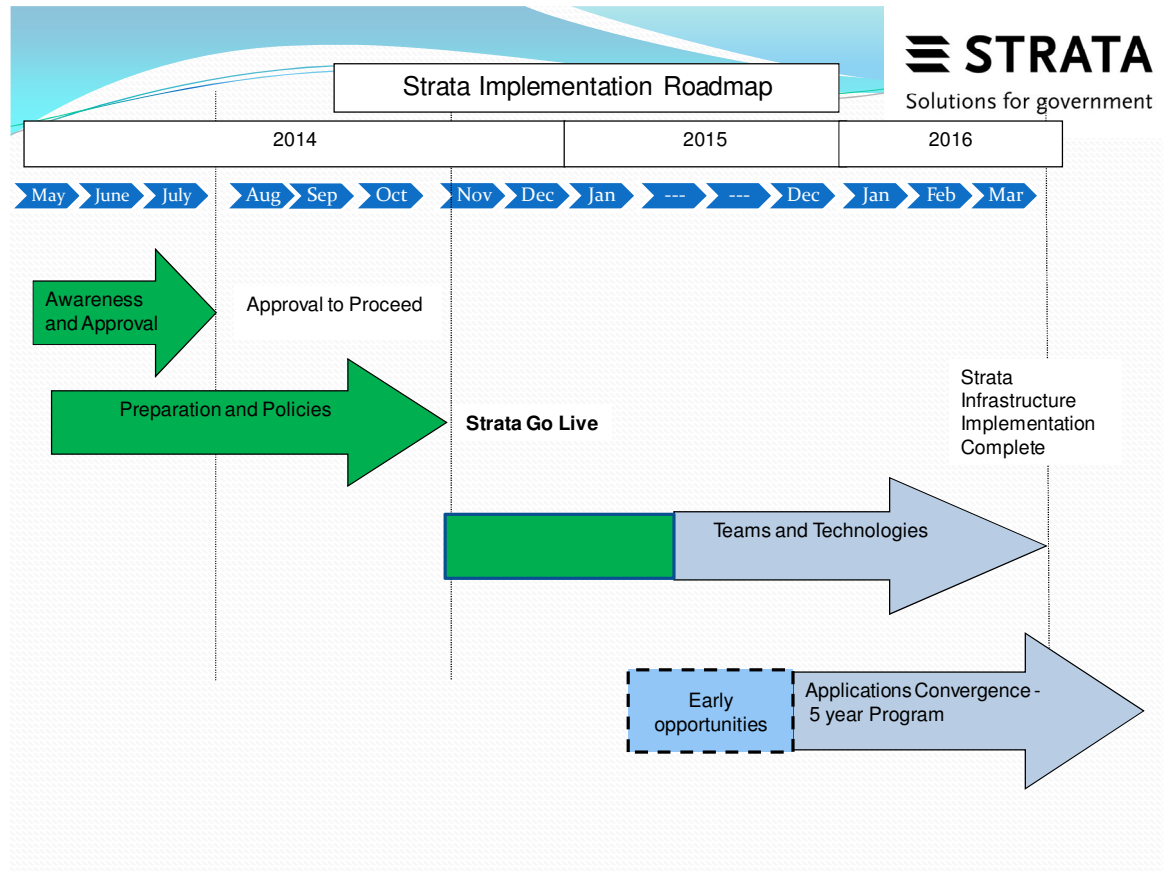


Fig 1 High level plan

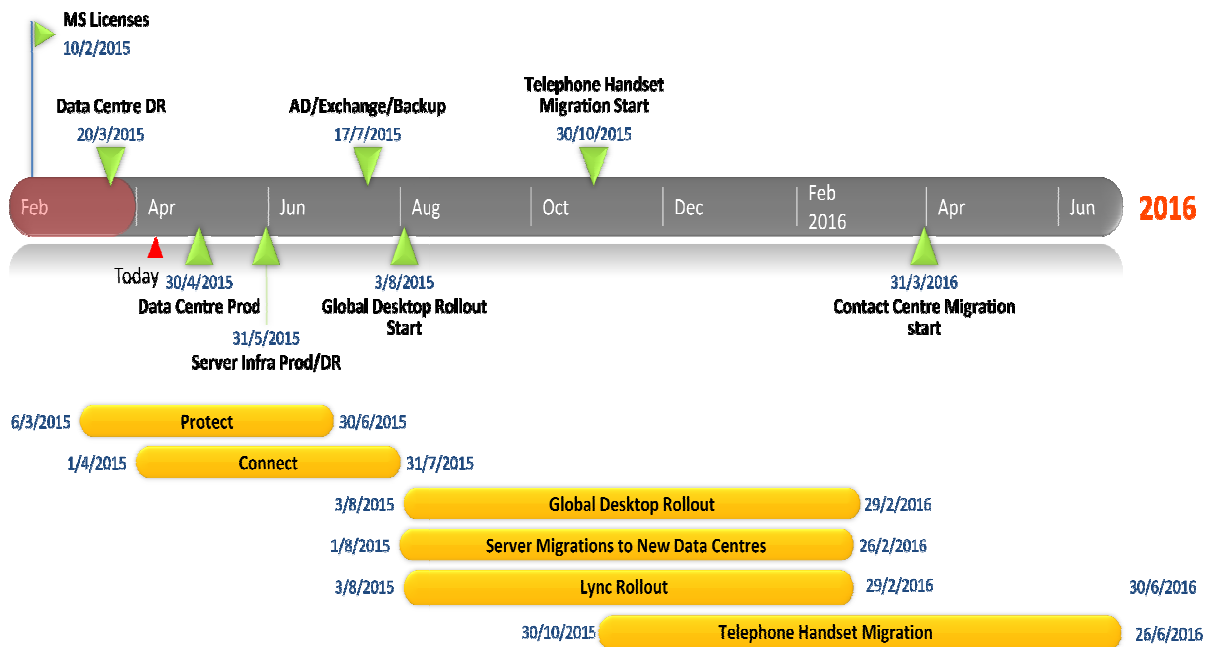
#### 6.1 Highlights

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

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

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

## 6.2 Implementation Timeline - Details



**Protect** - The centralization and safeguarding of infrastructure.

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

### Data Centres – The Civic and Oakwood Data Centres

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

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

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

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

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

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

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

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

**Global Desktop** – Single user desktop platform

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

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

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

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

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

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

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

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

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

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

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

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

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

## **6.3 Financial Highlights**

### **Budget 2014-15**

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

### **Revenue**

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

### **Capital**

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

#### **6.4 Main objectives for the next period**

The main challenges and tasks ahead are:

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

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

None

#### **8. Are there any other options?**

N/A

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

##### **Background papers used in compiling this report:-**

None

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