



Solutions for
government

Strata Report

Joint Scrutiny Committee & Joint Executive Committee

- JSC Meeting - 30th November 2017
- JEC Meeting – 7th December 2017

Date Issued: 21st November 2017

Period Covered: Sept 2017 – November 2017

Working together for East Devon, Exeter and Teignbridge

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Purpose of the Strata Report

The Strata quarterly report for the JSC (Joint Scrutiny Committee) and JEC (Joint Executive Committee) is compiled to provide an update on the functioning of the Strata organisation. The aim is to provide background on the core areas of discipline within Strata, identifying key activities, successes and areas for improvement.

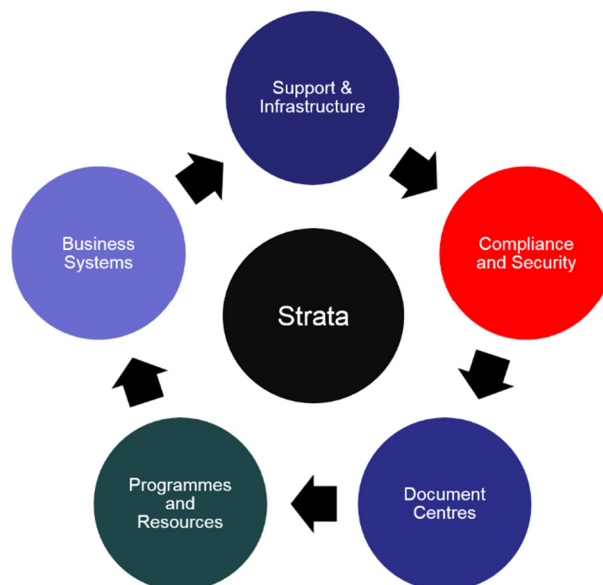
In this report, we have tried to give a more visual analysis of the work of Strata, and examples of the progress Strata is making against the core objectives:

Key objectives of Strata are:

- Cost Reduction
- Risk Reduction
- Increasing Capability for Change

The five core discipline areas within Strata are defined as:

- Support and Infrastructure
- Compliance and Security
- Business Systems
- Document Centres
- Programme and Resources



IT Director Quarterly Report

Following the last round of JSC and JEC committee meetings, I have continued to work with the teams within Strata to further develop the 'Adopt, Adapt, Transform' mantra and to move Strata forward to ensure that it continues to deliver against the core business objectives of:

- Cost
- Risk
- Change (Capacity and Capability)

I am pleased to report, that over the last three months, Strata has made progress and continues to deliver a '**good**' level of service to the three authorities. The Devon Audit Partnership have again confirmed the good status in the 2017 audit report.

There has been a number of challenges which the Strata team have worked hard to address. The primary challenge being **the major systems outage** which occurred on 13th September. The outage affected all users of the global desktop environment and the root cause was traced to a combination of events that occurred in the Dell SAN (Storage Area Network). Whilst the issue couldn't have been predicted, Strata have engaged with both ComputerWorld who designed the SAN solution and Dell who manufactured it, and are currently putting into place advanced technical training for two of the Strata Infrastructure engineers on the SAN environment, and reviewing the design of the solution and the implementation of an improved level of resiliency. The outage has also enabled Strata to review the **function and capability** of the Oakwood secondary data centre location, options for improving the Oakwood DC are currently being investigated and will be reported to the JSC and JEC in due course.

Strata Infrastructure and Service Desk staff have been extensively engaged on the **Exmouth Town Hall** relocation project for East Devon District Council. The required level of resource to support the move was higher than expected, but the project was **delivered on time and on budget** and to a very high standard. All EDDC staff were up and running as soon as they arrived in the new office with a fully functioning dual screen setup running the Global Desktop and Global Comms. **Positive feedback** has been received for a number of parties at East Devon. Strata are now working with EDDC on the move to the new Honiton

facility, which will be approximately three times larger than the Exmouth move. Detailed resource costings have been provided to EDDC for review.

In addition to supporting the EDDC moves, Strata have also support the Teignbridge office move project and Reception area build, these again have been delivered on time and with little impact to the overall support service. Positive feedback has been received.

The project approach to the delivery of the new Global Communication platform has ***proved very effective***, and we are now planning on the continued roll out programme with a view to having all three authorities migrated to the new platform by mid-2019. The programme of work is very complex but will deliver considerable efficiencies and cost savings across all there authorities.

An extensive programme of server migrations from Windows 2003 to 2008 has enabled us to ***achieve PSN accreditation*** for a further 12 months period for each of the three authorities. This programme was very complex and affected a high number of servers, but without the migration PSN accreditation would not have been achieved. It is envisaged that in 2019, a further migration project will need to be undertaken to move from a Windows 2008 environment to a Windows 2010 environment. The migrations take a lot of planning and resource to deliver.

We continue to receive ***a high level of Customer Satisfaction score***, and we have seen a 35% increase in the number of people responding to the survey questions when service incidents are closed. Any neutral or negative feedback received is followed up on and if necessary 'face to face' meetings are arranged to enable Strata to gain a better understanding of why end users might feel that the service is below an acceptable level.

Three new ***apprentices*** joined in September, and are working as members of the Service Desk teams. The apprentices are performing well and have reported that they are enjoying the challenge that Strata offers them along with the training they receive and the team spirit that is now widely recognised as critical to Strata's long term success. Strata are now in the process of engaging with the Exeter University

to explore the potential for offering a degree programme for Strata staff and at the possibility of offering high level apprenticeships to university graduates.

Strata have recently undertaken a Staff Engagement Survey and the results are **very encouraging** – in all aspects of the questionnaire, there is a considerable improvement in the scores reported in 2016. There was a 73% response rate, and 88% of staff who responded said they would recommend Strata as an employer. The results of the Survey are being posted on the Strata intranet for all staff to see and are also being distributed to the JEC / JSC and Strata Board. Strata are very encouraged by the **positive view** that staff now have and this is seen in the attitude of staff to their work and to the ease with which we are able to fill vacant posts.

The Business Systems team have continued to support the 'Business as Usual' challenges of the three authorities, and are also supporting a **high level of project work**. The team are performing well, especially given the demands being made upon them. As we move forward, we have identified that Business Analysts are being constantly interrupted from project and Business Change Request (BCR) work to resolve Service incidents – this leads to **an inevitable clash** in priorities and either project slippage or time delays in resolving Service incidents. Strata therefore plan to introduce a new 3rd line support function in line with the recommendation of the ITIL framework. The third line team will be introduced to bridge the gap between the 1st and 2nd line service desk team and the Business Analysts. The primary function of the 3rd line team is to shorten the time taken to resolve Service incidents. The resource for the 3rd line support function will come from the existing Service Desk team and from the recruit of two individuals to replace 'leavers' from Business Systems.

In November, we launched a trial **Out of Hours service**, this has proved **very effective** and has already been used on a number of occasions to resolve urgent issues. Strata will report back findings at the end of the trial period scheduled for early Feb 2018.

The roll out of new MFD (Multi Function Devices – printers) by the Document Centre team was successfully completed into ECC sites in September and we have now commenced a replacement of all MFD's into Teignbridge by end of Dec 2017.

The Strata Security and Compliance team have continued to make good progress in protecting the three authorities against cyber threats, we are asking all staff both within Strata and within the three authorities to remain extra vigilant. This team have also pro-actively engaged with the Business Continuity leads at each authority to draw up the recovery time objectives (RTO) for key identified systems. This exercise is leading to a **greater understanding** of the key applications and how quickly they need to be recovered in the event of a major incident. The outcomes of this work will be presented to the JSC / JEC as a series of costed options for the addition of extra IT resiliency.

Recently we kicked off an exercise to engage with each authority to perform a review of all current projects. Each authority is being asked to prioritise their projects as High, Medium and Low. Once this exercise is completed, Strata hope to be **far better aligned** with the needs of each authority and the outcome will feed the Business Planning process.

One area that continues to cause us concern is the **performance of a number of key suppliers**. Effective supplier management was introduced with VirginMedia Business five months ago, and we are pleased to report that this has had beneficial results, we now need to introduce a similar level of management scrutiny for the above suppliers. **Failure to deliver robust products by these suppliers** is leaving both Strata and the three authorities exposed and cannot be allowed to continue.

So in summary, Strata is continuing to deliver a 'good' level of service to the three authorities, there is concern about the performance of a number of suppliers and this needs focus to resolve. Staff feedback is positive, and investigations are being made into how Strata can make the services we deliver more robust and resilient.

IT Director SWOT (Strengths, Weaknesses, Opportunities and Threats Analysis)

When the new IT Director commenced employment with Strata, he produced a high level SWOT analysis of his initial findings. Highlighted in GREEN in the table below, are the areas where we believe solid progress has been made during the last three months.

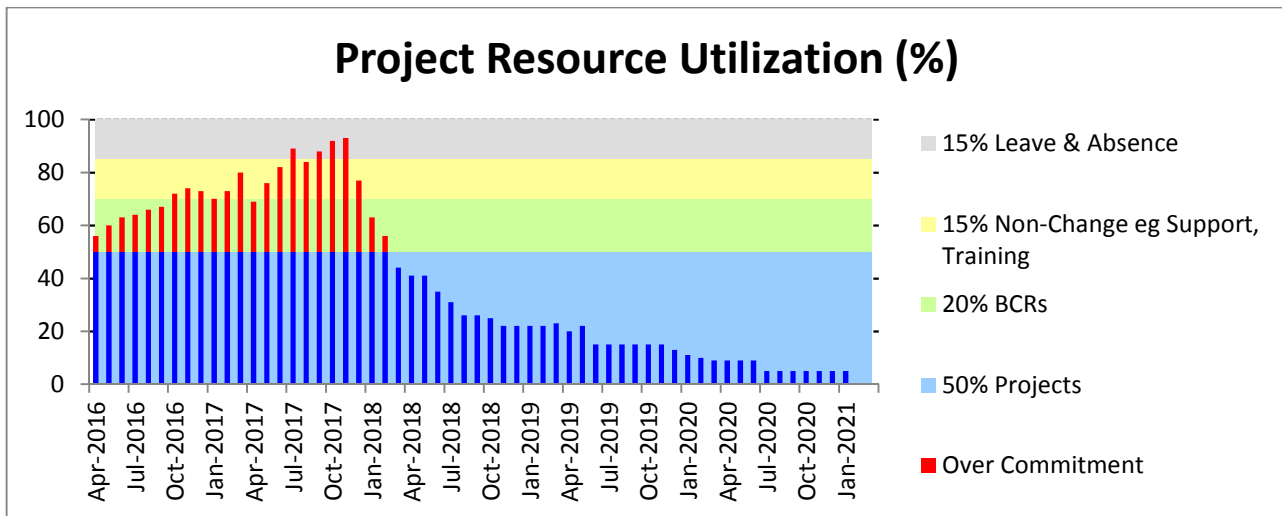
<p>Strengths</p> <ul style="list-style-type: none"> • The staff are dedicated, hardworking and highly skilled • Management team work well together • Underlying technology decisions sound • High level of Customer Satisfaction • Buy in from Strata board to the success of the business • Desire of the Strata team to succeed • Self Service Portal working well • Compliance and Security – challenging • Savings being delivered back to the authorities 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Project Management within Business Systems team • Managing 3rd Parties contracts and performance • High level of BCR's and Problems • Problem queues not being managed • Slow resolution of ongoing GD issues • Staff split across multiple sites, not really creating a single company, • Lack of understanding of new technology trends • Managing the HUMP • Staff onboarding – new induction checklist
<p>Opportunities</p> <ul style="list-style-type: none"> • Improve levels of communication to become more trusted advisors by reviewing the governance by which Strata is informed about future requirements (IRB's) • Re-prioritise workloads to reduce BCR's and Problems • Single phone system enables single number delivery for Service Desk • Management team to manage and to become less operational • Atmosphere improving, but more Strata joint activities needed • More knowledge sharing – i.e. councilor training 	<p>Threats</p> <ul style="list-style-type: none"> • Cyber Threats – defending against the unknown • Workload on BA team • Failure of key suppliers to deliver • Strata being seen as an external supplier • Staff feeling that we are not moving forward • Delays in the delivery of projects • Paying more for services than we need too • Staff retention

The advantage of the SWOT analysis is that it enables us to look at how much progress Strata has made over the last seven months. Whilst there is still considerable work to be done, Strata feel that they are providing a good level of support to the three authorities and providing an interesting, challenging and progressive environment in which Strata staff can work and develop their careers.

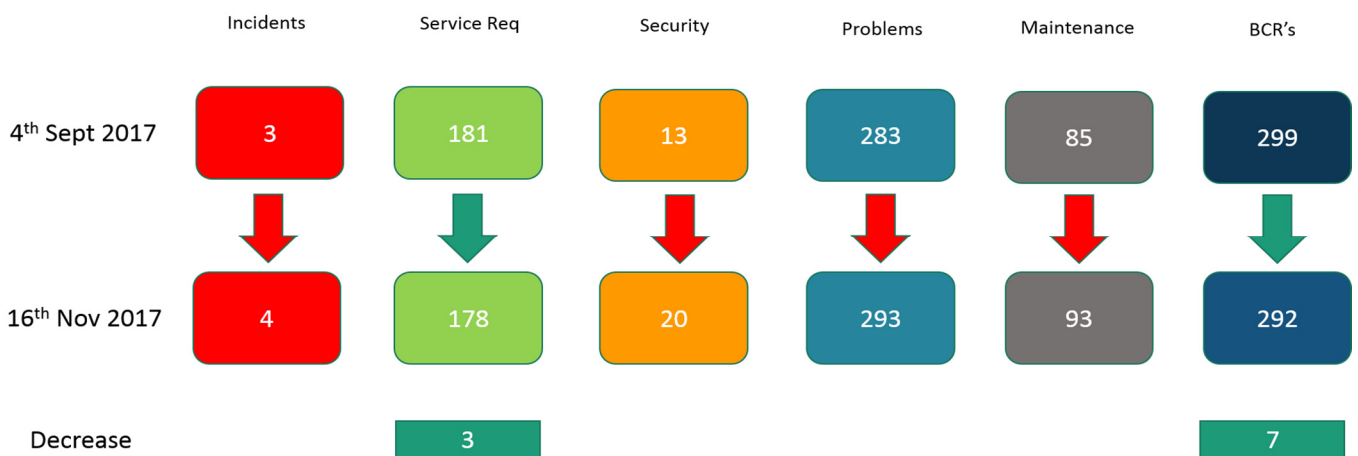
Workload Analysis & Key Performance Indicators

In order to better understand the workloads across the Strata Business Systems team, we now monitor project commitment and map it against available time for core activities, i.e. holiday / absence, training, support, BCR's and project work.

This graph (shown below) which is for the Business Systems team shows that through effective management of this project utilisation, we are now seeing ourselves coming down the 'Hump' and moving to a far better level of project resource utilisation. This will have an impact on work related stress and Strata's ability to better manage Business as Usual requests, such as Business Change Requests (BCR's).



On 16th Nov 2017, we took a snapshot of the key metrics we are measuring ourselves against. The graphic below shows a comparison of the KPI's against those recorded on 4th September (just prior to the last JSC meeting). Even though there has been an increase in some of the metrics, the trend over the last seven months has been in a downward direction:

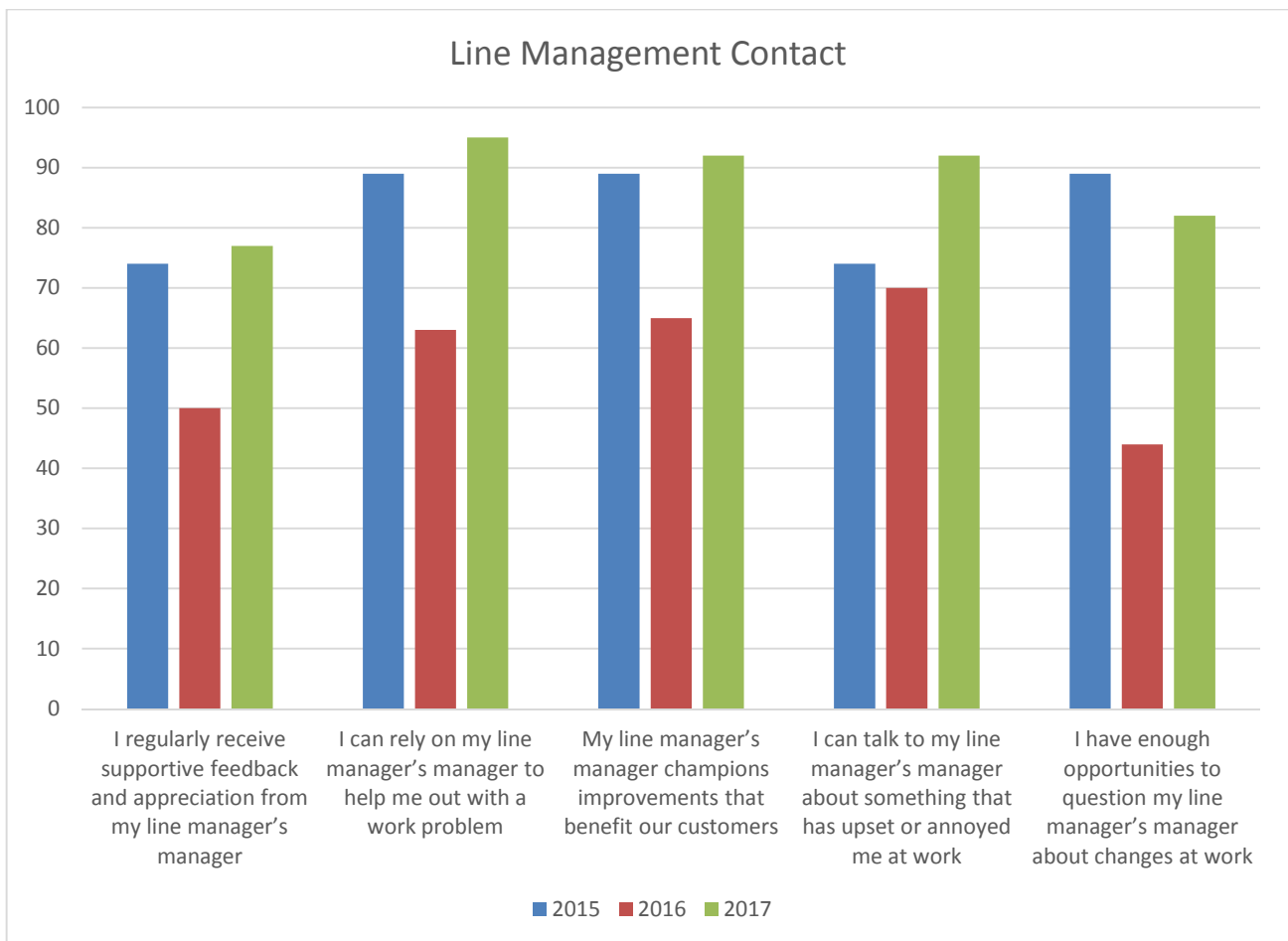


Staff Engagement Survey Results

In September we launched the annual staff engagement survey, the results have now been published to all staff via the portal, but in summary findings were as follows:

- 52 staff completed the questionnaire. This is an outstanding response of 73% of the workforce.
- Where there is a positive improvement on previous years, the figures are highlighted in green. There has been improvement in every area compared to 2016.
- The improvement in the management and culture of Strata has also been commented upon by UNISON.
- 88% of the 49 respondents to this particular question would recommend Strata as a place to work.

The graph below shows the positive feedback received in relation to line management engagement.



Infrastructure and Support Team update

Infrastructure Team Update

The Global Desktop programme has now been completed and all users migrated from legacy systems into the Global Desktop environment. We currently have a Global Desktop Improvement Programme (GDIP) running with the aim of addressing reported issues. There are approximately 10 outstanding issues and Strata is working to resolve these – one issue relates to the intermittent crashing of Microsoft Outlook and Microsoft have advised that even though it is their product at fault, they will not be creating a patch to resolve the issue. Their suggestion is to migrate to an Office 2016 environment, however this is not acceptable to Strata, Strata have therefore escalated the matter within Microsoft.

The Global Communications project has made an excellent start and is now fully functioning at the new Exmouth Town Hall location. We have set up a meeting room with a voice and video conferencing system and this is proving very beneficial, given the split nature of teams at EDDC.

Moving forward, Strata have made recommendations as to a wider roll out of the Global Communications platform, and the JEC are being asked to agree the roll out schedule. In addition, Strata are now also engaging on the EDDC Honiton HQ build, and resources and budgets are being discussed and agreed.

As a result of the major outage in September, Strata are working to review resiliency options with a view to submitting a set of recommendations to the JSC / JEC to improve the level of resilience available in both the Civic Centre and Oakwood Data Centre locations. Behind the scenes Strata have been making changes to the way the desktops are delivered so as to spread the balance across the underlying host servers and this has seen an improvement of the desktop stability and performance. We have also made a change to the storage adapters, this again is designed to reduce CPU usage and improve performance.

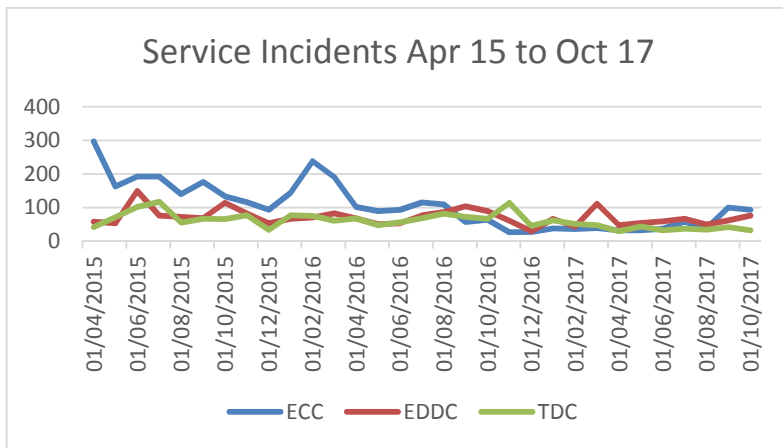
We have also been supporting the refurbishment at the Teignbridge Forde House location. Teams have been relocated throughout Forde House and a new reception area has been built. Technology is being used to underpin the operation of the new reception area, and portable devices will be deployed to aid a better end user experience.

Service Desk

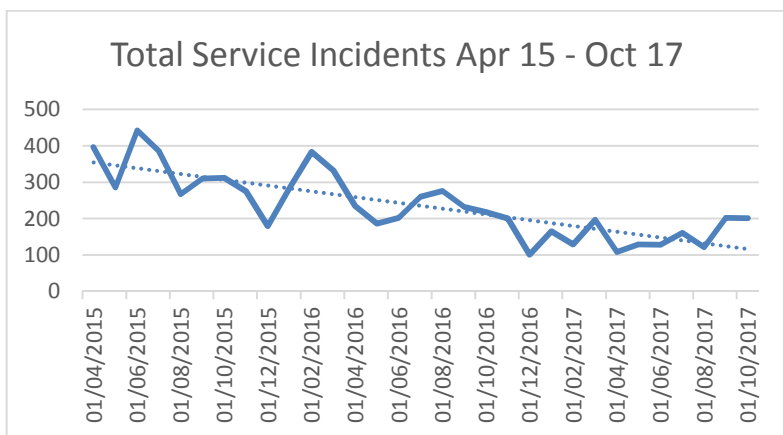
The Service Desks across the three authorities are now fully staffed, with an apprentice at each site. Positive *customer satisfaction* levels remain well **above 96%**. The number of incidents across all three authorities has stabilised. The table below shows the number of Service incidents raised by each authority since April 2015:

Authority	ECC	EDDC	TDC
Total No. of Calls	3255	2188	1861
Total Percentage	45%	30%	25%

The graph below shows the Service Incident trend since April 2015 across the three authorities:

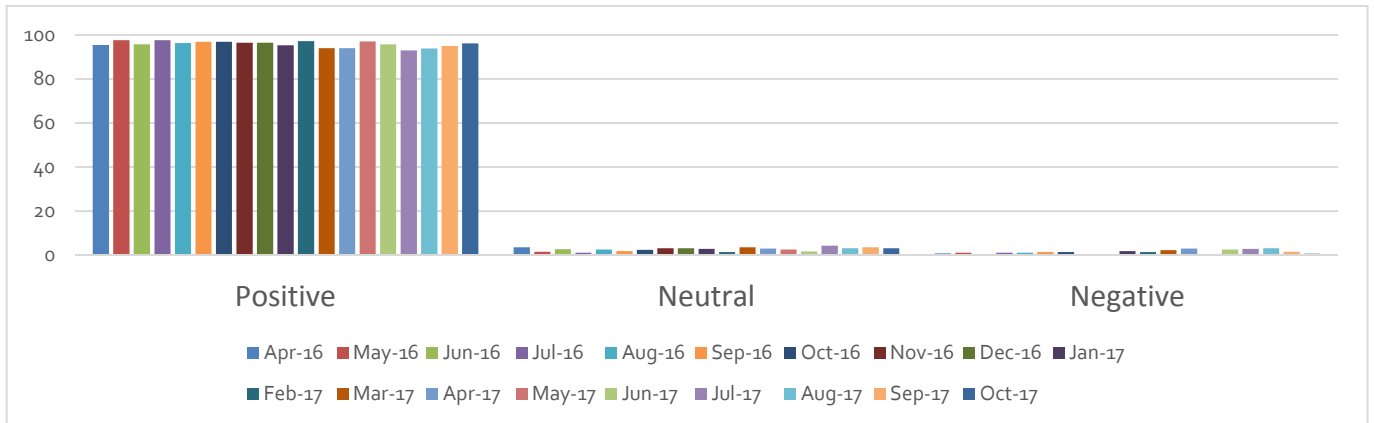


The graph below shows the total Service incidents since April 2015 for the combined authorities

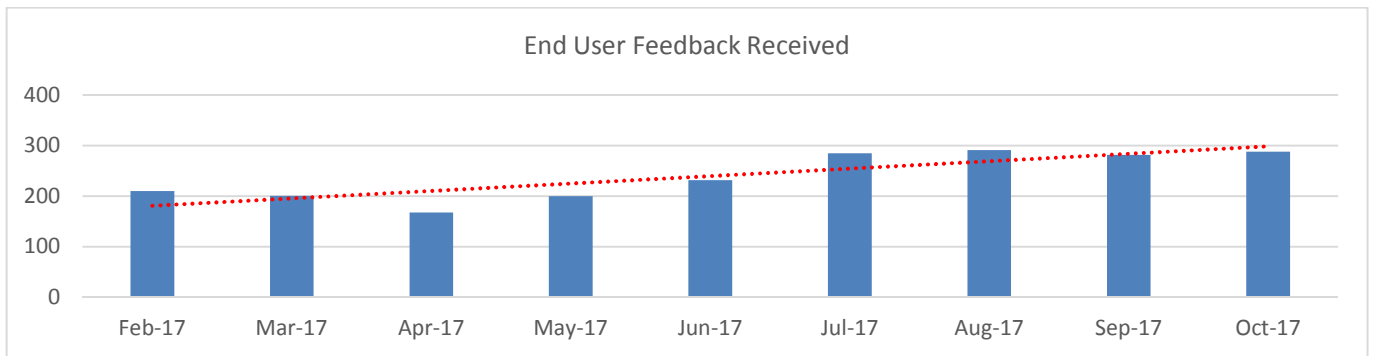


Customer Satisfaction

The service desk is performing well in supporting the BAU (Business as Usual) activities of the three authorities. The table below shows the level of customer satisfaction being received:



The trend for feedback is in a positive direction, meaning that more users now take the time to respond back to Strata’s request for feedback once a service incident is closed:



Any neutral or negative feedback received is followed up and investigated by the Service Desk team leader and the IT Director. This process is proving effective in Strata understanding areas where improvement needs to be made.

Compliance and Security

The major news during the last quarter was gaining PSN Coco compliance certificates for East Devon and Exeter after already receiving the compliance for Teignbridge in the previous month. This is however now dependent on the removal of the three Windows 2003 servers which need to be completed by the end of November as committed to in the compliance submissions. The compliance letter from the PSN assessors detailed that they will be checking for this in 'early December'.

It is looking increasingly likely that the PSN will be discontinued in March 2019 as we have received notification that gcsx email addresses will not be usable after this date which is a further change in Government stance since the beginning of this year (where they were going to let us manage these ourselves). If this is confirmed then the councils will need to work towards the removal of gcsx by this date.

Strata are also looking to run a Crime event in February to look at how the authority can better protect itself. This event will be run in conjunction with the Federation of Small Businesses. The event will be held in the Chamber at EDDC.

In terms of the security position, the level has remained at **Medium** as the attack from email campaigns have abated for now.

Document Centres

During October consultations on the rollout of new Ricoh MFDs was held at Teignbridge. Maps were produced of the proposed locations and stakeholders were invited to contribute to the final configuration. Once this was agreed the final order was detailed in a report to CLT for approved. A test device will be delivered in mid-November to assist with the switch between the old Xerox devices and the new Ricoh's. The equipment in the Teignbridge Print room will also be replaced as part of the rollout.

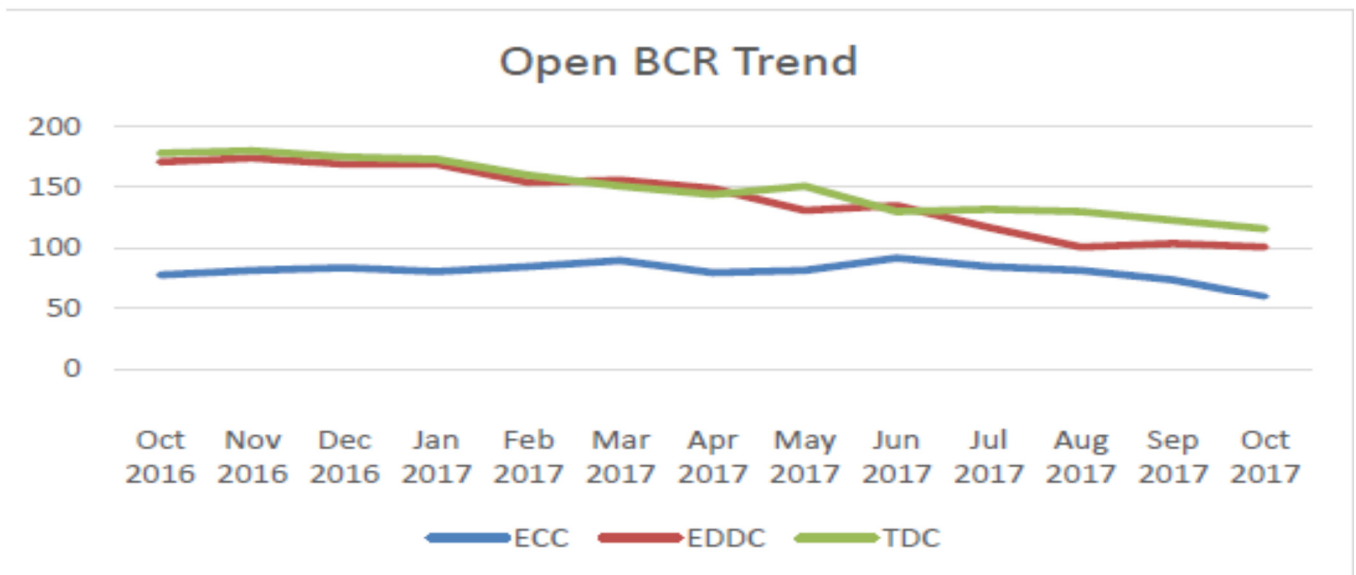
At East Devon the new devices for the Exmouth office were confirmed with installation in the first week of November. An additional Ricoh device has been setup at the Knowle to support those staff who work at both the Exmouth and Knowle offices.

The new MFD devices are being introduced to allow secure 'Follow-me printing', this allows printing to be collected from any MFD using a council ID card. Benefits of 'Follow Me printing' technology is that prints can be retrieved from any MFD and the system also provides increased data protection as printing is only output from the MFD when the user is present at the device and has presented their ID card. Also, with the new Ricoh devices, Strata will be able to produce much more detailed management reports and hence be able to better analyse spend.

The design team have been working with EDDC on the Exmouth Town Hall signage and the Intranet project and they have recently recruited a new part time designer to work alongside the team at EDDC. The existing vacancy in the Teignbridge document centre has now been filled and the new member of staff commences work with Strata on 11th Dec 2017.

Business Systems

The BCR (Business Change Request) queue continues to reduce as we complete BCRs and also reassess the need for others. We are revisiting the BCR owners within the councils to fully assess the older BCRs which do not currently have estimated size or cost information. This will enable us to provide a more accurate picture of the BCR workload. Exeter IRB have recently undertaken a detailed review of their outstanding BCRs and have advised a number can be closed as they are either no longer required or do not reflect the direction of the council.



In addition to the number of BCRs the team are working through, the analysts are also working on some notable projects. These include:

- **Firmstep in Exeter** – The first batch of forms have now gone live and have already seen customers using them. The Graffiti form in particular is worth a special mention. This is a completely end to end process with report from customers going to a mobile device for operatives to resolve. The operatives then close the call whilst in the field sending an immediate response back to the customer. This is the first process to use this but many more will be going live over the next few months.
- **Firmstep in Teignbridge** – Work has begun on the Firmstep project in Teignbridge. Both Exeter and Teignbridge will benefit from this common software as the knowledge and skills gained in both authorities can be shared. Early work is also underway to review its potential benefits for East Devon.

- **Door Access – Exmouth and Teignbridge** – Doors have been installed at both sites and the work to configure the software to manage these is moving on at pace. New ID badges have been distributed across both sites.
- **New HR and Payroll system** – Continues in Teignbridge and Exeter.

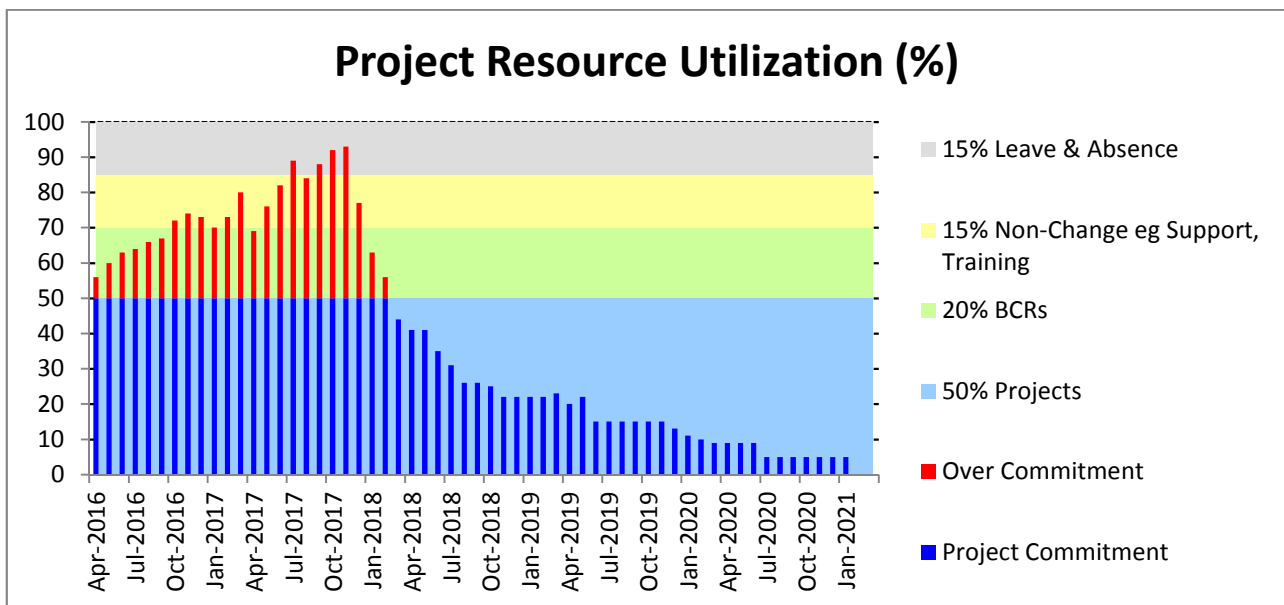
Programmes and Resources

Strata run a combination of systems convergence projects (Convergence Projects) and projects requested by council service managers (Service Projects). Convergence projects are agreed by the partner councils in the annual Strata business plan.

The current number of scheduled projects in the 2017/18 financial year and in 2018 / 2019 are as follows:

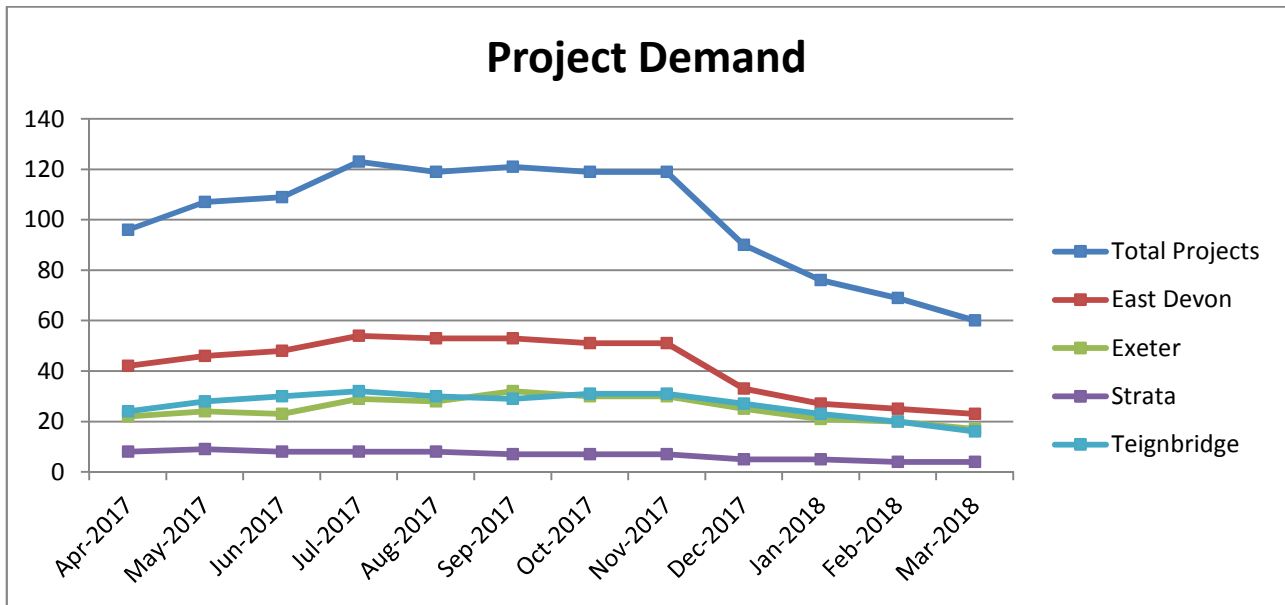
Project Type	2017 / 2018	2018 / 2019
Active Convergence Projects	16	13
Active Service Projects	55	16
Total	71	29

The resource utilization chart below shows the known projects for the Business Systems team. Experience shows there will be other, as yet, unknown projects requested by service managers through the remainder of 2017/18 that will add to this picture.

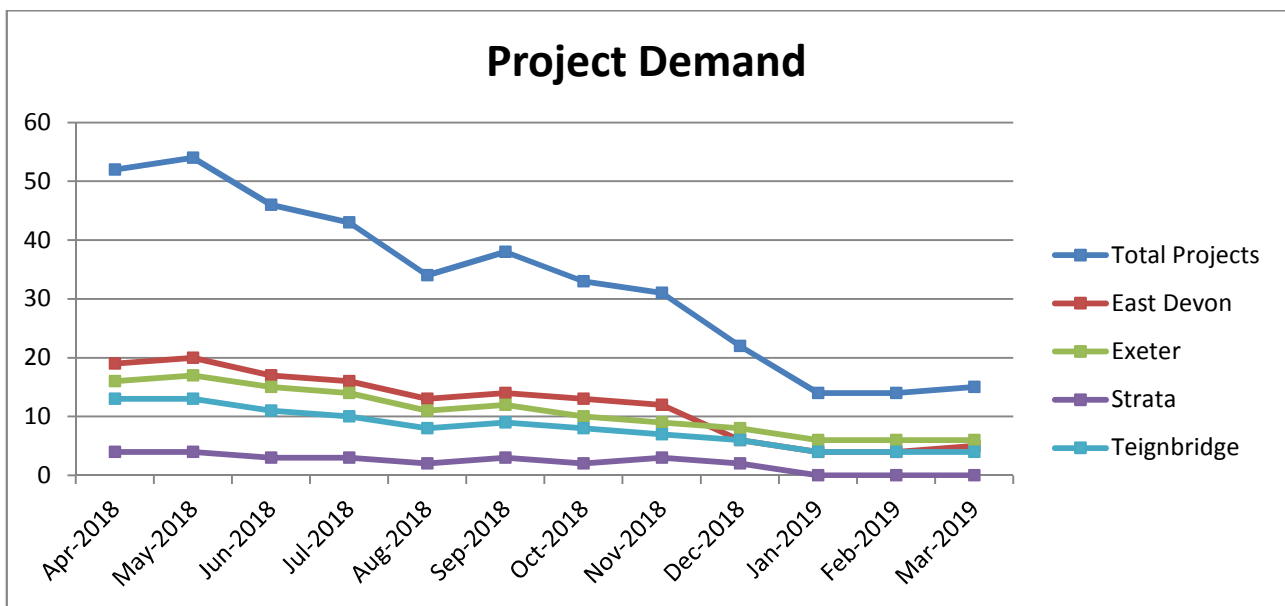


50% is our guideline resource allocation for project work, leaving the remaining 50% for all other tasks such as support, BCRs and all other activities. The current high demand for projects, seen to run until October is impacting our capacity for delivery of BCRs. We are currently reviewing these project commitments exploring alternative delivery options that may release resource for BCR and other work.

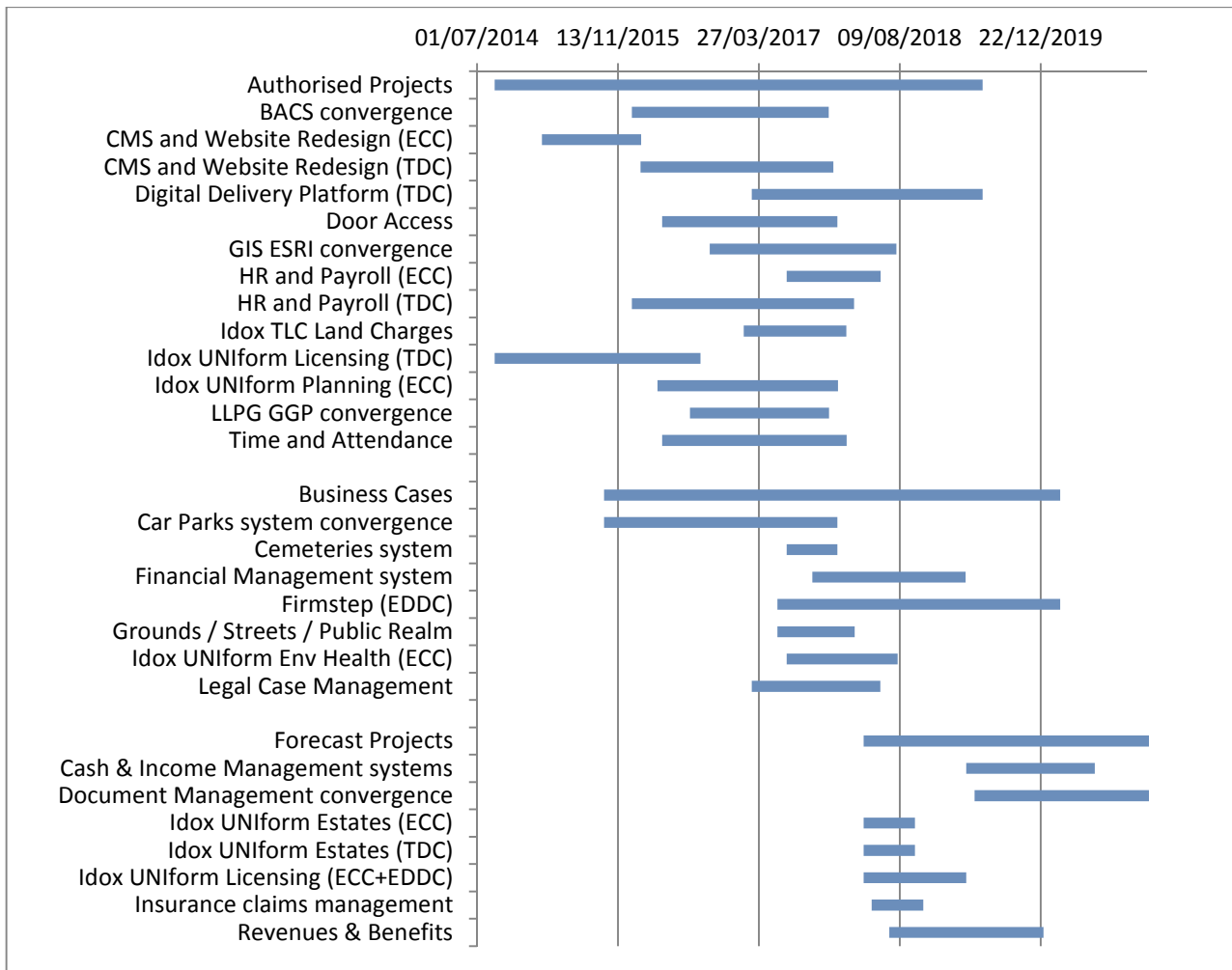
The project demand graph below shows the total number of projects for 2017 by authority:



The project demand graph below shows the total number of forward planned projects for 2018 by authority:



The Gantt chart below, shows the Strata convergence projects by stage.



Business Plan Convergence Update

2017/2018 convergence	2017/18 Business Plan	Current	Status	Business Plan Impact	Comments
BACs convergence	Jan 16 to Apr 17	Jan 16 to Nov 17	Finishing Later	Neutral	Change still occurs in 17/18 financial year. Strata are currently allocating resource to the project.
Car Park Systems	Sep 15 to Mar 17	Sep 15 to Dec 17	Finishing Later	Positive	Business Plan assumes increased costs of £500 from convergence, so the delay delays these increases
Cemeteries	Jul 17 to Dec 17	Jul 17 to Dec 17	Running to Plan	Neutral	Requirement to be reviewed
CMS and Website (TDC)	Feb 16 to Apr 17	Feb 16 to Dec 17	Finishing Later	Neutral	Goss maintenance has been terminated so no financial impact
Door Access	Apr 16 to Jun 17	Apr 16 to Dec 17	Finishing Later	Neutral	
Financial Management System	Oct 17 to Mar 19	Oct 17 to Mar 19	Running to Plan	Neutral	Strata are currently allocating resource to the project.
GIS ESRI Convergence	Oct 16 to May 17	Oct 16 to Jul 17	Finishing Later	Neutral	Change still occurs in 2017/18 financial year.
Grounds / Streets / Public Realm	Jun 17 to Dec 18	Jun 17 to Mar 18	Running to Plan	Neutral	Scope of requirements phase now being entered – workshop held.
HR and Payroll (ECC)	Apr 17 to Mar 18	Jul 17 to Jun 18	Finishing Later	Neutral	Change still occurs in 2017/18 financial year.
HR and Payroll (TDC)	Jan 16 to Mar 17	Jan 16 to Feb 18	Finishing Later	Negative	Project underway – team working closely with TDC.
Idox TLC Land Charges	Feb 17 to Jan 18	Feb 17 to Jan 18	Running to Plan	Neutral	
Idox Uniform Env Health (ECC)	Apr 17 to Mar 18	Jul 17 to Jul 18	Finishing Later	Neutral	Intending to terminate incumbent Northgate M3 contract before renewal is due in August 2018.
Idox Uniform Planning (ECC)	Apr 16 to Mar 17	Apr 16 to Dec 17	Finishing Later	Neutral	Idox solution deployed, currently receiving feedback from the client on product suitability.

Legal Case Management	Jan 17 to Dec 17	Mar 17 to May 18	Finishing Later	Neutral	Change still occurs in 2017/18 financial year.
LLPG GGP Convergence	Jul 16 to Mar 17	Jul 16 to Nov 17	Finishing Later	Neutral	No impact provided incumbent Aligned Assets system can be retired before 1 st August 2017.
Time and Attendance	Apr 16 to Jan 18	Apr 16 to Jan 18	Running to Plan	Neutral	

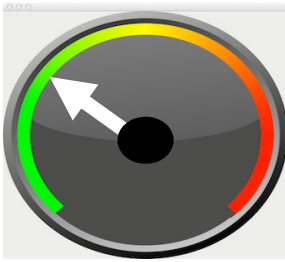
Business Plan Appendix 5 - Action Plan Update

Action	Completion Date	Status	Comments
Converged email connection for all councils	Feb 2017	Completed	Completed
Migrate PSN connectivity to VMB	March 2017	Not Started	This will not happen for at least a year due to the Vodafone contract fiasco. Needs a review of the position in early summer 18 to review the options then
Complete Global Desktop Roll out to all councils	April 2017	Completed	Project nearing completion – June 2017
Converged web filtering system	April 2017	Ongoing	Only delayed by the few users at TDC & EDDC users not using the GD.
Government Secure Email accreditation	April 2017	Ongoing	Implemented protocols in Jan 17. Whole government initiative now delayed until 'summer 17'.
Information Security Policy	April 2017	Ongoing	Implemented in Strata. Acceptable Use policy provided to councils by Karen Jenkins. Overarching policy now deployed Strata will be provided to SIROs to take forward through their council processes
Review contract conditions for Document centre staff who work cross-council rather than solely at individual Councils	As the situation arises	Ongoing	
Decommission the Teignbridge server infrastructure	June 2017	Ongoing	Ongoing, 55 Servers remain due for completion early Sept 2017
Decommission the East Devon server infrastructure	June 2017	Ongoing	Ongoing, Some larger systems across, due for completion September 2017
PSN CoCo accreditation	November 2017	Completed	Five servers to migrate from 2003, currently accreditation has not been given. Plans for final system migration are being drawn up, but it may not be

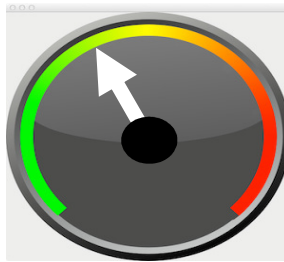
			possible to migrate totally away from 2003 due to the applications running on the servers.
Carry out recommendations of governance audit including review of IRB organisation	June 2018	Ongoing	Initial plan for new governance structure drawn up, detail to be discussed with Strata board.
IT Recovery test for key systems	August 2017	Ongoing	Given the issues with the VMware recovery system (SRM) and Oakwood storage, other than the more limited Veeam Surebackup this will be dependent on a wider review of BCP
Select and implement new Skype contact centre system	Dec 2017	Completed	Anywhere 365 selected, initial roll out to EDDC ETH completed.
Develop an out-of-hours support proposal in consultation with Councils and create a costed business case for Councils to fund. If business case approved carry out contractual consultations with affected Strata staff and implement service.	Dec 2017	Completed	Service created, to be trialled in Nov 2017. Staff now being briefed and commitment sought.
Implement "Global Comms", the telephony replacement at all three sites	March 2018	Ongoing	Work well underway, on target. Awaiting agreement on roll out schedule.
Develop options for "pay-for-use" accounting and budgeting and implement chosen method ready for FY 18/19 Looking at the options – 18 / 36 months	March 2018	Ongoing	David Hodgson to provide update to JSC / JEC.

Summary

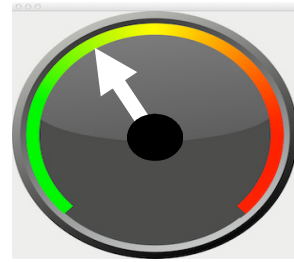
Reviewing the three core objectives of Strata, the indicators show that progress is being made in all areas.



COST



RISK



CHANGE

Further analysis is being undertaken to ensure that the investments made are delivering value for money, and gaps in capability are understood and actions plans are drawn up to mitigate risk.

Strata is also undertaking a detailed review of costs by discipline and team management will be asked to become more involved in the day to day financial management of each discipline to understand spend portfolio and will also be asked to identify areas of potential cost saving, risk reduction and change.